Appendix 1: Job Descriptions and Person Specifications

OLDHAM COUNCIL

JOB DESCRIPTION, v1.0 final.

Job Title: Head of Repositioning Oldham PMO (Programme Management Office)	
Directorate: Commercial Services	**Division/Section:** Repositioning Oldham PMO
Grade: SM1 (Hay evaluation)	

Job Purpose:

To lead the development and operation of the Repositioning Oldham Programme Management Office (RO PMO). This function has been established to provide:

- A service to the Repositioning Oldham Investment Steering Group, Council Executive Directors and Programme Boards so they can take the right decisions quickly and with confidence
- A structured project & programme management process for planning, approval, delivery and benefits realisation
- Support, challenge and advice for project and programme managers as well as Sponsors and Council Directors
- Effective co-operation between change programmes and with external partners

The Head of the PMO will manage these activities and deliver the benefits of better project and programme management to the organisation.

Key Tasks:

1. To determine the strategic direction of the PMO and anticipate the changing nature of the Service as the Council's needs evolve. Evaluate the risks and opportunities and adopt appropriate strategies to address both. Deliver the Service Plan and agree appropriate actions with the team.

2. In line with the Corporate Plan, lead the PMO Service to help deliver the strategic vision and objectives of the Council whilst supporting and challenging Directors and, where appropriate, Members.

3. To develop the programme management regime/methodology on behalf of the RO programme and Council, winning and maintaining senior management commitment to it. Ensure that it is actively promoted and embedded so as to achieve effective change implementation and benefits realisation.

4. Management of the regime of prioritisation, planning, financial appraisal, approvals, reporting and benefits on behalf of the ROPIS Group. This includes the process of internal resource allocation

and an appropriate level of management so that PMs and Heads of Service pro actively manage staff.

5. To provide leadership and direction to the PMO team, ensuring that they secure Council wide commitment to the PMO Gateway process and realise the benefits planned. Foster a high performance culture within the PMO, ensuring efficient operation of the team, Programme efficiencies across Council Services and optimal allocation of work.

6. Take responsibility for the production of the regular programme governance and reporting documentation, which will be used by the Service Managers, Project & Programme Managers (PPM), Executive Management Team and the RO Executive Board to manage the programme. The PMO primarily services the ROPIS Group, the RO project and programme community and its stakeholders.

7. To provide support and challenge of the PPM community and provide coaching. Also to undertake training needs analysis and champion the Community of Practice, working with the People Service.

8. To ensure good Exception and Change Management is undertaken by PPMs and provide detailed assurance, analysis or audit of projects as required.

9. To stimulate and forecast the pipeline of new projects. To assess new ideas for projects in line with the agreed gateway process. To encourage the development of innovative and creative solutions and promote the Council's change agendas (such as Neighbourhood working, income generation and the Cooperative Council).

10. To act as Lead Commissioner for Unity Partnership project related services, managing the interface between Unity and the Council in respect of the *Transformation Days* budget, ensuring that appropriate resources are directed to projects. Also to look for economies in the provision of other project related services.

11. To ensure effective working relationships with all partners, both internal and external. This includes the Strategic Regeneration PMO and relevant contacts in other partner organisations such as the NHS.

12. To anticipate the changes influencing the division/group both internal and external, and evaluate the risks and opportunities, putting appropriate strategies/plans into action.

Standard Duties:

1) To actively promote the equalities, diversity and Health & Safety agendas in the workplace.

2) To uphold and implement policies and procedures of the council and directorate including customer care policies and Neighbourhood/Cooperative agendas.

3) To undertake continuous professional development (CPD) and to be aware of new developments, legislation, initiatives, guidelines, policies and procedures, and to ensure that members of the division/group are informed appropriately.

4) Facilitate positive, regular engagement with stakeholders to inform continuous service improvements.

5) To be accountable for the service budget and demonstrate value for money in service delivery.

6) Undertake any additional duties commensurate with the level of the post.

Contacts:

Contacts are employees of the Council, Unity Partnership, other partners, service providers, trade union representatives, elected members, inspectors and external organisations as required.

Relationship To Other Posts In The Department:

Responsible to: AED – Head of Commercial Services - (as line manager) and to the Chief of Staff/Director responsible for the RO Programme (as the primary recipient of the service), other Executive Directors, Chief Executive and Cabinet Members as appropriate.

