

Position Description



Title	PMO Manager
Business Unit	Strategy & Business Transformation
Location	130 Lonsdale Street, Melbourne and Remote work
Employment type	Full Time, Ongoing
Reports to	Senior Manager, Performance Innovation

About Uniting

Uniting Vic.Tas is the community services organisation of the Uniting Church. We've been supporting people and families for over 100 years. We work alongside people of all ages in local communities in Victoria and Tasmania. Our services reach to Albury-Wodonga in the north, Mallacoota in East Gippsland, the Wimmera region in the west, and across Tasmania.

We empower children, young people, and families to learn and thrive. We're there for people experiencing homelessness, drug and alcohol addiction or mental illness. We support people with disability to live the life they choose. We assist older people to maintain their independence and enjoy life. We provide opportunities to access training and meaningful employment. We're proud to welcome and support asylum seekers to our community. We work to empower people with the information, skills, and tools they need to live a healthy, happy life.

As an organisation, we work in solidarity with Aboriginal and Torres Strait Islander people as Australia's First Peoples and as the traditional owners and custodians of this land.

We celebrate diversity and value the lived experience of people of every ethnicity, faith, age, disability, culture, language, gender identity, sex, and sexual orientation. We welcome lesbian, gay, bisexual, transgender, gender diverse and non-binary, intersex, and queer (LGBTIQ+) people at our services. We pledge to provide inclusive and non-discriminatory services.

Our purpose: To inspire people, enliven communities and confront injustice.

Our values: We are imaginative, respectful, compassionate and bold.

1. Position purpose

The PMO Manager is responsible for the oversight and leadership of Uniting's Project Management Office (PMO) function. The position will support quality and compliance standards being consistently met across the project delivery cycle, uplifting practice and capability that enables Uniting to achieve increased project management maturity.

This role will support development of more agile / lean PM approaches, continued piloting and adoption of Project Portfolio Management (PPM) practices and enterprise PMO (ePMO) operating models. In addition, the role will enable strategic leadership and governance across all Uniting projects while ensuring Uniting's strategic plan objectives are met.

2. Scope

Budget: Nil

People: 2- 5 direct reports

- Business Project Managers reporting into PMO (coordination, planning & indirect supervision responsibilities)
- Project Support Officers / PMO Administration (direct supervision responsibility)

3. Relationships

Internal

- Senior Management Group
- Senior Leadership Group
- Program, Project and Change Managers
- Support Support Services teams, including Finance & Procurement, Consumer Engagement teams.
- Service Delivery teams
- Strategy & Business Transformation team
- Program and Project Working Groups
- Program and Project Control Groups
- Frontline employees
- Executive Sponsors & Business Project Managers (not reporting into PMO)

External

- Consumers and Consumer Partners (as stakeholders within project contexts)
- Congregations / Presbytery representations (as stakeholders within project contexts)
- Contractors & Consultants
- Community partners
- Project Management System Vendors (currently Smartsheet)

4. Key responsibility areas

Project portfolio management (PPM) aligned to Strategic planning leadership

- Implementation of a Uniting PPM framework inclusive of portfolio, program and project performance reporting.
- Oversight of PMO delivery of Program and projects ensuring delivery consistently meets requirements outlined within Uniting's Project Governance Framework.
- Quarterly review & recommendations on project prioritisation and pipeline / forecast planning that balances the needs of annual organisational priorities with future-focused strategic investments aligned to Uniting's strategic plan aspirations.
- Work closely with SMG, Sponsors and Project leads to review business cases, identifying opportunities to strengthen project planning in early stage project definition and testing of underlying business case assumptions.
- Support clarification of roles and responsibilities aligned to an agreed Program and Project level RASCI matrices.
- Ensure robust risk management and risk & issues reporting across portfolios advising and supporting Project leads to mitigate program & project risks and issues, escalating to relevant governance committees/ groups.
- Work in collaboration with appointed change managers / change leadership across portfolio, program and project delivery remits, support where relevant delivery of consistent change outcomes.
- Assist tracking of business case benefits realization throughout project delivery cycle.

Project Management Office (PMO) leadership & management

- Ongoing development of PMO methodology, governance framework, processes and associated delivery guides and tools.
- Ensure operation and maintenance of appropriate Project Management System (currently Smartsheet).
- Convene regular PM community of practice forums involving Sponsors, project and program managers to promote shared learnings, uplift capability and grow knowledge that drives improved quality & consistency of project delivery.
- Ensure Project Sponsors and Project Managers are consistently undertaking robust project planning inclusive of engaging with support services and cross-functional engagement, external vendor relationships and key stakeholders.

