Job Task Analysis Report

PROJECT MANAGEMENT OFFICER

City of KINGSTON

VERSION:	**V1 – 28.10.24**
DEPARTMENT:	**PMO & Major Projects**
PREPARED BY:	**Manager PMO & Major Project** **Health and Safety Officer** **Senior Health and Safety Officer** **Injury Management Advisor** **PACE Health Management**
WORK SCHEDULE:	**Days Per Week -** Monday - Friday (Full time) 8 am – 5:30 pm **Hours/Day -** A typical shift is 7.36-hour days worked within these hours **Breaks -** Set break times during a 7.36-hour shift. Lunch 30min, Morning/Afternoon 10min
LOCATION/S ANALYSIS UNDERTAKEN:	**Kingston City Council – Cheltenham Office**

Organisation specified objectives of this analysis	Functional Task Analysis
Task Modifications Available - Physical	Assistance from colleagues Ramps, Lifts, Trolleys (load reduction) Lighter duties Reduced work rate Increased breaks
Task Modifications Available – Cognitive	Ability to work independently Remote support
Task Modifications Available Environmental	Ability to rotate work within the teams Ability to change tasks depending on the environment
Most prevalent workplace injuries:	Refer to Occupational Health and Safety Report
Most prevalent workplace injury incidents/tasks:	Refer to Occupational Health and Safety Report
Description and primary purpose of role:	The PMO Lead is a key leadership role within Council's Project Management Office (PMO) and is responsible for: defining, managing and owning Council's Capital Project Management Framework (PMF); driving performance and capability uplift across Council's diverse asset base and capital project portfolio; identifying and sharing common project success factors; developing and managing libraries of best practices through effective project knowledge capture; gathering, validating, prioritising and sharing feedback and lessons learned between project teams and internal stakeholders; and supporting project capability and performance uplift and PMF adoption and compliance at all stages of the project lifecycle. The PMO Lead will act as the custodian of PMF, ensuring the integration with various Council's policy, framework and Local Government Act. The position will lead the planning, developing and deploying of the Capital Portfolio Project Management (PPM) platform. In addition, the role will lead a small team of business analyst in developing Council's capital reporting capability with centralised data warehouse and master file, provide strategic data analysis and key advisory to ELT and Council of emerging risks, challenges and performance of capital portfolio. Further, the role will provide guidance and mentoring to the team in producing various critical report such as Capital Portfolio Report, Monthly Project Status Report, Quarterly Capital Report to Council etc. The role will also lead the development and preparation of Councils long term (5 & 10 years) Capital Program, including coordinating and managing the project bids intake, evaluation, prioritisation and recommendation to Council of critical projects and capital works that aligns to Council's priority and strategic goal. The role plays a key interface with Corporate Finance team, with co-producing the annual and long term Capital Budget, as well as leading various project financial related matters. The PMO Lead is part of the leadership group of Infrastructure and Open Space directorate, providing key inputs and lead by example to ensure the directorate's project management maturity and practice aligns to PMF expectation. The role will also lead the continuous improvement of project management practice and change management journey to the broader organisation.

ENVIRONMENTAL FACTORS	Description
Environment	Indoor - Temperature-controlled office environment Vehicle – Temperature-controlled personal or work vehicle Outdoor – Public space Combination indoors, vehicles and outside - split 50/10/40
Noise (e.g could not hear a person talking from 1 metre away/unable to concentrate on task)	Yes – when onsite around machinery
Vibration	Nil
Personal Protective Equipment	Hi Vis Vests/Clothing for site visits, Steel cap boots, Earmuffs, Safety glasses, Hard hat
Machinery/Tools	Laptop, Notebook and Pen, Mobile Phone with Camera, Backpack/Suitcases, Use of Council Vehicle
Uneven Terrain	Yes: When onsite at construction sites
Wet/Slippery	Yes: When working outside during or after wet weather events Spills within the kitchen or bathroom

PACE Ratings:

Manual Handling Physical Demand Rating Classification Guide:

Physical Demand Rating	Tick	Weight/Force Exerted to push or pull items.	Weight Lifted or carried
Sedentary		Exerting less than 4.5 kg of force occasionally, negligible force to push objects needed to push or pull objects.	>4.5 kg occasionally, 1-3 kilograms frequently to lift or carry objects.
Light	✓	Exerting up to 9 kilograms occasionally and 4.5 kilograms frequently or negligible amounts of force constantly to push or pull objects.	Exerting 4.5-9 kg occasionally, 3-4.5kilograms frequently to lift or carry objects.
Medium		Exerting up to 9-23 kilograms occasionally and or 4.5-11 kilograms frequently or 4.5kg force constantly to push or pull objects.	>9-15 kg occasionally, 4.5 -11kg frequently to lift or carry objects.
Heavy		Exerting up to 23-45 kilograms occasionally and or 11-23 kilograms frequently or 4.5kg force constantly to push or pull objects.	>15-20 kg occasionally, 11-16kg frequently to lift or carry objects.
Very Heavy		Exerting up to >45 kilograms occasionally and or >23 kilograms frequently or 9kg force constantly to push or pull objects.	20kg+ occasionally, 16+ kg frequently to lift or carry objects

Cardiovascular Physical Demand Rating Classification Guide:

Physical Demand Rating	Tick	Cardiovascular Demand
Sedentary		A role predominantly involving sitting with occasional standing and walking. Low level force and slow movements required occasionally. Heart Rate <40% maximal Heart Rate or 4/10 effort
Light	✓	A role involving frequent standing or walking with occasional bouts of sitting. Physical tasks in this role are light in nature, completed at a slow pace and could be sustained throughout the working day without noticeable increase in breathing rate or levels of exertion. Heart Rate 40-55% maximal Heart Rate or 4-5.5/10 effort
Medium		A role involving frequent to constant walking and standing with occasional bouts of sitting. Some physical tasks in the role are light to moderate in nature, completed at a moderate pace and could not be sustained for periods of greater than 20 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate but is still able to say a sentence before requiring to take a breath. Heart Rate 55-70% maximal Heart Rate or 5.5-7/10 effort
Heavy		A role involving frequent to constant walking and standing with rare bouts of sitting. Most physical tasks in the role are moderate to heavy in nature, completed at a moderate to fast pace and could not be sustained for periods of greater than 10 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate and will require to take a breath every few words. Heart Rate 70-90% maximal Heart Rate or 7-9/10 effort
Very Heavy		A role involving frequent to constant walking and standing with rare bouts of sitting. Most physical tasks in the role are heavy in nature, completed at a fast pace and could not be sustained for periods of greater than 5 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate and will be puffing and panting. The heavy work may be interspersed with short periods of rest. Heart Rate >70% maximal Heart Rate or 9+/10 effort

HEALTH MONITORING CONSIDERATIONS

CRITERIA	YES / NO
Exposure to hazardous noise	**YES**
Exposure to manual handling as part of normal activities	**YES**
Exposure to hazardous chemicals	**YES**
Exposure to hazardous manual handling	**NO**
Exposure to biological waste	**NO**

HAZARDOUS MANUAL HANDLING

MANUAL HANDLING TASKS ARE ASSESSED IN ACCORDANCE WITH THE WORKSAFE VICTORIA COMPLIANCE CODE: HAZARDOUS MANUAL HANDLING. USE THIS CHECKLIST TO IDENTIFY IF A MANUAL HANDLING TASK IS CONSIDERED AS HAZARDOUS. IF ANY BOXES ARE SELECTED, THE TASK INVOLVES HAZARDOUS MANUAL HANDLING.

Work/Task	Repetitive or sustained application of force	Sustained awkward posture	Repetitive movement	Application of high force	Exposure to sustained vibration	Handling of live people or animals	Unstable or unbalanced loads or loads that are difficult to grasp or hold	Does the task involve hazardous manual handling?	For known risks are suitable control measures available now?	If yes, provide details
Carrying backpack/suitcase/ laptop to and from office and car								**No**		

Force Exerted	Description
Sedentary	Exerting less than 4.5 kg of force occasionally, negligible force to push objects needed to push or pull objects.
Light	Exerting up to 9 kilograms occasionally and 4.5 kilograms frequently or negligible amounts of force constantly to push or pull objects.
Medium	Exerting up to 9-23 kilograms occasionally and or 4.5-11 kilograms frequently or 4.5kg force constantly to push or pull objects.
Heavy	Exerting up to 23-45 kilograms occasionally and or 11-23 kilograms frequently or 4.5kg force constantly to push or pull objects.
Very Heavy	Exerting up to >45 kilograms occasionally and or >23 kilograms frequently or 9kg force constantly to push or pull objects.