Responsible for: Staff within the PMO office (direct line management of the PMO Gateway Managers)

Special Conditions: This is a politically restricted post.

OLDHAM COUNCIL

PERSON SPECIFICATION

Job Title: Head of Repositioning Oldham PMO

Detailed below are the type of skills, experience and knowledge which are required of applicants applying for the post. The "Essential Requirements" indicate the minimum requirements, and applicants lacking these attributes will not be considered for the post. The points detailed under "Desirable Requirements" are additional attributes to enable the applicant to perform the position more effectively with little or no training. They are not essential, but may be used to distinguish between acceptable candidates.

Method of Assessment (MOA): A = Application Form I = Interview C = Certificate

	Selection criteria (Essential)	Selection criteria (Desirable)	How Assessed
Education & Qualifications	Prince 2 or MSP Practitioner Qualification or similar Evidence of continued professional, managerial and personal development		

		Degree or equivalent Leadership or Management Qualification	
Experience	A proven track record of successful PMO or programme leadership within an organisation of comparable scope and complexity with a developed understanding of the issues facing Local Authorities. Experience of designing and implementing change in large and complex organisations, including in the public sector, with successful outcomes Evidence of successful resource and financial management, including evidence of the resolution of conflicting priorities and applying rigorous monitoring and control procedures Experience of leading and matrix managing a wide range of stakeholders from different organisations and professional specialisms. Experience of working in an area of political sensitivity, able to handle difficult situations effectively, and is sensitive to the wider political and organisational priorities.		
Skills & Abilities	Ability to operate at both a detailed and strategic level – maintaining an attention to detail whilst focusing on the important issues. Able to be innovative and creative and think through novel problems. Can quickly develop credibility with leaders and staff at all levels, and manage multiple stakeholder relationships effectively. Ability to use persuasion and influencing skills to bring about behavioural change and achieve desired results/outcomes as necessary.		

	Ability to analyse complex problems, assess a number of options/solutions and evaluate risk. Able to work through issues and problems to a pragmatic conclusion in a number of projects simultaneously. Effective presentation and interpersonal skills and ability to adapt to a variety of audiences. Ability to collaborate constructively with internal and external partners and creating the conditions for successful partnership working. Ability to negotiate effectively, and to manage conflict in order to produce support for shared objectives and improving services.	Appreciation of the value of new technologies in improving services, and modernising working processes.	
Knowledge	Knowledge of formal project management methodologies and techniques, and their application in a business change context. Knowledge of change management processes in a public sector context	An understanding of the workings of local government and including its political and social context and the issues faced in a multi-cultural area.	
Work Circumstances	Based in Oldham Civic Centre, with occasional travel requirements. Able to work flexibly to meet the demands of the service.		

NB. - Any candidate with a disability who meets the essential criteria will be guaranteed an interview.

OLDHAM COUNCIL

JOB DESCRIPTION, v1.0

JOB TITLE	PMO Programme Support Manager

DIRECTORATE **Commercial services**	DIVISION/SECTION **Repositioning Oldham** **Programme Management Office (RO PMO)**

GRADE: Grade 8	

Job Purpose

- To support the Chair of the ROPIS Group and the Exec Directors leading the RO Themes, ensuring the development and efficient management of the programme according to changing business needs.
- To provide information and insight to the ROPIS Group and attend other RO Programme Boards as appropriate
- To manage the early pipeline of ideas and new projects on behalf of ROPISG - monitoring and actioning the repositioningideas mailbox and the Bid on a Page submissions.
- To facilitate the identification and resolution of cross-programme risks, issues and dependencies
- To facilitate better project management in the RO Programme by promoting the new Gateway regime and ensuring compliance

Key Tasks

1. To represent the PMO at the ROPIS Group as required, presenting summary-level project and programme information together with analysis and any appropriate recommendations.

2. Meet the Chair and/or Deputy Chair of the ROPIS Group about 2 weeks before each meeting to plan the agenda and agree which projects or topics to discuss.

3. To work with the Head of PMO and EMT members to develop the RO programme structures and priorities and facilitate the resolution of issues on their behalf.

4. Work with the originator(s) of ideas and new initiatives to shape them, take them through Triage and help develop them where appropriate. An idea may be developed into a new RO project, passed on to a Head of Service, added into an existing initiative or rejected (with reasons to the originator).

