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| **Role title:** | PMO Manager | **Responsible to:** | Head of PP&P |
| **Division:** | Digital and Change | **Department:** | PMO |
| **Direct Reports and Level:** | PMO Analysts | **Scope:** | PMO Management |
| **Scale:** | Up to 6 direct reports |
| **Regulated Function(s) Held:** | No |
| **Evaluation Level** | Implement | **Role Family** | Technical |

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| **Overall Role Purpose** |
| The purpose of this role is to provide effective central oversight of the MPS change portfolio, administer change programmes and monitor projects ensuring benefits realisation are controlled and achieved in line with best practice and aligned for MPS strategic priorities to be realised. |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Operational Leadership*** Provide leadership across Digital and Change and in particular the PMO Team to deliver on the overall corporate strategy, business performance, leadership of teams that reinforces the desired culture and delivery of strategic priorities.
* Contribute to the development and delivery of the Digital and Change strategy to plan, cost and quality
* Manage the central oversight of the portfolio ensuring gatekeeping activity and governance of change projects (administer change programmes, monitor projects and benefits realisation) allocated within MPS as per the change portfolio to ensure MPS can meet strategic outcomes
* Contributes to the design and delivery of change portfolio communications to the PP&P department and wider business as required
 | * Corporate Strategic priorities Vs plan
* Divisional Strategic priorities Vs plan
* Division Plan Vs plan
* Divisional Engagement index Vs plan
* Divisional Leadership index Vs plan
* Delivery of Governance methodology and controls to enable the effective delivery of project and programmes
* Ensure that robust and insightful reporting is delivered to senior stakeholders
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| **Financial*** Work with other Digital and Change leaders to set and deliver the budget ensuring an efficient and effective Project Management Team operating model which minimises cost and maximises financial sustainability.
* Ensure that all spend is managed within organisation policy reporting on variance to budget to the D&C leadership team
 | * Programme and project financial performance Vs plan/budget
* Departmental Operational budget Vs Plan
* Return on investment across the programme, achieved by:
	+ Tracking of benefit realisation
	+ Project budget Vs Plan
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| **Member first*** Develop and lead a culture and capability in lean/continuous improvement and project management to drive operational efficiency and great member experiences and outcomes.
* Monitor and provide robust challenge of emerging people risks and issues arising from business activities which fail to deliver appropriate and consistent outcomes for members or are likely to have a material adverse effect on the Group, its operation or financial security.
 | * Net promoter score
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| **People*** Provide strong leadership to ensure the training, competence, performance and engagement of all employees in the Project Management Team ensuring all have clarity on their accountabilities and comply with all governance, policy standards and processes.
* Build a strong pipeline of talent and succession across the Programme and Project team for the benefit of MPS which will mitigate workforce planning risks and maximises the performance and potential of employees.
* Develop and encourages continuous learning within the team (direct and indirect team members) to drive the ongoing development of the team
* Support programme and project teams in delivering the required project outcomes.
 | * Engagement Index Vs MPS
* Recruitment, Talent and Succession Plans
* HR Metrics – manage attrition, absence in line with policy.
* Delivery of Personal Development Plan to plan
* One to one / performance review meetings Vs Plan
* Team one to one / performance review meetings Vs Plan
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| **Risk*** Enable the identification and report risks and issues identified within programmes and projects across Digital and Change to enable resolution and mitigation of potential impact on MPS, members and colleagues.
* Create an environment where all colleagues in Digital and Change recognise the importance of risk identification and management
* Ensure appropriate business processes and controls are in place to manage Project Management Team handling within risk appetite; comply with policies and regulatory requirements (as applicable).
 | * Project risk management plans (RAID)
* Portfolio level RAID reporting
* Compliance with organisational Risk & Control policies and processes.
* Audit Actions completed in line with agreed management response.
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| **Responsibilities (RACI)** |
| * Build relationships and networks and working closely with, challenging, and influencing senior management within MPS to ensure that all changes underpin the MPS strategy and are structured to support effective and efficient change delivery.
* Work with Finance and other divisions to track portfolio costs and benefits realisation to ensure programme benefits are defined, agreed and accepted and can be tracked.
* Keep abreast of evolving legislation and best practice; recommend opportunities for MPS to become more efficient and effective and maintain complaint with relevant regulations.
* Undertaking other duties and tasks that from time to time may be allocated to the jobholder that are appropriate to the level or role
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| **Key Governance Responsibilities** |
| * Portfolio Steering Group
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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Others |
| Building Capability in Self and Others | Leading Others |
| Influencing Others | Leading Others |
| Collaborating for Results | Leading Others |
| Leading Self and Others | Leading Others |
| Commercial and Risk Thinking  | Leading Others |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Educated to degree standard and/or hold relevant professional qualifications
* Lean Six Sigma qualification
* PRINCE2 Qualification
* Knowledge of full software development life cycle projects
* MS Office (Word, Excel, PowerPoint)
 | * Good communicator – ability to communicate to a broad audience and converse with all levels
* Strong organisational skills – organising self and balance of multiple activities / deliveries
* Can process, manipulate, analyse and interpret data
* Can cope with the big picture and detail
* Able to think cross-functionally (not just one discipline)
* Able to identify and remove barriers to change
* A good knowledge of customer focused and analysis led change methodology
 | * Project/Programme/Portfolio governance experience
* Experience of Leading People
* Collaboratively working with SMEs and IT resources
* Experience of the full software IT development life cycle
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| **Desirable** | * AGILE Qualification
 |  | * Experience of working with Project Online
* Previous use of SharePoint
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