PHYSICAL DEMAND MATRIX

POSITION ASSESSED: PROJECT MANAGEMENT OFFICER

KEY: R: Rarely **O:** Occasionally 1-33% or <2.5hrs/shift **F:** Frequently 33-66% or >2.5-5 hrs/shift **C:** Constant 67-100% or >5-8 hours of shift **OH:** Occasional High Frequency (Posture/Movement repeated/held for 3 + minutes at a time)

SUSTAINED POSTURES AND MOBILITY REQUIREMENTS

Posture Required	R	O	F	C	OH	Typical Maximal Holding Time	Typical Holding Time
Standing			X			2 hours	30-60 mins
Sitting			X			2 hours	30-60 mins
Walking			X			2 hours	30-60 mins
Unilateral Kneel (one knee)		X				30 seconds	5-10 seconds
Bilateral Kneel (two knees)		X				30 seconds	5-10 seconds
Reaching Overhead		X				30 seconds	10-20 seconds
Reaching forward		X				30 seconds	10-20 seconds
Reaching Shoulder height		X				30 seconds	10-20 seconds
Computer based work				X		2 hours	60-120 mins
Stooping or bending			X			30 seconds	10-20 seconds
Twisting			X			5 minutes	10-30 seconds
Turning			X			5 minutes	10-30 seconds
Looking up/Down			X			5 minutes	10-30 seconds
Writing/Typing				X		2 hours	60-120 minutes
Scanning		X				5 minutes	10-30 seconds
Squatting			X			30 seconds	5-10 seconds
Driving		X				1 hour	10-30 minutes
Balancing/uneven ground			X			2 hours	30-60 minutes
Push/pull		X				2 minutes	30 seconds
Sweeping/mopping	X						
Brush/pan	X						

MANUAL HANDLING DEMANDS

Physical Demands	Metrics (Tasks)	R	O	F	C	OH	Typical Distance (metres) load moved or number of stairs/rungs	Maximal Weight / Load (kg)	Typical Load (kg)	Typical Reps/hr	Typical Time (mins)
Lift floor to waist	Laptop Backpack/suitcase		X				-	5kg	1-3kg	>4	10 seconds
Lift below the knee to waist:	Laptop Backpack/suitcase		X				-	5kg	1-3kg	>4	10 seconds
Lift waist to shoulder:	Laptop Backpack/suitcase		X				-	5kg	1-3kg	>4	10 seconds
Lift waist to overhead:	Laptop Backpack/suitcase		X				-	5kg	1-3kg	>4	10 seconds
Carry bilateral (two arms):	Laptop Backpack/suitcase		X				1-200m	5kg	1-3kg	>4	1-2 minutes
Unilateral Carry (one arm):	Laptop Backpack/suitcase		X				1-200m	5kg	1-3kg	>4	1-2 minutes
Push/Pull Load	Doors		X				-	9kg	5-8kg	>4	10 seconds
Pull load:	Doors				X		-	Light	Light	-	-
Grasping:	Typing Writing (note pad/pen) Using mobile/camera, driving				X		-	Light	Light	-	-
Pinching:	Laptop Backpack/suitcase Writing (note pad/pen)				X		-	5kg	1-3kg	-	-
Fine finger/ Hand Coordination:	Laptop Backpack/suitcase/typing Phone Writing (note pad/pen)				X		-	5kg	1-3kg	-	-

PSYCHOSOCIAL MATRIX

KEY: R: Rarely <1% **O:** Occasionally (1-33% or <2.5hour per shift) **F:** Frequently (33-66% or >2.5-5 hours per shift) **C:** Constant (67-100% or >5-8 hours per shift) **OH:** Occasionally high frequency (repeated for 3+ minutes at a time