5. To actively monitor and manage the risks, issues, dependencies and interfaces between projects to minimise financial risk and take advantage of any opportunities of economies of scale that will save the council time or money. This will involve working with other programme managers, internal and external, as well as relevant service managers at all levels.

6. To support the Head of the PMO in undertaking project gateway reviews and assessments, working with Services across the Council, particularly Finance, People, Procurement and

other support services.

7. Contribute to ongoing Project and Programme Manager up-skilling across the organisation and being a catalyst for project management culture change.

8. To contribute to the development of the processes, tools and techniques forming the RO PMO Gateway process, ensuring that it is fit for purpose and user friendly.

9. To manage external and internal stakeholders to ensure corporate business strategies are fully embraced and risks are appropriately managed.

Standard Duties:

7) To undertake continuous professional development (CPD) and to be aware of new developments, legislation, initiatives, guidelines, policies and procedures, and to ensure that members of the division/group are informed appropriately.

8) Facilitate positive, regular engagement with stakeholders to inform continuous service improvements.

9) To uphold and implement policies and procedures of the council and directorate including customer care policies and Neighbourhood/Cooperative agendas.

10) To actively promote the equalities, diversity and Health & Safety agendas in the workplace.

11) Undertake any additional duties commensurate with the level of the post.

Contacts:

Contacts are Directors of the Council, the Chief Executive, Senior Managers, Unity Partnership, other partners, service providers, trade union representatives, elected members as appropriate and external organisations as required.

Relationship To Other Posts In The Department:

Responsible to: Head of RO PMO (as line manager)

Responsible for: No direct line management responsibilities

NB. - Any candidate with a disability who meets the essential criteria will be guaranteed an interview.

PERSON SPECIFICATION

Job Title: PMO Programme Support Manager

Detailed below are the type of skills, experience and knowledge which are required of applicants applying for the post. The "Essential Requirements" indicate the minimum requirements, and applicants lacking these attributes will not be considered for the post. Method of assessment: A = Application Form I = Interview C = Certificate.

	Selection criteria (Essential)	Selection criteria (Desirable)	How Assessed
Education & Qualifications	Project management qualification (PRINCE2 or MSP)		Certificate (to bring to interview)
Experience	Extensive experience of successfully leading and delivering a number of projects and/or programmes simultaneously within a large complex public sector organisation		AF/I
	Experience of undertaking change management and persuasively communicating with a range of stakeholders to effect change and achieve more efficient practices and processes		AF/I
	Experience of leading, developing and implementing solutions and applying policy and strategy to influence, shape and redesign service delivery		AF/I
	Experience of successful resource and financial management, working with budget constraints and within defined financial procedures		AF/I
	Experience of providing project advice and guidance, ensuring rationales for decision making are understood		AF/I
	Experience of initiating consultation and communications between stakeholders, acting as a single point of contact for a range of defined groups		AF/I
	Experience of identifying, assessing and managing risks to the success of projects		AF/I
	Experience of management of projects across the whole of the project lifestyle, including completion of associated documentation, evaluation of performance and recommendations to improve effectiveness		AF/I
Skills &	Highly developed persuading and influencing skills that		AF/I

Abilities	bring about behavioural change and achieve desired results and outcomes		
	The confidence to work closely with Directors to help them shape their plans and to challenge them where necessary		AF/I
	Communication skills to convey complex information and engage others through a range of styles appropriate to the intended audience		AF/I
	Analytical skills to investigate and interpret complex information/data, evaluating options and weighing up risk and making recommendations for action		AF/I
	High level problem solving skills being creative to think through issues through the use of theoretical, conceptual and technical knowledge to find practical solutions		AF/I
	Sound organisational skills to prioritise own workload under pressure to meet potentially conflicting deadlines		AF/I
	Ability to motivate others, delegate work, set deadlines and check that work has been completed to the required quality standards		AF/I
	Good ICT skills, particularly with Microsoft Office and preferably Microsoft Project		AF/I
Knowledge	Knowledge of project management techniques and methodlogies and their application in a local government context		AF/I
	Understanding of the project governance process and the use of management information		AF/I
	A detailed understanding of business change concepts to engage staff and ensure projects run smoothly and efficiently		AF/I
	Knowledge of risk management and strategies that can be used to minimise and mitigate risk		AF/I
	An understanding of the pressures present in local government, particularly relating to finance, and the competing demands for the allocation of resources to provide services to the local community.		AF/I
Work Circumstances	Able to travel to different sites across the Borough		Interview
	Able to work outside of normal office hours on occasions		Interview

