UNIVERSITY OF
LEADING
THE WAY
WESTMINSTER

JOB DESCRIPTION **Ref:**

NOTE: This job description does not form part of the employee's contract of employment but is provided for guidance. The precise duties and responsibilities of any job may be expected to change over time. Post holders should be consulted over any proposed changes to this job description before implementation.

JOB TITLE: PMO Manager

REPORTS TO: Head of Digital Transformation

DEPARTMENT: Information Systems and Support (ISS)

GRADE: L1

PURPOSE

Own the successful management and delivery of the departmental portfolio of both strategic and tactical projects, within time, budget, risk and quality tolerances, providing management information throughout the project life-cycle.

In collaboration with senior colleagues in ISS and the wider University, proactively contribute to the planning and development of a roadmap of future work that aligns to and fulfils strategic objectives.

Co-ordinate the day-to-day operations of the PMO to ensure team delivery of digital transformation projects that deliver tangible business benefit, whilst supporting the development of Line Reports to ensure they have the skills and knowledge to succeed.

PRINCIPAL ACCOUNTABILITIES

1. Establish and maintain scalable governance arrangements for the delivery of projects from inception through to closure. Identify, develop, and maintain frameworks and documentation that ensure projects are managed comprehensively and consistently across different initiatives, allowing for differing delivery methods with efficient governance arrangements.

2. Define clear roles, responsibilities and accountabilities for project boards and project delivery teams and their members, that align with best practice and fit within the organisational structure. Provide coaching and support to senior colleagues acting in these roles to ensure they are aware of and comfortable operating within the project governance framework. Participate as a key member of project boards as Senior Supplier representative for ISS, to ensure governance processes are followed and Boards remain focussed on delivery.

3. Establish, implement, and embed protocols for project change control which account for impact on the current portfolio and future pipeline. Guard against scope creep across the

portfolio, whilst ensuring means of engagement for future opportunities are captured appropriately.

4. Ensure best practices are followed across the delivery portfolio so that projects are delivered to time, quality, and cost expectation. Ensure appropriate documentation is produced, updated, and approved in a timely manner at each stage of the project. Ensure stakeholder communication is considered across the portfolio providing the Business Change team with the information they need to manage this effectively.

5. Manage the departmental portfolio of project-, operational- and initiative-led work, ensuring the overall schedule fits within resource capacity and avoids bottlenecks and conflicting demands. Make recommendations on selection of the appropriate delivery methodology, and sequence prioritised outcomes to enable the efficient realisation of benefits. Ensure that the portfolio is being managed in the most effective way that delivers the best results to the University community.

6. Act as the first level escalation point for project risks and issues, facilitating mitigation and resolution, or making recommendation for onward escalation to senior management. Identify, track, and facilitate the resolution of blockers to delivery within the portfolio, collaborating with Team Leads and project stakeholders to understand the impact of proposed solutions on project outcomes. Review and gain insight from blockers to identify potential changes to process or future training opportunities for project members.

7. Ensure the department workplan is up to date, accessible and a reliable source of information on the status of the portfolio. Ensure the Leadership Team and project stakeholders have visibility of appropriate management information of the portfolio and individual project operation, in order that timely decisions can be made.

8. Be responsible for the annual portfolio capital budget for the department, ensuring individual projects are appropriately costed in order to inform budget setting. Provide monthly reporting and quarterly forecasting on budgetary status for the portfolio, ensuring individual project under- or overspend is subject to formal review, and is then accounted for within portfolio tolerances.

9. Manage the operational running and continuous improvement of the Project Management Office, overseeing the delegation of work to and line managing Senior Project Managers, Project Managers, Business Analysts and Portfolio Analyst. Drive the adoption of best practice processes that support effective portfolio management, and undertake regular reviews of both process and outputs in order to inform future changes or development opportunities. Develop the institution's capability to deliver projects by maturing the PMO service and creating a delivery focal point for project information, progress, and expertise.

10. Gather information from the Business Relationship Management team and Technical Leads to create, maintain and manage a pipeline of future opportunities which can be used by the Leadership Team to assess proposals against potential value, impact, and strategic alignment. Ensure that accepted proposals are planned appropriately, that potential dependencies or skills gaps are managed, and all new work is inserted into the delivery portfolio at the relevant time. Regularly report variance to the pipeline to senior stakeholders.

11. Work with the wider Digital Transformation team to provide proactive communication of the ISS portfolio, to ensure current and future work is available for all to consume, and successes are publicised to the relevant University communities.

12. Deputise for the Head of Digital Transformation as required, and undertake such other reasonable tasks as required by them.

