

## JOB DESCRIPTION

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| <b>Job Title</b>          | IT Portfolio Management Office Manager (PMO Manager) |
| <b>Position Number(s)</b> | 51041478   |
| <b>Department</b>         | Finance & Assets                                     |
| <b>Section or Service</b> | IT   |
| <b>Grade</b>              | HMgn121  |

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| <b>Responsible to:</b>                                    | Head of Enterprise IT Governance                |
| <b>Employees directly supervised (if applicable):</b>     | PMO Governance & Assurance Lead, PMO Analyst(s) |
| <b>Family Tree</b>  |   |
| IT PMO Manager -> Head of Enterprise IT Governance -> CIO |   |

## DESIGNATION:

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## **1. JOB PURPOSE:**

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- We are looking for an experienced PMO professional with direct, hands-on experience of running an IT Portfolio Management team and of IT project and programme delivery to head up the IT PMO.
- This person will manage a small PMO team responsible for ensuring that IT portfolio planning, governance and execution is effective.
- They will ensure projects across the portfolio comply with the PMO standards and procedures and providing insight to senior management to help make strategic decisions around project priorities, risk, issues, resource management and corrective action plans.
- The role will help to drive the bedding-in of new IT project and portfolio management processes and tools and will manage against agreed KPIs to ensure that this is being done effectively.
- The individual will be responsible for driving performance improvement across the key processes within the PMO; e.g. planning & estimating, demand management & prioritization, resource management, financial management, risk management, resource management.
- Whilst the role is not directly responsible for the delivery of projects or the line management of project managers, the IT PMO Manager will need to actively work with project and programme managers to ensure robust project management practices are being followed, aligned to the IT governance lifecycle and portfolio assurance processes, to support consistent, high-quality project delivery.
- It is a highly visible role within IT and will require regular engagement with the Departmental Leadership Team and other senior people within the department.
- The IT Portfolio will typically have anything from 50-60 active projects.

## **2. DESCRIPTION OF DUTIES:**

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### **Management**

- Leadership of the IT PMO function including managing, motivating and developing a small team of PMO professionals.
- Work to enhance the reputation and perceived value of the IT Portfolio Management function within IT and with IT's customers across the Council's business service areas.
- Agree and track against IT PMO KPIs, budgets and other constraints to deliver a high-quality service.
- Conduct continuous assessment of current practices and systems and drive performance improvement.
- Ensure communication to senior management in IT, colleagues, and communities-of-practice in IT in relation to the PMO remit, roles & responsibilities, processes and value is clear, targeted, appropriate and understood.
- Provide reporting and insight to the organisation where required, and to Departmental Leadership Team as requested.
- Ensure risks are effectively captured and managed within the IT PMO function, aligned with audit and the wider organisation.
- As the team is currently quite small, the PMO Manager will also need to actively engage with the day to day operational activities in the PMO. This will not be a purely hands-off managerial role.

### Governance

- Establish processes, standards and guidelines around IT project delivery and work with the project and programme delivery teams, and senior management responsible for project delivery, to ensure the IT governance framework is being correctly applied by projects.
- Coordinate and run portfolio governance meetings, such as the IT Demand Review mtg or IT Portfolio Review Mtg and provide insight that drives action.
- Work alongside senior management responsible for project delivery to identify where projects are at risk of slippage against schedule or budget, or have risks and issues which are not being fully addressed.
- Ensure the IT portfolio actions log relating to corrective action plans for “At risk” projects is visible and being addressed by the appropriate individuals.

### Advisory

- Provide coaching and guidance to project managers and act as a subject matter expert for project management best-practice, IT portfolio methods, processes, tools, templates and standards.
- Oversee the project lifecycle “gate” process and undertake project schedule and documentation reviews to ensure key deliverables are at the appropriate standard. Hold project managers to account for the quality of their deliverables.
- Conduct project audits and checkpoint assessments to ensure projects are structured and managed appropriately to successfully manage the risk of not delivering to time, cost and quality.
- Facilitate Lessons Learned workshops and document findings as part of the organizational learning and continuous improvement role of the PMO.
- Provide ad-hoc analytical support to ensure that the IT portfolio achieves goals set by the IT leadership team.
- Work with other groups within IT portfolio such as Enterprise Architecture, Information Governance & Security, Business Partnering, etc to roll out new processes and improvements to existing methodologies.

