Appendix 2: Consultation Feedback

The feedback from the 4 staff affected is noted below together with the Council's response.

Feedback	Response
1. Some of the project support work that will be needed in the PMO is not appropriate for a Grade 8 Officer. There may not be the capacity to do all the admin necessary (organising meetings etc).	Agreed. Business Support will be available to provide admin assistance. This will be organised by the Head of Service. We have previously discussed a part-time Apprentice role in the PMO but this was postponed until the new team is in place. It can be considered again in 2013/14.
2. Would it be more valuable to have 2 Project Managers rather than a Programme Support Manager and a Gateway Manager?	The PMO has specifically been set up to coordinate and facilitate a complex programme of activity. Project Managers will be sourced by the SROs for specific project needs but the Council does need a central PMO function that to coordinate all changes and meet its objectives. Project Manager positions will be created and managed in each Council service on an as-needs basis.
3. The structure looks top heavy with an SM1 Head of Service and 2 Grade 8 positions.	The gap between the grades is recognised. However, it is felt important to have an experienced person in a senior position heading up the PMO during its establishment. There will be new processes to develop, the confidence of Directors to win and maintain and a need to ensure compliance across the organisation. The evaluation for the all posts was completed using the Council's formal job evaluation methodologies.
4. Should the Programme Support Manager post be a Grade 9 due to its role working with senior members of the Programme teams?	When the roles were being developed we considered that the two Grade 8s were of equal weight and will both be instrumental in building the PM capability across the Council. As the PMO develops there may be scope to increase the scope of services, adopt new duties and develop the roles further. This will be kept under review once the PMO has been established.
5. Does the PMO have a role to stimulate innovation and develop the Future State Model?	The PMO has been designed to focus on the Gateway process and ensure the disciplines of project governance and project management are working well across the business. The PMO will have an influence on our ability to deliver innovation but the responsibility to stimulate it remains with the ROPIS Group, as does the development of the Future State Model. As the PMO matures it may be asked to coordinate additional elements but that is a matter for the ROPIS Group to discuss with the Head of PMO at a later date.

6. Should the Business Change Officer post should be ring fenced for the Business Intelligence rather than the PMO?	The initial review of the BCO job description showed that it was 50% in each area so the proposal was to include it in the PMO scope. If it was not included there then logic says that it would not be included in the BI scope either. Some flexibility was discussed during the consultation but the post holder has now secured a different role in the Council so no changes are required.
7. When will the ring fence interviews be?	The EDRS report is now being taken through the approval process and we anticipate interviews completing in March.

Having considered the feedback, the following changes have been made to the PMO Job Descriptions. The updated versions appear in Appendix 1:

1. Head of PMO – Key task 11 has been elevated to number 3 to reflect the importance of embedding and developing the Gateway methodology. Key Task 6 has been updated to mention other stakeholders such as the RO Executive Board.

2. Programme Support Manager – in the Job Purpose, the term 'secretariat function' has been replaced with 'information and insight' to reflect the value-added nature of the work. There are a few minor wording changes for clarity.

3. Note that this is the correct job title. There was a typo in a previous version with the word "Support" omitted. This was corrected during the consultation.

4. PMO Gateway Manager – Key task 2 has been updated to note that PMs should apply the Exception and Change processes correctly.

5. Possible developments in the future – for instance, additional support for the Peer Review process has previously been discussed. We have decided to appoint to the PMO first, let the team settle in and carry out a review after 6 months. In the mean time if any additional support is required it will be considered on its merits, for instance using Business Support resource where needed.

6. The updated Job Descriptions are attached. We do not believe that the above changes are sufficient to have any material impact on the evaluation of the job grades.