KAPLAN GROUP PMO MANAGER ROLE and required Skills Competency

|  | **KAPLAN GROUP PMO Manager** |
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| **The KAPLAN GROUP PMO AND ROLE** | **The Kaplan Group PMO and PMO Manager reasoning for existence:** Due to growing Kaplan industry compliance/regulation, client requirements and overall group success the Kaplan demand portfolio has grown significantly. Therefore, a PMO Manager is required to mobilise and establish the Kaplan Group PMO. The Key Kaplan Group PMO Services include: 1. Portfolio Governance & Project Support
2. Budget Management & Provisioning
3. Supplier Management
4. Project Gate Assurance
5. Communications & Engagement
6. Tooling: Project and Program Management (PPM)

**The PMO Manager is required to:** * **Lead and direct:**
* Is an experienced subject matter expert in all PMO disciplines
* Able to establish, resurrect or modify PMO functions, with strong leadership and business change skills.
* Lead engagement with the business to ensure the PMO functions aligns to the business’s strategic objectives, provides the appropriate level of service to portfolios, programmes and projects.
* Custodian and accountable for all processes and standards and templates, delivery framework.
* Responsible for ensuring project and programme standards, are embedded though training, and communications.
* Setting direction for the KAPLAN GROUP PMO team to ensure they play a significant part in successful delivery.
* **Manage Kaplan Group PMO Key Activities:**
* Managing day to day PMO operations
* Accountable for delivery and accuracy of Portfolio reporting
* Provides project/program assurance function to Kaplan Group
* Responsible for delivery methodology
* Member of KAPLAN department CAB (Change Authority Board)

**Reports to:*** **Interim: CIO / Program Transformation Director**
* **Future:** once the Kaplan Group PMO is mobilised and is an established
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| **Technical Skills** | **Competency** |
| **Planning and dependency Management**  | * Able to set objectives for the planning function to the PMO that aligns to the objectives of the project and programme delivery function.
* Able to bring their understanding of how functions such as testing, design authority, solution architecture operates and interact with the business stakeholders and delivery to ensure the plans meet their needs.
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| **Leadership and communication**  | * Able to be an inspirational leader, coach, mentor, and an enabler for the PMO team to meet their objectives successfully.
* Able to be an ambassador for the PMO, and continuously sells the value of the function to the business, gaining increased support for the function.
* Able to win credibility amongst peers, team members, senior managers, through professionalism, passion for the PMO and great tenacity.
* Able to construct communication strategies for the PMO function, incorporating tailor made activities that are effective for specific stakeholders.
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| **Governance and delivery framework** | * Able to design an end to end governance framework, from business requirements right into service deliver.
* Able to design and implement robust processes, leveraging own experience the PMO team’s strengths and abilities.
* Able to consult and involve all functions involved in the end-to-end lifecycle of projects and programmes, in order to feed in their requirements and right controls/PMO Gates and quality assurance is applied consistently and appropriately.
* Expert knowledge of what a good PID (Waterfall) and/or Back business case, programme blue print looks like. Able to write these artefacts or quality assure if required.
* Able to assess or create project/programme roles and responsibilities appropriate for the project and adhering to Organisational standards / industry best practice.
* Able to assess or design stage gate reviews, to ensure the project / programme moves to the next phase in a controlled and well planned approach.
* Maintains overall governance of Kaplan Group PMO
* Maintains a reputation as an assertive leader who mentors PMs in the importance of fulfilling PMO requirements
* Sets PMO standards across internal staff, measuring & managing PMO success against them
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| **Methodology and tools** | * Expert knowledge in Project delivery data management.
* Able to identify areas for automation, where tools and PPM systems can be implemented to improve data quality and streamline reporting, identification of early warning indicators and aggregation of projects and programme data to provide portfolio views.
* Strong knowledge in Agile, PRINCE II, MPI, MSP, P3O, Waterfall, Agile.
* Strong knowledge of JIRA, Microsoft Project/GANT Software, Clarity (other Project Software), Risk management.
* Trains and mentors on tools and methodology
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| **Process, standards and templates**  | * Lead and direct the creation of processes, standards and templates.
* Influence senior stakeholders to provide top-down support in the case of a roll out of a new delivery framework.
* Able to design processes, standards and templates tailored for the Kaplan Group Group’s requirement.
* Able to train and embed the use of processes and standards across multiple projects and programmes.
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| **Document and Configuration Management**  | * Able to construct document management and configuration management policies and implement them.
* Able to lead the consultation with all functions involved in the end to end project and programme lifecycles to gather their expected documents, the review process, and how to ensure consistency of configuration management application.
* Able to provide suppliers guidance of expected documents which will become assets to the business and ensure they are compliant to the expected configuration management standards.
* Knowledge of Confluence in Jira (preference) to assist Project/Program Managers
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| **Reporting and information Management**  | * Able to design a reporting structure from projects to portfolios. Designing the processes that control the production of data its quality assurance and analysis.
* Able to set metrics for the identification of early warning indicators, risk exposure and meeting the agreed benefits.
* Able to design reports aimed for business function leaders, and programme sponsors.
* Able to provide a clear understanding to project, programme and delivery managers on how to ensure their data feeds into senior management reporting. So they understand where their data goes and the importance of keeping it up to date.
* Instills rigorous reporting protocols throughout large work programmes
* Communicates project updates & reports to executive level Kaplan Group stakeholders, sometimes delivering difficult messages
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| **RAID****management**  | * Able to provide projects and programmes an understanding of the company’s risk appetite and advice accordingly.
* Able to engage with all functions involved in the end to end delivery lifecycle to understand their risks, and how this could impact the overall portfolio of projects and programmes.
* Able to provide advice to for the mitigation of risks and when to escalate for senior leader intervention.
* Expert knowledge of RAID Management.
* Leads the identification & mitigation of portfolio risks across Group project/programmes
* Known for responding well to risks & issues, providing a clear & calm approach to identifying mitigating actions
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| **Change control**  | * Able to engage with all functions involved in the delivery lifecycle to agree a change control process, guidance and assurance to ensure consistency and the appropriate function can sign-off on the change.
* Able to influence the various functions to ensure the process has a balance of pragmatism and compliance, so that projects are not put on hold awaiting decisions.
* Expert knowledge in all aspects of change control.
* Creates project tolerances to guide change control triggers.
* Able to assurance change control is applied appropriately and the right functions are notified.
* Able to unblock and bottle necks in the process to ensure there is minimal disruption to delivery.
* Able to assess impact of change on costs, resources, risks, issues, plan and stakeholders, and ensures this is communicated accordingly.
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| **Quality****Management**  | * Able to design a quality management strategy across portfolio, and implement it.
* Able to continually engage the project team and stakeholders to ensure quality activities are taking place and to the agreed approach.
* Able to manage the quality of supplier outputs, by providing advice and guidance to commercial agreements or work orders.
* Able to identify risks to quality and mitigate where possible.
* Able to review all processes, controls and documentation and ensures through advice and guidance that all have quality activities incorporated.
* Defines quality standards across work programmes, raising the quality aspirations of project teams
* Coaches junior PMO staff in enthusing project teams to raise quality expectations
* Champions the importance of lessons learned workshops across work programmes, ensuring quality expectations are continually challenged and raised
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| **Resource****Management**  | * Foresees resourcing issues on large & complex projects, works closely with Demand Manager to assess project/program resource utilisation vs BAU/enhancements and providing Kaplan Group stakeholders with feasible modifications/ prioritisation to the proposed resource plan
* Seen as a trusted advisor to senior level Kaplan Group stakeholders regarding matters of project resources, providing regular, honest overviews
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| **People & Communications** | * The main point of communication within the PMO across large work programmes
* Regularly provides concise overviews of projects to executive level stakeholders
* Oversees the PMO community, supporting the PMO team to assist and uplift Kaplan Staff capability to deliver projects
* Able to influence senior Kaplan Group personnel, to ensure that the best outcome for the project is achieved
* Seen within the PMO as a role model based on a strong track record of successful management of PMOs
* Actively coaches & supports team members in their self-development
* Leads regular communications to senior programme managers
* Communicates in a way that ensures their presence is felt & leaves a positive outcome
* Demonstrates expertise by providing insights & points of view that have not previously been considered
* Represents the perspective of the PMO, enforcing the importance of adhering to PMO protocols
* Collaborates lessons learned from previous engagements
* Continually assesses & improves PMO frameworks to maintain alignment to evolving expectations of Kaplan Group Groups
* Known as a competent communicator who successfully communicates good & bad information to senior stakeholders