### Reporting

- Manage processes to fulfil stakeholder reporting requirements regarding IT pipeline and portfolio, and compliance with IT project governance procedures.
- Provide insight to the IT leadership team by analysing information to provide a strategic overview of all projects and interdependencies, reporting areas of concern, themes, trends, etc.
- Identify and report deviations from baseline and trigger exception reports and escalations where appropriate.

Flexible location – At the present time (August 2020) this role will be home-based but the successful candidate will be required to work in both Westminster City Hall and Kensington Town Hall when staff return to offices once the current coronavirus working restrictions are reviewed.

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**I agree to the above job description**

**Post Holder**.....

**Date**.....

**Head of Service**.....**Patrick Montgomery**.....

**Date**.....

**3. DIMENSIONS:**

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**(WHERE APPROPRIATE)**

**Quote figures which give a picture of the job as follows:**

The role has responsibility for the IT PMO budget within the Enterprise IT Governance function. The figure for 21/22 is not yet known but, outside of staff costs, this is likely to be below £50k.

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**I agree to the above job description**

**Post Holder.....**  
**Date.....**

**Director / Chief Officer.....**  
**Date.....**

## SELECTION CRITERIA/PERSON SPECIFICATION

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|-------------------|--|
| <b>Job Title:</b> | IT Portfolio Management Office Manager (PMO Manager) |
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### Conditions to Note:

#### Candidates:

When completing your application form, please address your answers directly to each of the selection criteria below. This enables the panel to assess your ability to meet each criterion. It is essential that you give at least one example of your ability to meet each of the four Values and Behaviours: Putting Communities First, Respect, Integrity and Working Together.

#### Recruiting Managers:

The following values and behaviours are essential criteria in each post and must be addressed directly by candidates. The Guidance Notes on values and behaviours for managers give example questions to probe candidates in the interview and application stages of the recruitment process.

#### Values & Behaviours

The Royal Borough of Kensington and Chelsea has identified four key behaviours and values that should be demonstrated by all council employees. Successful candidates will show the ability to meet these behaviours. Candidates applying for managerial/leadership roles should also demonstrate two additional leadership behaviours.

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| <b>A</b> | <p><b>Equal Opportunities</b><br/>Demonstrate an understanding of and commitment to Council policies in relation to Equal Opportunity, Customer Care and service delivery, and the ability to implement these policies in the workplace.</p>   |
| <b>B</b> | <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>• There is no mandatory minimum level of qualification required for this post although it is likely that the candidate will have good secondary school qualifications and possibly a degree or equivalent.</li> </ul>  |
| <b>C</b> | <p><b>Skills; Experience and Attitude</b></p> <p><u>Experience:</u></p> <ul style="list-style-type: none"> <li>• Minimum 5 years' experience in roles within an IT Portfolio Management office, preferably managing and transforming the function.</li> <li>• Minimum 5 years direct, first-hand experience managing projects at a level to be confident instructing and guiding project managers and advising on project planning &amp; estimating, tracking &amp; control, schedule &amp; RAID management, communication, governance, and reporting.</li> <li>• Deep understanding of the role and value of a Portfolio office, the service offering, typical operating models, capability maturity curve, etc and appropriateness to specific organizational type and working practices.</li> <li>• Solid understanding of the typical IT project lifecycle and grasp of various methodologies and approaches, e.g. waterfall, Agile, etc.</li> </ul> |

