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| **Role title:** | Head of Portfolio, Programmes and PMO | **Responsible to:** | Executive Director – Digital and Change |
| **Division:** | Digital and Change | **Department:** | Portfolio, Programmes and PMO |
| **Direct Reports and Level:** | * XX direct reports * Programme Leads * Senior Project Managers * PMO Manager | **Scope:** | MPS worldwide provision of effective and robust of programme and project management |
| **Scale:** | Approx. 25 People  £XX Budget |
| **Regulated Function(s) Held:** | No |
| **Evaluation Level** | Guide 2 | **Role Family** | Group Corporate Functions |

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| **Overall Role Purpose** |
| The Purpose of the role is to lead the Portfolio, Programme and PMO team in the on-going development and implementation of robust portfolio, programme and project governance frameworks to ensure current and future programmes and projects are delivered with appropriate project techniques and in line with best practice to deliver outputs that enable benefits to be realised |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Operational Leadership**:   * Provide leadership to the Programmes, Projects and Portfolio Management Offices team and across the Digital and Change division to deliver on the overall corporate strategy, strategic priorities, business performance, and leadership of teams that reinforces the desired culture. * Contribute to the development and delivery of the Digital and Change strategy and plan to time, cost and quality * Lead the Portfolio, Programmes and PMO function to drive project governance standards across the business and deliver robust project/programme management. * Provide project assurance and reporting to the Executive and Council for the portfolio of programmes/projects across MPS which will enable it to meet its operational and strategic objectives globally. | * Divisional Strategic priorities Vs plan * Division Plan Vs plan * Divisional Engagement index Vs plan * Divisional Leadership index Vs plan |
| **Financial**   * Support the departmental setting and delivery of operational budgets ensuring an efficient and effective operating model which minimises cost and maximises contribution to financial sustainability without compromising the member experience. * Support the setting and delivery of budgets associated with Programmes and Projects ensuring efficient and effective delivery of projects which minimises cost and maximises contribution to financial sustainability without compromising the member experience. | * Operational budget Vs Plan * Project costs Vs Plan |
| **Member**   * Provide robust project governance frameworks to ensure current and future projects are delivered in line with best practice Portfolio, Programme and Project management techniques appropriate to the type and scale of projects and delivering the identified business and member benefit. | * Operational Metrics Vs SLAs |
| **People**   * Provide strong directional leadership to ensure the training, competence, performance and engagement of all employees who are focussed on delivering for members, have clarity on their accountabilities and comply with all governance, policy standards and processes * Build a strong pipeline of diverse talent and succession across the department for the benefit of MPS which will mitigate workforce planning risks, embraces diversity and maximises the performance and potential of employees. * Create an environment where a DMAIC approach is encouraged, and all contributions are considered. Improvements to internal processes will be actively sought and implemented | * Engagement Index Vs MPS * Leadership Index Vs MPS * Strong Talent and Succession Plans * HR Metrics – attrition, absence |
| **Risk**   * Create an environment where all colleagues recognise the importance of risk identification and management * Ensure appropriate business processes and controls are in place to manage the department within risk appetite; comply with policies and regulatory requirements (as applicable). * Develop longer term plans to mitigate risks of inadequate resources necessary to achieve operational performance and strategic objectives | * Risk & Control Self- Assessments * Audit Actions * QA Outcomes |

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| **Responsibilities (RACI)** |
| * Work within a matrix structure maintaining close links with leaders and colleagues worldwide to support the delivery of a member driven experience * Drive the ongoing development of the Portfolio, Programme and Project governance model to ensure best practice methodology is employed * Lead the ongoing development and delivery of Portfolio, Programme and Project reporting to ensure that risks and issues are understood and addressed appropriately, and that required Portfolio level decisions are supported by accurate information * Collaborate with senior leaders to translate MPS strategy and objectives into Project and Programme deliverables that enable the realisation of corporate goals * Undertaking other duties and tasks that from time to time may be allocated to the role holder that are appropriate to the level or role. |

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| **Key Governance Responsibilities** |
| * TBC – governance forums within Digital & Strategic Change and wider MPS |

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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Others |
| Building Capability in Self and Others | Leading Others |
| Influencing Others | Leading the Organisation |
| Collaborating for Results | Leading the Organisation |
| Leading Self and Others | Leading Others |
| Commercial and Risk Thinking | Leading the Organisation |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Educated to degree standard and/or hold relevant professional qualifications (Management of Portfolios) | * Strong organisational and planning skills * IT literate and can use MS Office (Word, Excel, PowerPoint) * Good communicator – ability to communicate to a broad audience and converse with all levels | * Extensive experience leading a Project/Programme/Portfolio governance function * Experience of leading a team * Experience of collaboratively working with SMEs and IT resources * Experience of the full software IT development life cycle |
| **Desirable** | * PRINCE2 Qualification * AGILE Qualification * Good knowledge of the use of project online |  | * Experience of working with the DSDM methodology |