CONTEXT

Information Systems and Support (ISS) delivers a comprehensive portfolio of IT services to the University's user community of ~20,000 staff and students across a number of sites in the West End of London and Harrow. The department is structured along three service areas: Digital Transformation: responsible for defining and delivering the portfolio of work; IT Operations:

responsible for the running of the live environment; and IT Developments: responsible for technological innovation. The PMO Team falls under Digital Transformation and is responsible for delivery of a portfolio of both technology and business change projects for the whole University.

DIMENSIONS

Staffing: The post holder will line manage a large team of Senior Project Managers, Project Managers, Business Analysts and a Portfolio Analyst with wider responsibilities for managing the priorities and performance of seconded and third party contractors and matrix management of project delivery teams. They will be expected to provide expert advice and guidance, and coach both peers and more senior stakeholders in the successful delivery of projects.

Budget: The post holder will have responsibility for the annual ISS portfolio budget(s) of approximately £7m per annum, for compliance with financial regulations and reporting on project spend.

Hours: The post holder will work 35 hours per week between the service hours of 08:00 and 18:00, the post holder may be required to work evenings and weekends from time to time where project/operational needs demand; this will be agreed by prior arrangement.

Location: All University appointments are made on the understanding that staff may be asked to serve at any of the University's sites should the need arise. The post holder must also work in accordance with any agreed service levels.

Professional Development: The University of Westminster is committed to continuous professional development, and the post-holder will be encouraged to participate in professional activities and to develop new skills where necessary.

Health and Safety: The post holder is required to have an understanding of individual health and safety responsibilities and an awareness of the risks in the work environment, together with their potential impact on both individual work and that of others.

PERSON SPECIFICATION

	Essential criteria	Desirable Criteria
Qualifications	A degree or equivalent qualification in a relevant subject, or demonstrable and significant relevant knowledge and experience A formal Programme or Portfolio Management qualification such as MSP or P3O, or demonstrable and significant relevant knowledge and experience	PRINCE2 or Agile certification ITIL v3 (minimum) Foundation
Training and Experience	Significant proven experience of leading and managing a PMO Strong Portfolio Management experience in a similarly complex environment including successful delivery of large scale ICT and business change projects Substantial experience of successfully managing a Portfolio of projects where differing delivery methodologies may be deployed Experience in budget control, reporting, procurement and financial regulations A thorough knowledge and experience in the use of project management tools and techniques Sound understanding of business analysis and business case formulation tools and techniques Significant experience of managing a team that delivers work at both project and programme level Experience of acting as a trusted consultant whilst being politically sensitive to the currents of the organisation Strong experience of successfully leading service/process improvement initiatives Experience of contributing positively as a member of a management team with the accompanying demands and responsibilities Experience of drafting formal documents	Knowledge of HE environment

	including business reports, presentations and guidance documents for public and internal consumption	
	Significant experience of designing, implementing, and embedding good practice policies and procedures that will support effective digital transformation	
	Proven people management skills, including successful management within a matrix management structure and building and leading effective teams	
	Finely tuned stakeholder management skills to ensure effective engagement at all levels	
	Experience of working in an IT environment that uses best practice methodologies such as ITIL.	
Aptitude and abilities	Ability to discuss and suggest direction to achieve a desirable outcome when there is no direct line of command or control.	
	Resilient in the face of challenge and resistance whilst being able to listen and understand the needs of the customers objectively	
	Ability to maintain focus on agreed objectives and deliverables, making decisions at the appropriate time	
	Ability to develop plans accommodating a lack of certainty, to account for external factors that could affect success	
	Able to manage risk and to escalate effectively	
	Ability to organise programmes of work and oversee others' planning activities, to prioritise tasks and resourcefulness in ensuring workloads are delivered within agreed deadlines.	
	Ability to empower, delegate and trust with appropriate controls to maximise team ownership of the solution.	
	A high level of communication skills – both formal and informal; proficient in receiving and explaining complex ideas with clarity, able to adjust the message to suit the	

	audience.
	Ability to deliver appropriate levels of written documentation concisely and clearly and to coach others in this skill.
	A professional, customer-centric approach to develop and foster good working relationships with stakeholders at all levels.
Personal Attributes	Keenness to research current market place and keep up to date with commercial developments
	Methodical, calm and clear-thinking under pressure
	Flexibility to work out of hours on occasion to meet user or service expectations
	A positive and proactive attitude to managing your own work and wellbeing
	Fully committed to creating a stimulating learning and working environment which is supportive and fair, based on mutual respect and trust, and in which harassment anddiscrimination are neither tolerated nor acceptable

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