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| **Company Development** | * Actively encourages & organises company meetings intended to develop the PMO capability
* Leads by example, participating in knowledge sharing across teams
* Organises knowledge sharing sessions, for example learning lunches, to share expertise and experiences
* Instills an ethos of driving growth of the PMO community
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| **Organisation & Delivery of Work** | * Understands how & when to escalate issues to senior programme directors/ C-Suite to ensure progress / quality is not compromised, providing options for mitigating them & facilitating effective decision making
* Drives high quality throughout the PMO through effectively leadership & setting high standards across own deliverables
* Works confidently within Kaplan Group business units experiencing significant challenges, adapting to accommodate evolving project requirements specific to that business unit
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| **Scope Management** | * Oversees utilisation of PMO frameworks by project team members across large work programmes
* Identifies project teams’ training requirements as roles evolve throughout the project lifecycle
* Maintains a holistic overview of the scope of projects within large work programmes, foreseeing scope changes & initiating change management processes
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| **Planning & Time Management** | * Defines work programmes and schedules on large and complex end-to-end projects, managing utilisation of PMO frameworks
* Utilises various methods to outline project schedules, milestones & dependency trackers, presenting the information in an engaging way to a variety of project team members & external stakeholders
* Inspires PMO team members to aspire to reach tight deadlines
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| **Cost & Financial Management** | * Defines financial control measures across end-to-end projects to ensure project budgets are tracked
* Measures success of projects by comparing actual spend with forecasted spend and reporting back to Program Director
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| **Benefits Management**  | * Leads the realisation of benefits across large work programmes through successful governance of the PMO to support project teams
* Communicates with project managers when benefits analysis indicated projects are not fulfilling expected benefits
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| **Vendor & Contract Management** | * Has a holistic overview of all vendors on large work programmes, maintaining strong working relationships
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| **Self-Development** | * Continually develops expertise as a PMO Manager across the project lifecycle, and is known as a go-to person for advise throughout the PMO
* Regularly asks for & provides open feedback, acting on suggested development points & supporting others to fulfil their development needs
* Maintains in-depth knowledge of the Kaplan Group industry, providing an insight into possible effects of changes on the Kaplan Group and their project
* Has an awareness of how their professional style of perceived by others, flexing their approach when required
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