- Facilitate information sharing with project managers to ensure alignment across project remits.
- Collate and present monthly and quarterly project / PMO progress reporting incorporating performance and status commentary, project milestones, deliverable, dependencies, risks and issues, communicating across various level of the organisation as required.
- Report escalated project risks and issues that impact on portfolio deliverables.
- Provide support to Project Managers and Sponsors as needed for each project within the portfolio.
- Support development of PPM level reporting with relevant Leads- inclusive of key milestones, schedule & budget performance, risks & issues, and benefits/value tracking to ensure outcomes aligned to business case objectives.

Project Governance & Quality Management

- Development of relevant portfolio, program and project level management guides, tools and systems – driving efficiency and quality of delivery outcomes.
- Ensure program and project delivery consistently meets requirements outlined within Uniting's Project Governance Framework.
- Support development of project related change management processes, aligned with Uniting Change Management frameworks.
- Collaborate to identify synergies / new opportunities for change innovation within the PMO function.
- Support effective communications to drive organisational engagement with PMO function and consistent project delivery.
- Ensure consumer and employee engagement (where relevant to PMO function) is meaningful, impactful and beneficial to all involved parties.

Integrated Annual Organisational & Strategic Planning alignment

- Develop and maintain linkages to project governance to other key organizational functions, including organizational planning and financial management.
- Work collaboratively with Finance leads to ensure budget/ financial performance reporting inputs are aligned to project reporting needs (timely and integrated reporting), including managing and maintaining non-recurrent budget reporting.
- Support quarterly Senior Management Group, CEO and Board planning discussions – working with Finance and other Business leads to ensure project planning activity is well integrated with annual budget & organisational planning.
- Deliver monthly & quarterly progress and performance reports to Senior Management Group, CEO and Board.
- Undertake quarterly review & provide recommendations on project prioritisation including pipeline / forecast planning that balances the needs of meeting annual organisational priorities with ensure non-recurrent investments are aligned to Uniting's future needs & strategic plan objectives.

People and teams

- Establish, lead, coach and inspire an engaged and productive team.
- Lead the team in leading practices and effective process governance.
- Provide support, guidance, coaching, leadership, and empowerment to the team including feedback through performance reviews and regular supervision.

Legal requirements & risk management

- Ensure all legal, funder and statutory requirements pertaining to the position are met including serious incidents, reportable conduct, and mandatory reporting (child safety).
- Foster a culture where risks are identified and appropriately managed.
- Report areas of serious risk to next level supervisor and work together to mitigate those risks.

Personal accountability

- Compliance with Uniting’s values, code of conduct, policies and procedures and relevant government legislation and standards where relevant.
- Cooperate with strategies to actively ensure the safety, protection and well-being of children who come into association with us.
- Ensure appropriate use of resources.
- Work collaboratively with Uniting (Victoria Tasmania) employees and external stakeholders in accordance with Uniting’s values and professional standards of behaviour.
- Actively participate in initiatives to maintain, build upon and promote a positive and collaborative workplace.
- Identify opportunities to integrate and work collaboratively across teams.
- Take reasonable care for your own health and safety, and health and safety of others (to the extent required).
- Promote a positive safety culture by contributing to health and safety consultation and communication.
- Promptly respond to and report health and safety hazards, incidents, and near misses to line management.
- Attend mandatory training sessions (i.e., equal employment opportunity, health, and safety) and mandatory training specific to position.
- Declare anything that you become aware of through the course of your engagement which may impede your suitability to work with children and/or young people.
- Declare any potential or actual conflict of interest that you become aware of through the course of your engagement:
 - Based on a relationship with a current member of Uniting’s workforce
 - Based on my ongoing work with another organisation.

5. Performance indicators

Project Portfolio Management (PPM)

- Iterative development and implementation of a Uniting PPM framework inclusive of portfolio, program and project performance reporting.
- Program and project delivery consistently meets requirements outlined within Uniting’s Project Governance Framework.
- Convene quarterly community of practice forums involving Sponsors, project and program managers to promote shared learnings, uplift capability and grow knowledge that drives improved quality & consistency of project delivery.
- Accurate & timely reporting across all projects and programs of work under PMO governance – inclusive of key milestones, schedule & budget performance, risks & issues, and benefits/value tracking to ensure outcomes aligned to business case objectives.
- Standard templates established and consistently used across all Steering Groups and PCGs.
- Centralised “single source of truth” project reporting system that incorporates financial performance data updated monthly aligned to Executive / Board reporting.
- Quarterly review & recommendations on project prioritisation and pipeline / forecast planning that balances the needs of annual organisational priorities with future-focused strategic investments aligned to Uniting’s strategic plan aspirations.

