



JOB DESCRIPTION

Job Title	Programme Manager, ELT
Job Holder	Click here to enter text.
Reports to	Programme Team Manager /Senior Programme Manager, ELT
Date	July 2020

1. Job Purpose

The purpose of this role is to manage ELT publishing programmes through planning, delivery and closure phases; ensuring the programme is delivered to the agreed schedule, budget and scope. The role leads on the programme planning and management for multiple programmes, working closely with the Programme Executive and Programme Sponsor to plan and manage the implementation and delivery of complex, multi-component publishing programmes. The role is responsible for the high-level tracking of all projects within their assigned programmes - capturing and managing overall budget, status, changes, risks and issues.

2. Dimensions

Financial:	<p>Typically Programme Managers will be responsible for managing and controlling pre-press budgets between £500,000 and up to £3,000,00, for each programme, per financial year. Programme managers are usually responsible for the programme budgets of two-three programmes at a time. Programme budgets can span 5 years.</p> <p>This includes monitoring and reporting on the budget as part of programme governance, but also advising project leads and project managers on budget re-prioritisation and the impacts of any changes on the programme P&L.</p>
Staff:	<p>Management of up to 12 different workstreams per programme; project managers and workstream leads will indirectly report to the programme manager about status, changes, risks and issues from a programme organisation point of view. Matrix management of all cross-functional programme teams – across multiple global hubs.</p> <p>No direct line reports.</p>
Other:	<p>Generate relevant reports to support healthy programme and ELT governance. Encourage and inform programme decision making that</p>

	supports ELT and Press strategy. They will sit on the Programme Board to participate in strategic, high level decision making.
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3. Principal Accountabilities

Programme budgets, schedules and resources

- Manage large, multi-component, multi-version publishing programmes, supervising the workstream leads on a set of related projects to ensure the overall programme is delivered to approved programme budget, schedule, scope and quality specifications.
- Expert knowledge of tools such as MS Project, SAP, Business Objects, and communicative tools such as MS Teams.
- When required, a Programme Manager may also manage non-publishing, Change Management programmes alongside Publishing programmes.

Programme Planning & Processes

- Plan the programme and work with the Programme Executive, Operations Manager and Programme Sponsor to bring publishing programmes through all Gate Approvals, working on the preparation of the Approval documentation for the Board and ensuring updates/actions are carried out.
- Ensure that publishing programmes follow established ELT processes and identify best practice through the programme lifecycle.
- Work with the process manager to contribute to process improvement through identification of and feedback on areas for continuous improvement.
- Lead on launch readiness activities, which oversees promotional requirements, problem solving product supply issues, and also the rollover from one course to another.
- Conduct analysis of programme performance and lead on programme lessons learned to promote continuous improvement, making suggestions on cost-efficiency and maximising benefits, ensure these are applied to future programmes.
- Work with the Digital Publishing Leads and Programme Executive to make informed strategic specification decisions and ensure this digital specification is approved by Technology and Digital Strategy.

Team Management

- Organise set up of the Programme team, communicating expectations to team members, ensuring the right stakeholders are involved at the appropriate time, and clarifying roles and responsibilities.
- Create an environment for global cross-functional programme teams to work together collaboratively.
- Matrix management of programme team, assigning tasks and responsibilities as appropriate, ensuring accountabilities are understood.
- Facilitate conflict resolution as appropriate.
- Create a programme communication plan appropriate to the programme, that maximises communication efficiency.

Programme Documentation & Governance

- Set up programme governance and create documentation to ELT guidelines working closely with Programme Sponsors, Programme Executives and Project Managers, ensuring there is clearly defined scope, plans, deliverables, monitoring and control, and reporting.
- Identify and manage assumptions and interdependencies across the projects within the programme. Develop and manage good practice change control and risk management within any assigned programme, holding workshops and training sessions where necessary.
- Resolve issues and mitigate risks, resolving and escalating where appropriate to programme leadership teams, business and operations unit heads and boards.

Additional Duties

To carry out any other duties which may be reasonably expected of you by your immediate manager or a senior director.

Press Policies and Procedures

To abide by all Press policies and procedures, as detailed in your contract of employment and the Staff Handbook, e.g. Code of ethics, anti-bribery and corruption, Health and Safety, e-mail and Internet use and standards of behaviour.

4. Context

<p>(a) Operating Environment:</p>	<p>The programme manager will work closely with the Programme Executive and Business Unit Directors and other Heads to ensure programme outcomes are aligned to the ELT strategy.</p> <p>The Programme Manager forms part of the ELT Programmes and Processes team. Although there are no direct line reports, programme management involves the matrix management of large, global, cross-functional programme teams.</p> <p>The Programme Manager role provides a great opportunity to improve programme management best practices.</p> <p>The role is located in Madrid or Cambridge.</p>
<p>(b) Framework & Boundaries:</p>	<p>Programme Managers work closely with the Business Unit Directors and Publishers, and also with project managers and workstream leads.</p>

	Programme Managers engage with back office systems as well as ensuring compliance with policies and procedures. Programme Managers are expert users of project management software and systems. They must have sound working knowledge of SAP, Business Objects and other Press systems.
(c) Organisation:	Click here to enter text.

5. Relationships

(a) Subordinates:	No direct line reports however Programme Managers will have subordinate team members in the programme team.
(b) Superior(s):	Head of ELT Programmes and Processes
(c) Other Contacts: Within the company	Regular contact to manage the programme with the workstreams below: All functional areas of ELT Customer Services Technology Projects Office (Central).
Outside the company	Click here to enter text.

6. Knowledge and Experience

Experience & Qualifications

- Advanced understanding of programme management principles
- Strong experience managing large, complex programmes and/or projects
- Experience of working in global teams, across cultures and timezones
- Degree level qualification
- A programme management qualification, e.g. MSP certification is highly desirable
- A project management qualification, e.g. APMP or PRINCE2 is essential
- Management of Risk (MoR) or Change Management certification is desirable
- Experience of working with digital and print publishing production processes
- Experience with the early stages of planning programmes
- Experience coaching and implementing training sessions

Skills & Knowledge

- Excellent communication and interpersonal skills, with proven ability to manage programme and project teams
- Strong consensus building, influencing and conflict management skills, and stakeholder management skills
- Ability to build strong, effective alliances across multiple stakeholder groups
- Strong risk management and change control expertise
- Advanced problem solving and analytical skills, with the ability to plan long term, use initiative and adapt to changing situations through creative problem-solving and original thinking, sometimes when no procedures/methods are in place
- Advanced knowledge of MS Project
- Strong working knowledge of MS Word, Excel, Powerpoint, Teams, and Visio other Microsoft suite of Office 365 products, SharePoint and SAP
- Knowledge of end-to-end publishing life-cycle, editorial and production processes, for both print and digital

Personal Attributes

- Very strong ability to communicate confidently and effectively with colleagues at all levels, including senior stakeholders
- Strong ability to focus on the bigger picture - understanding of the wider objectives of the programme
- Strong ability to use initiative and be decisive in challenging situations
- Ability to work effectively, both independently and as part of a team
- Ability to balance a demanding workload, to prioritise and manage your own work in order to meet deadlines
- A positive attitude towards change
- An enthusiasm to stay up to date in your area of expertise and to engage in continuous professional development

7. Job Challenge(s):

Global responsibility, along with a high degree of matrix management, means that the success of the role depends on strong influencing and stakeholder management. Challenges will be to effectively divide time between managing multiple, complex programmes, whilst having an oversight of the projects within the programmes, and delivering on time, to scope and budget.

Challenges around motivating programme team members in order to keep them focused and productive over long durations, whilst balancing limited resourcing and tight schedules.

Problem solving and finding creative solutions to complex problems arising through the management of large budgets, complicated schedules and global-cross functional teams. The role requires a high-degree of initiative where the programme manager will lead on resolving complex issues and stepping into varied tasks when needed.

There also is a need to further embed the role, build strong relationships and to champion a programme management culture within ELT.

8. Additional Information:

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9. Sign Off

Job Holder Click here to enter text.

Date

Manager Click here to enter text.

Date