	Attribute	Explanation	Frequency Experienced during typical day	General examples Please provide 2-3 examples to provide context
PERSONAL	**Decision making/ reasoning**	Making good and timely decisions that are based on facts and keep the department moving forward - Makes sound decisions, even in the absence of complete information - Relies on a mixture of analysis, experience, and judgement when making decisions - Considers relevant factors and uses appropriate decision-making criteria and principles - Recognises when and reasonable solution will suffice in a timely matter	Constant	• Ensuring a safe workplace at all times • Evaluating all available information, data, and options logically and without bias, ensuring that decisions are based on facts and evidence. • Ensuring that decisions are made in line with ethical standards, public accountability, and transparency, and that they serve the best interests of the community.
	Rule following	Follows policies and procedures in place to ensure business operations are consistent	Constant	• Following safety and service procedures, legislation, and standards • Reporting monthly on levels of non-compliance and enforcement statistics • Modelling behaviours that reflect the organisational and industry standards and expectations
	Literacy skills	An ability to understand written information, to evaluate arguments about this information and formulate necessary written or verbal response.	Constant	• Reading and understanding written information in English • Writing e clear and concise responses to a high standard of accuracy. • Understanding of different communication styles (formal, informal, English second language) • Identify individual communication needs and adapt style to provide accurate and timely information and direction
	Numeracy skills	The ability to understand numerical information as well as the ability to make logical conclusions	Constant	• Calculating financial and accounts information for clients and Council • Ensuring deposits are current or otherwise arranging for their refund through the Finance Dept where eligible. • Interpreting field records and estimation for costs.
	Technical literacy	Anticipating and adopting innovations in department-building digital and technology applications - Anticipates the impact of emerging technologies and makes adjustments - Readily learns and adopts new technologies	Frequently	• Accessing and referencing knowledge database, internal and external websites • Working with different types of mobile devices, operating systems, and apps • Managing email inboxes proactively • Confidently approaches and embraces different types of technology
	Coping with pressure and setbacks	Works productively in a high-pressure environment - Responds reasonably to difficulty situations - Balances the demands of work life and personal life - Handles criticism well and learns from it	Frequently	• Providing options to stakeholders to assist in renewal and maintenance projects • Working on major renewal projects and activities • Coordinating the reinstatement of damaged Council assets
	Manages complexity	Making sense of complex, varied quantity, and sometimes contradictory information to effectively solve problems - Asks questions to accurately analyse situations - Acquires data from multiple and diverse sources when solving problems - Uncovers root causes to problems - Evaluates pros and cons, risks, and benefits of different solution	Frequently	• Ensuring courteous, accurate, and timely advice is provided • Asking questions to accurately analyse and respond to asset, traffic, transport, and civil construction requests • Balancing customer expectations and needs with the team's ability to deliver • Researching data, analysing, and making decisions on procurement and contractor requirements

PERSONAL	**Manages Ambiguity**	Operating effectively, even when things are not certain or the way forward is not clear - Deals comfortably with the uncertainty of change - Effectively handles risk - Can decide and act without the total picture - Is calm and productive, even when things are up in the air - Deals constructively with problems that do not have clear solutions or outcomes	Frequently	• Recognising, accepting, and adapting to the ever-changing needs • Proactively seeks clarity and understanding from all levels of the organisation • Constructively resolves unclear staff, management, and third-party requests promptly • Finding a solution through unclear directions and parameters
	Ability to work in isolation	Comfortable working in isolation for prolonged periods of time without the company of others - Persists in accomplishing objectives despite obstacles and setbacks - Self-led to achieve results	Occasionally	• Staying self-motivated and working without direct supervision • Performs tasks alone • Managing own workload and activities whilst working flexibly (in the office or remotely) • Autonomously researches and identifies civil infrastructure requirements, activities, and tasks
	Emotional Stability	Stay composed and forward thinking when faced with challenging situations	Constant	• Processing highly sensitive information • Engaging and negotiating with stakeholders in challenging circumstances to influence an outcome • Making decisions within set parameters in the best interests of the organisation. • Demonstrating neutrality and balance in complex situations
	Concentration	Has the ability to maintain a broad, receptive attention to a variety of demands.	Frequently	• Following checklists and procedures • Actively listening/engaging with staff and leaders • Analysing data and information • Applying legislation, policies, and procedures • Preparing detailed procurement and contract information and advice to staff and leaders • Multi-tasking and re-prioritising in an ever-changing work environment • Managing workload based on interruptions and priorities • Managing various communication platforms and in-person interactions
	Persistence	The ability to accept obstacles, discouragement, distraction, or stressful situations - Stay committed when faced with adversity - Persevere in pursuit of short and/or long-term goals	Frequently	• Working through unforeseen obstacles, discouragement, distraction, or stressful situations • Engaging individuals and groups with different circumstances and personalities • Persevering in pursuit of short and/or long-term goals or objectives • Demonstrating respect and sensitivity to a diverse client base
	Nimble learning	Actively learning through experimentation and when tackling new problems by using both successes and failures. - Learns when facing new situations - Experiments to find new solutions - Takes on the challenge of unfamiliar tasks - Extracts lessons learnt from failures ad mistakes	Frequently	• Adapting to evolving organisational policies, procedures, strategies, standards, and expectations • Finding a solution through unclear directions and parameters • Learning to cater to evolving stakeholder needs
	Ability to follow and complete instructions given	Appropriately follows instructions from others without unnecessarily challenging authority - Follows procedures and policies - Keeps to schedule - Arrives punctually for work and meetings - Complies with legal obligations and safety requirements of the role	Frequently	• Following procedures and policies • Arriving punctually for work, meetings, and training • Following directions from the Leadership Team • Seeking clarity on unclear instructions
	Short term focus and/or attention to detail	The ability to document key pieces of information that are frequently relied upon to perform workplace tasks - The ability to transfer information from one source to another and apply it - The ability to focus on a priority task with distractions present - Able to quickly decipher the importance of number of tasks and prioritise accordingly	Frequently	• Taking personal responsibility to ensure quality and accurate infrastructure advice and information are provided. • Understanding the risks and implications of the advice provided and how it may be interpreted • Maintaining situational awareness of the organisation's environment • Collating preparing and providing accurate advice and information in line with Council policies and legislation • Supporting the development of detailed work programs including budgets