Stakeholder management & engagement

- Where specifically related to PMO service delivery ensure:
 - Internal business stakeholders are engaged, respectfully consulted & involved in key project decisions may impact on their team performance & day to day operations, aligned to Uniting’s change management and engagement frameworks.
 - External stakeholders are engaged and respectfully consulted wherever project related activity may impact and where Uniting’s funding, legislative or regulatory obligations may dictate consultation and engagement is required.

Position Description

PMO Manager



- Ensure a positive experience for Uniting employees, volunteers and consumers across all PMO team delivery & interactions, specifically ensuring PMO activity adheres to Uniting's consumer engagement frameworks, guidelines and utilize approved methodologies/ tools.

People management

- Direct responsibility for recruitment of all resources allocated to report within PMO unit.
- Indirect support to Sponsors & PMs within context of broader project delivery environment - in particular (where practicable) with project resource planning, interview panel & selection criteria, PD and performance reviews.
- Project teams are delivering to agreed organisational annual plan priorities.

Reporting

- Quarterly reporting on PMO delivery performance to Board Audit & Risk Committee (ARC).
- Monthly reporting to Senior Management Group on PMO performance including dashboard level portfolio, program and project delivery & financial performance data, risks & issues, status and commentary updates.
- Support Executive Sponsors with Board /Board sub-committee or Steering Group level reporting involving registered Projects & Programs being delivered within PMO governance.
- Monthly reporting to GM Strategy & Business Transformation on PMO operational team performance metrics /KPIs.

6. Person specification

Qualifications

- Relevant qualifications in Project Management, Portfolio Planning, Leadership & Strategy, Business administration.
- Certifications in either Change Management, Lean / Agile PM, or Scaled Agile Framework (SAFe) practice.

Experience

- Project Management Office (PMO) knowledge and experience in leading PMO service delivery within large organisations.
- Project and program management experience in a large, complex community services environment of similar size and scale.
- Stakeholder engagement, communication and change management in a large, complex community services environment of similar size and scale.
- Solid knowledge of both Agile and traditional project management principles and practices within complex project and business environments.
- Demonstrated experience with engagement, collaboration and negotiation with key stakeholders, program/business leadership and executive teams.
- Experience managing teams across project delivery environments, including providing leadership and guidance to team members.
- Demonstrated passion for high quality outcomes balanced with pragmatism that ensures timeframes and budgets are met and value delivered.
- Demonstrable contribution to the management of complex issues across organisational boundaries.
- Knowledge and competences in project management systems.

Core selection criteria

- **Values alignment:** ability to demonstrate and authentically promote Uniting's values.
- **Portfolio, program and project management:** ability to support strategic planning of projects, program and portfolios across whole of organisation, and proven ability to support Executive /Project sponsors achieve efficient and effective delivery outcomes across large programs of work within agreed timeframes and budgets.

- **Strategic goals:** strategic PMO & portfolio, program and project planning that ensures program and project selection is balanced and well aligned to deliver on Uniting Vic Tas Strategic Plan and Annual Org Planning priorities.
- **Change management:** ability to implement strategies for effecting change, controlling change and helping people to adapt to change.
- **Stakeholder management:** ability to understand, relate to and manage diverse and difficult stakeholder needs while ensuring all stakeholders feel a sense of 'belonging' in the program and are brought on the journey.
- **Influence and Negotiation:** Successful conflict resolution, and negotiation between stakeholders at all levels of the organisation.
- **Multitasking:** ability to manage a multitude of complex tasks and competing priorities simultaneously.
- **Problem solving:** proven high level of analysis and complex problem solving.
- **Communication:** highly developed interpersonal skills and communication skills, both written and verbal, including an ability to prepare high level reports to Executives and external parties.
- **People management:** ability to inspire, lead, coach an engaged and productive team.
- **Teamwork:** willingness to be proactive and help others, contribution to the continuous improvement of a positive, collaborative and effective work environment.

7. We are a child safe organisation

Uniting is a child safe organisation and is committed in everyday practice to ensure the safety and wellbeing of all children, at all times. As a child safe organisation, employment with Uniting is subject to a satisfactory national (and international where relevant) police check and relevant Working With Children Check (and NDIS Worker Screening Check where relevant) to your State prior to commencement of any paid or unpaid work and/or participation in any service or undertaking.

This position description is subject to review and may change in accordance with Uniting's operational, service and consumer requirements.

8. Acknowledgement

I have read, understood and accepted the above Position Description

Employee

Name:

Signature:

Date: