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| Role Title  | **PRINCIPAL DEVELOPMENT MANAGER** |
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| Job family group | Organisational support | Job family/ies | Digital Services & Tech Support | Grade | Grade 7  | Status | For internal use |
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| Role Purpose**(250 words max)** | **The Principal development manager** reports to the Head of Development and is a leading role, responsible for the quality and effectiveness of all aspects of software delivery in 3 - 4 digital delivery teams (Squads). Working with software developers and automation testers deployed in those delivery teams this role concentrates on *how* the software is delivered, ensuring engineering and quality software is delivered.Building on a software delivery background as a developer, automation tester or agile delivery manager and delivery experience preferably in technical software delivery and Agile ways of working. The particular focus of the role: - Accountability for the allocation of developers and devops engineers to the required delivery teams (squads) as measured by: on time software delivery, good risk management with no surprises and delivery to budget- Engage with delivery teams (squads) from development through to live operation, ensuring build quality and appropriate tools use- Raising risks to squad delivery managers and onward to Heads of Development & Heads of Agile Delivery Management, depending on complexity and severity- Manage dependencies and ensuring efficiency of software delivery- Ensuring appropriate use of automation and delivery tools- Sign off authority up to agreed delegated level (as agreed with Heads of Development)- Deployment of application performance management tools (APM) and production of system performance metrics - The Principal Development Mangers are distributed across multi-functional product delivery teams and accountable for the delivery performance of those development teams, resolving technical delivery issues as required, often outside office hours and engaging the Heads of Development and Application Architects to resolve more complex issues.  |
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| Key Accountabilities **(600 words max)** |
| Leading software delivery activity in 3-4 delivery teams (squads) in the following functions:Within the application delivery teams for which the role is accountable:* Ensure best practice standards for all relevant software engineering disciplines are adopted, throughout the application life cycle
* Maintain appropriate metrics within their delivery team to enable continuous improvement
* Take responsibility for resolving issues arising within their applications and implement corrective action
* Ensure the adoption of automation and measure how this reduces delivery time
* Input innovative approaches to the delivery teams and support the successful adoption of such ideas, driving improved performance
* Challenge unnecessary complexity of software development within delivery team, determining and removing the source of the complexity
* Identify and deal with potential and actual risks across or between all stages of the product life cycle, reducing the incidence of recurring risks
* Support the Head of Software Engineering on the most complicated risks, issues and dependencies. Contribute to the community of practice, leading on specific disciplines, tools or methods as required
* Lead the adoption of Agile and Lean practices within delivery teams, mentoring and coaching as required
* Work closely with the Principal Delivery Managers and Delivery Managers to ensure timely delivery of products and resources

As a part of the Software engineering community of practice:* Ensure that technical inspections (of other applications) are carried out, coaching colleagues in the delivery teams in the implementation of new technical approaches
* Develop the understanding of software engineering issues and opportunities with technical and non-technical colleagues
* Support the professional growth of technical staff through mentoring and supporting career pathways

Relationship Management* Collaborate with multi-functional colleagues within the delivery teams
* Manage the interface with stakeholders at all levels for the allocated applications, influencing technical and non-technical colleagues
* Contribute to building the credibility and reputation of DTS as a leading example of best practice software engineering delivery within Government and the industry. This reputation is critical to DTS to enable it to continue to recruit digital talent.

Technical delivery management (in line with GDS capability framework), * Service availability & capacity management: To set up methods to maintain and improve the availability of services in a cost-effective manner, including managing the capability, functionality and sustainability of service components
* Information security. Maintaining the security, confidentiality, and integrity of information systems through compliance with relevant legislation and regulations
* Modern standards approach. Ensure that teams adopt a modern standard approach throughout automation and testing.
* Programming and build (software engineering). Ensure that teams are able to use agreed security standards and specifications to design, create, test and document new or amended software.
* Prototyping. Support the teams to develop and apply technical knowledge and experience to create or design workable prototypes, leading the understanding of parameters, restrictions and synergies.
* Service support. That teams establish appropriate maintenance and support services.
* User focus. Ensuring delivery teams understand users and can identify who they are, interpret their needs and prioritise based on evidence
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| Knowledge, Skills and Experience **(500 words max)** |
| Essential software engineering specialism and a deep software delivery background as a developer or automation tester and delivery experience preferably in technical software delivery and Agile ways of working* People management skills, including motivating, mentoring, coaching and performance management.
* Specific software engineering related qualifications (and equivalents):
	+ Experience of delivering highly complex software solutions in a complex and highly demanding environment with a large number of users
* Credible and experienced in one or more software engineering disciplines
* Demonstrable experience of introducing innovative approaches and carrying these to successful adoption
* Knowledge of best practice and methods and experience of implementing these within multi-functional delivery teams
* Experience of problem solving and co-ordinating the planning and actions of others in HMCTS to deliver at pace

Strategic planning and performance improvement* Experience of implementing best practice software engineering methods
* Experience of monitoring software engineering risks and working collaboratively to mitigate and prevent recurring risks
* Experience of unblocking issues in innovative ways
* Able to identify opportunities for improvements and credibly represent these proposals to multi-functional delivery teams

Management & leadership acumen* Good knowledge of working with technical and business stakeholders and the wider development team
* Works with senior leaders and influences them with regards to delivery approaches and team empowerment
* Knows how to successfully lead delivery teams through the full product life cycle
* Knows how to coach others in software engineering best practices, including Agile and Lean
* Knows how to guide teams through the implementation of new approaches

Leading corporate level initiatives* Able to manage stakeholder expectations and facilitate discussions about high risk and complexity even within constrained timescales
* Able to take responsibility for relationships with selected contracted suppliers, involving key stakeholders as required
* Able to represent the community, speaking to large audiences inside and outside of government
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| Problem Solving and Decision Making **(300 words max)** |
| * The role will ensure the adoption of best practice methods and tools in allocated delivery teams, through the full product life cycle. The role holder will influence and direct delivery team colleagues to ensure the proposed methods are adequate and appropriate in all delivery situations.
* Complex technical issues often involve multiple functions and result in reduced product performance if left unresolved. Often these issues arise during live operation of the product or service and can result in intense time and budget constraints. The role holder will represent the application delivery team and work with the Head of SE, Heads of Development and other disciplines and senior stakeholders to resolve the issue.
* The role will review technical solutions proposed and in development, within their applications, evaluating and challenging where solutions are overly complex or non-standard. This will involve working with multi-functional colleagues and other specialists to consider the solutions being proposed (or built) and to evaluate how these could be simplified or enhanced. Key stakeholders may need to be engaged in determining the appropriate technical solution for high visibility or sensitive products, requiring sensitive analysis and influence by the role holder.
* The role will work within the delivery team and with stakeholders to identify and mitigate risks and will drive changes to process or methods, which are leading to recurring risks.
* The role will propose innovative ideas to challenge standard technical solutions with the delivery team, building on evaluation of solutions adopted by other Government and Industry digital services. Evaluating such innovative ideas will require detailed understanding of the impact of the proposal on the service and how it would impact HMCTS users. Often this would require analysis of user experience and other insights to quantify and qualify the value of the proposed innovation.

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| Management of Resources **(250 words max)** |
| * Will line manage developers, including motivating, mentoring, coaching and driving their professional development.
* The role will support the Delivery Manager in the software engineering planning within the allocated 3 -4 delivery teams, ensuring that best practice is adopted, and continuous improvement is planned and input to sprint planning and reviews.
* This role will optimise the ways of working across the teams in line with Agile processes and the life cycle of the products/services
* Working in multi-functional teams will require collaboration, resilience and tact to avoid or resolve conflicts between colleagues with varied specialisms in the demanding environment of live software development and delivery
* The role will have delegated budget accountability.
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| Autonomy **(250 words max)** |
| The role will be expected to use considerable personal judgement to evaluate and resolve technical issues within their allocated delivery teams. Whilst the role will be supported by the Head of Software Engineering and Head of Development, resolving problems in ‘live’ environment will require sound judgement coming from a deep understanding of the technical landscape and ‘art of the possible’. There is not usually a rule book for these judgements and issues arising can be unpredictable and complex. The role will need to take on an issue at short notice and get up to speed rapidly, understanding the questions to ask to understand the risk level and assess the action required. CS led digital delivery teams are relatively new in DTS, having been previously led by 3rd party suppliers. As the software delivery responsibility is brought ‘in-house’ this role will be involved in establishing best practice ways of working, determining the pace of adoption of best practice, amending previous practice as required and steering continuous improvement efforts. The role will need to be able to build convincing arguments to justify challenges to proposed technical solutions, often engaging key stakeholders from outside DTS in the decision. The role holder will need to determine how the arguments should be structured and qualified.The role will feed into strategy but not set it. However, the role will determine individual and team objectives, with the Head of Development and decide the activities needed to achieve them. Direct tasks will not be set. |
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| Key Relationships and Contacts (300 words max) |
| The role has a critical influence on the software development performance of 3 -4 delivery teams * Leads software development within 3 -4 multi-functional delivery team(s), influencing the direction of those teams and helping them mature into highly performant team structures
* Speaks with authority on behalf of their teams and represents them to the senior management group within DTS
* Manages relationship with multiple suppliers who may be deployed into the multi-functional teams
* Liaises with and influences the Reform Programme at senior levels, Service management and MoJ digital on matters of planning, transition and policy development
* Manages service transition planning with Reform and liaises with MoJ Digital on complex transitions
* Interfaces to technical and non-technical stakeholders across HMCTS in relation to specific digital applications/products
* Contributes to community of practice
* Interfaces to:
	+ Product managers
	+ HMCTS service owners
	+ User research & UX
	+ Contract & Procurement
	+ Finance BP
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