OLDHAM COUNCIL

JOB DESCRIPTION, v1.0

JOB TITLE	PMO Gateway Manager	
DIRECTORATE Commercial services	DIVISION/SECTION	Repositioning Oldham Programme Management Office (RO PMO)
GRADE: Grade 8		

Job Purpose

- To facilitate better management of change in the RO Programme by promoting the new Gateway regime and ensuring compliance.
- To develop project management skills across the Council support by advising, challenging and supporting the RO Project and Programme Management (PPM) community as they start up, plan and deliver business change projects.
- To work with project teams, Heads of Service and Finance to improve the management of project benefits from planning through to realisation.
- To embed the process for planning internal resources and helping Heads of Service get visibility and control of their project related work.
- To assess cross-project risks, flagging them up to the PPMs for action and monitoring the resolution of project issues.

Key Tasks

10. To work with programme and project managers across the organisation to introduce and embed the RO PMO Gateway and effective project management processes.

11. To maintain the RO Programme and Project Matrix so that it forms an effective source of management information at all levels of the organisation. Oversee the exception management and change control processes so as to keep programme records up to date and ensure Project Managers are applying it correctly.

12. To support the Head of the PMO in undertaking project gateway reviews and assessments, working with Services across the Council, particularly Finance, People, Procurement and other support services.

13. To actively monitor and manage the risks, issues, dependencies and interfaces between projects to minimise financial risk and take advantage of any opportunities of economies of scale that will save the council time or money. This will involve working with other programme managers, internal and external, as well as relevant service managers.

14. To provide project and programme information and insight to the Repositioning ROPIS

Group and RO Programme Boards, maintaining the file of project information (working with the PPMs to avoid duplication).

15. To liaise with the Heads of support services to ensure they are working effectively with Project Managers to plan, allocate and manage Service resources working on projects. This may include a monthly or quarterly review with each Head of Service.

16. Contribute to ongoing PPM up-skilling across the organisation and being a catalyst for project management culture change.

17. To work with the Strategic Regeneration PMO where there are dependencies or interfaces with their projects. Also work with other Partners of the Council where joint projects are being run.

18. To contribute to the development of the processes, tools and techniques forming the RO PMO Gateway process, ensuring that it is fit for purpose and user friendly.

19. To manage external and internal stakeholders to ensure corporate business strategies are fully supported and risks are appropriately managed.

Standard Duties:

12) To undertake continuous professional development (CPD) and to be aware of new developments, legislation, initiatives, guidelines, policies and procedures, and to ensure that members of the division/group are informed appropriately.

13) Facilitate positive, regular engagement with stakeholders to inform continuous service improvements.

14) To uphold and implement policies and procedures of the council and directorate including customer care policies and Neighbourhood/Cooperative agendas.

15) To actively promote the equalities, diversity and Health & Safety agendas in the workplace.

16) Undertake any additional duties commensurate with the level of the post.

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Job Title: PMO Gateway Manager

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	Experience of identifying, assessing and managing risks to the success of projects		AF/I
	Experience of management of projects across the whole of the project lifestyle, including completion of associated documentation, evaluation of performance		AF/I

	and recommendations to improve effectiveness		
Skills & Abilities	Analytical skills to investigate and interpret complex information/data, evaluating options and weighing up risk and making recommendations for action		AF/I
	Communication skills to convey complex information and engage others through a range of styles appropriate to the intended audience		AF/I
	High level problem solving skills being creative to think through issues through the use of theoretical, conceptual and technical knowledge to find practical solutions		AF/I
	Highly developed persuading and influencing skills that bring about behavioural change and achieve desired results and outcomes		AF/I
	Sound organisational skills to prioritise own workload under pressure to meet potentially conflicting deadlines		AF/I
	Ability to motivate others, delegate work, set deadlines and check that work has been completed to the required quality standards		AF/I
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	A detailed understanding of business change concepts to engage staff and ensure projects run smoothly and efficiently		AF/I
	Knowledge of risk management and strategies that can be used to minimise and mitigate risk		AF/I
	An understanding of the pressures present in local government, particularly relating to finance, and the competing demands for the allocation of resources to provide services to the local community.		AF/I
Work Circumstances	Able to travel to different sites across the Borough		Interview
	Able to work outside of normal office hours on occasions		Interview