SOCIAL	**Autonomy**	The ability to follow your own approach and while making informed, uncoerced decisions and remain motivated when working autonomously	Occasionally	• Managing own portfolio list and make key decisions relevant to that checklist • Making decisions effectively and in a timely manner or escalating as required • Keeping up with set-out KPIs directed by the team leader • Actively prioritising workload to service level agreements
	Ability to work with colleagues/ team	Building partnerships and working collaboratively with others to meet shared objectives - Works cooperatively with others across the organisation to achieve shared objectives - Represents own views while being respectful to others - Partners with others to get work done - Credits others for their contributions and accomplishments - Gains trust and support of others	Constant	• Interact effectively with colleagues is face-to-face, phone, email, messaging • Ability to build trust with all levels of the organisation • Ability to receive and provide feedback to colleagues and team members
	Ability to work with consumers	Anticipating and balancing the needs of multiple customers/stakeholders/clients - Understands internal and external customers/ stakeholders/client requirements, expectations, and needs - Considers the interests of multiple customers/ stakeholders/clients - Considers cultural and ethical factors relevant to the situation - Acts reasonably despite conflicting demands of customers/stakeholders/clients	Occasionally	• Respectfully interact with individuals from minority identities and cultures (eg: different ages, cultures, abilities, CALD, First Nations and LBGTIQA+, people with accessible needs and older adults) • Working closely with contractors on construction sites • Communicating with utility companies • Working with sub-contractors and suppliers
	Productivity Demands	Understanding the effective and efficient processes to get things done, with a focus on continuous improvement - Identifies and follows the processes necessary to get work done - Organises and prioritises activities into efficient workflow - Seeks ways to improve processes	Frequently	• Working to set KPIs as outlined by the team leader • Managing workload and conflicting priorities to ensure outcomes are achieved. • Maintaining the integrity of records and information management systems. • Supporting implementation of project management documents and processes. • Ensuring the confidentiality and political and commercial sensitivity of the information collected and developed by Council.
	Resilience/ Ability to manage stress	Rebounding from setbacks and adversity when facing difficult situations - Manages pressure - Handles and manages issues effectively - Remain productive despite adversity - Learns from workplace challenges	Frequently	• Handling advice or criticism in a mature manner that avoids knee-jerk defensiveness or negativity • Assisting with implementing changes to provide continuous improvements in productivity and product and/or service quality. • Contributing to the delivery and maintenance of efficient work practices within the team • Making decisions which could have large financial consequences that could impact council • Dealing with predictable, unpredictable and/or challenging situations, contractors, and residents
	Ability to manage conflict	Handling conflict situations effectively - Works with all parties to reach an agreement and settles disputes equitably - Integrates diverse views and finds common ground and/or acceptable alternatives	Frequently	• Managing expectations from team members and external stakeholders • Working with businesses who are impacted by infrastructure works Working with residents who are impacted by infrastructure works • Managing expectations from stakeholders and the council capacity to meet those expectations • Managing and actioning concerns/complaints that arise • Escalating concerns/complaints that arise • Working with conflict within the team and finding a fair and reasonable solution • Having a robust conversation and find an efficient and effective solution
	Situational Adaptability	Adapting approach and demeanour in real time to match demands of different situations - Readily adapts personal and interpersonal behaviours - Understands that different situations may call for different approaches - Can act differently depending on the circumstances	Constant	• Adjusting personal behaviour to different audiences, situations, and stakeholders • Adjusting plans in real-time that are within the scope of practice • Implementing contingencies within budgets and actioning when required to ensure the job gets completed • Ability to embrace additional and changing tasks and expectations at short notice