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|  | <ul style="list-style-type: none"> <li>• Experience of consulting working practices and engagement; proactively delivering change by understanding problems, building consensus around desired outcomes, priorities, and challenges, and bringing stakeholders on the journey.</li> <li>• Experience working with Project Portfolio Management tools and techniques</li> <li>• Experience with Local Authorities would be an advantage but is not essential. Of greater importance is exposure to a range of sectors and different levels of project management maturity.</li> </ul> <p><u>Skills:</u></p> <ul style="list-style-type: none"> <li>• Strong communication and collaboration skills to persuade and influence senior stakeholders. Expected to present to department-wide All Staff meetings, DLT and other 'external' IT meetings on a regular basis.</li> <li>• The ability to confidently and assertively engage Project Managers and other project stakeholders to maintain oversight of progress, status and issues on all projects across a large portfolio.</li> <li>• Proactive self-starter, resilient to challenges with strong internal motivation and drive to improve services and demonstrate value.</li> <li>• Attention to detail to ensure quality and accuracy of project deliverables but also a "big-picture" person able to see the endgame and guide people towards it.</li> <li>• Ability to influence and shape change without necessarily having direct managerial control.</li> <li>• Strong stakeholder management experience at senior level, political sensitivity, and good emotional intelligence.</li> <li>• Ability to demonstrate experience and gravitas in order to engage project and programme managers and to coach and instruct where necessary.</li> <li>• Quick to identify both trends and root causes of problems, propose appropriate solutions and ensure clear messages driving clear action.</li> <li>• Ability to communicate effectively across all levels of an organisation to encourage people into adopting new ways of working to improve service delivery.</li> <li>• Ability to define new operating models and processes, and to visualise and simplify complex problems by asking the right questions and summarising inputs provided by other subject matter experts.</li> <li>• Knowledge of MS Project, SharePoint, Excel, Power BI preferred, with good working knowledge of PowerPoint</li> <li>• A command of written and spoken English which is appropriate for the effective performance of the role.</li> </ul> |
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| Our Values & Behaviours |  |
|-------------------------|--|
| D                       | <div style="background-color: #00bcd4; color: white; padding: 5px; text-align: center; border-radius: 10px; margin-bottom: 10px;"> <b>PUTTING COMMUNITIES FIRST</b> </div> <ul style="list-style-type: none"> <li>• We put local people at the heart of decision making in everything we do.</li> <li>• We seek to include and involve: all voices matter.</li> <li>• We provide quality services that are responsive, effective and efficient.</li> </ul> <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> <li>• I actively involve and include the communities that I serve in my work.</li> <li>• I shall reflect the views of the communities in my daily work.</li> <li>• I shall improve the service I provide through seeking feedback from others.</li> </ul> |

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|                 | <p>Our residents will feel that:</p> <ul style="list-style-type: none"> <li>• I have been included</li> <li>• I can see how my views have been taken into account</li> <li>• I can see improvements and developments based on my input</li> </ul>   |
| <p><b>E</b></p> | <div style="text-align: center; background-color: #00a651; color: white; padding: 5px; border-radius: 10px; margin-bottom: 10px;"> <b>RESPECT</b> </div> <ul style="list-style-type: none"> <li>• We listen to everyone and value the personal experiences of people in our communities and of each other.</li> <li>• We adopt a fair, and involving approach regardless of any way in which an individual is different to us.</li> </ul> <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> <li>• I adapt my approach to take account of all differences and cultures in the community and with colleagues.</li> <li>• I ensure I am equitable and fair by including those who are quiet or may not be able to represent themselves.</li> <li>• I communicate in a way that is respectful, encourages involvement and meets people's needs.</li> </ul> <p>Our residents will feel that:</p> <ul style="list-style-type: none"> <li>• I feel my culture and background are respected.</li> <li>• I have confidence that action is being taken.</li> <li>• I feel I am being treated fairly.</li> </ul> |
| <p><b>F</b></p> | <div style="text-align: center; background-color: #00a6e6; color: white; padding: 5px; border-radius: 10px; margin-bottom: 10px;"> <b>INTEGRITY</b> </div> <ul style="list-style-type: none"> <li>• We act with openness, honesty, compassion, responsibility and humility.</li> <li>• We let people know what we are doing and communicate why and how decisions have been made.</li> </ul> <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> <li>• I demonstrate empathy in my interactions with others.</li> <li>• I am honest and transparent about the decisions I take.</li> <li>• I follow through on the actions I say I will take and take ownership for communicating the outcome.</li> </ul> <p>Our residents will feel that:</p> <ul style="list-style-type: none"> <li>• I am told when something is not possible and the reasons why are explained to me.</li> <li>• I feel my perspective is listened to and understood.</li> <li>• I feel my views are valued</li> </ul>  |
| <p><b>G</b></p> | <div style="text-align: center; background-color: #00a651; color: white; padding: 5px; border-radius: 10px; margin-bottom: 10px;"> <b>WORKING TOGETHER</b> </div> <ul style="list-style-type: none"> <li>• We work together and in partnership with everyone that has an impact on the lives of our residents.</li> <li>• We want to understand, learn from each other and continually adapt.</li> </ul> <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> <li>• I work with others to provide an effective service for residents, local communities and other departments within the Council.</li> <li>• I seek ways to work with other departments to deliver a seamless service and find opportunities to improve.</li> </ul>  |

- I seek out opportunities to learn from my colleagues and build on good practice.

Our residents will feel that:

- I can get my issue resolved without being passed around departments.
- I find it easy to access the services that I need.
- I feel the Council is open to new ideas.