

# Terms of Reference

## Head of the Programme Management Office (PMO) – Fixed Term Contract 3 Years

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**GOVERNMENT OF MONTSERRAT**  
**MINISTRY OF FINANCE AND ECONOMIC MANAGEMENT**

### **1. BACKGROUND**

Montserrat is a British Overseas Territory (BOT) in the Leeward Islands of the Eastern Caribbean, some 30 miles south west of Antigua. It has a population of 4,900 people and an area of about 40 square miles. It is governed by an elected Premier accountable to a Governor appointed by the UK Government. On 18 July 1995, the previously dormant Soufrière Hills volcano, in the southern part of the island, became active. A series of volcanic eruptions destroyed the island's capital, Plymouth, and the airport. The southern part of the island had to be evacuated and has been uninhabited since, much of the population was resettled in the UK and elsewhere. The volcano has been relatively quiet since 2010 but continues to be closely monitored. An exclusion zone is still in force across about two-thirds of the island.

The Government of Montserrat is now developing the northern part of the island, which has not been affected by volcanic activity. A number of capital projects have been completed in an effort to create a new capital at Brades, along with a school, an airport, public housing and roads. Funding for these projects has largely come from the UK Department for International Development (DfID).

A team of consultants has submitted proposals for a Programme Management Office and these have been accepted by Cabinet. The Government of Montserrat is therefore now planning to establish a Programme Management Office (PMO) to develop a five year capital programme involving the construction of a hospital, a port and other infrastructure projects. The PMO will manage the delivery of the capital programme and will also manage other programmes and projects for Government, including IT and business change activities.

### **2. OPERATIONAL CONTEXT OF THE PMO**

The PMO will be located in the Ministry of Finance and Economic Management (MOFEM) and will be directly accountable to the Hon. Financial Secretary as the PMO Sponsor. Other key stakeholders will be the Office of the Premier, where decisions regarding strategic priorities are made, DfID as the main funding provider and Cabinet as the main sponsor of the PMO's services. It is envisaged that the PMO will manage all programme and project activities for Government within agreed thresholds.

The consultants who developed the proposal for a PMO have recommended the use of standard methodologies for delivering Government's strategic priorities. These methodologies are:

1. Management of Portfolios (MoP) for portfolio definition and delivery;
2. Managing Successful Programmes (MSP) for programme delivery; and
3. PRINCE2 for project delivery.

These three methodologies can be harmonised and tailored to suit local circumstances.

The consultants have also produced an outline action plan for setting up the PMO and a set of draft operating procedures. The Head can make use of this material and adapt, amend or replace it in consultation with the Hon. Financial Secretary.

### **3. JOB PURPOSE**

The Head of the PMO is charged with setting up and running the PMO on a day to day basis. On appointment they will assist the Hon. Financial Secretary in securing support and resources for the PMO and they will be heavily involved in implementing and embedding operational processes, recruiting PMO staff and negotiating service level agreements with Ministries and other Government agencies.

They should have the leadership skills and confidence to be able to act as an expert adviser to Government, with a strong background in programme and project management (preferably a mix of public and private sector experience) and experience of setting up or working in a PMO. They should have a recognised project or programme management qualification, such as PRINCE2 or Managing Successful Programmes.

The Head of the PMO will recruit and manage and Deputy, a team of Programme and Project Managers, a PMO Accountant and PMO Administrators. Towards the end of the contract period they will recruit a PMO Manager Designate as part of succession planning. Some line management activities can be delegated to the Deputy Manager and Manager Designate (when appointed).

In addition to managing the PMO, the Head of the PMO serves on the Portfolio Board, providing advice and information to Ministers and senior officials on how the PMO can assist them in delivering strategic priorities. The main role of the Head is to oversee the efficient operation of portfolio management practices and to ensure that the Portfolio Board receives timely and accurate progress reports, financial data and other information as requested by Board members. In practice this role will offer developmental opportunities for the Deputy Manager and the PMO Manager Designate (when appointed).

### **4. LEADERSHIP FOCUS**

This is an important post with responsibility for establishing the PMO, delivering a portfolio of strategically important programmes and project and developing a culture of continuous improvement. To achieve this, the successful candidate will need to lead others, and champion and introduce changes across the different line ministries, departments and agencies, including Agriculture, Education, Health, Labour, Social Services, Tourism and the Port Authority. In addition, key challenges to be addressed include:

- Developing local expertise in business case development and managing programmes and projects;
- Identifying new sources of funding, including partnerships with the private sector; and
- Working with the Procurement Unit to develop the capabilities of local suppliers.

As a leader, the Head's ability to understand and interpret complex and sometimes politically sensitive situations to secure the best interests of the PMO is vital. In conjunction with their knowledge and experience, they will be a corporate and strategic thinker; adept in building relationships and influencing others.

In their external leadership role, the Head will build positive and productive relationships with key stakeholders to ensure continued support for the PMO business. Key relationships include those with:

- HE Governor's Office and HE Deputy Governor's Office;
- Our development partners, such as Department for International Development (DFID) and the European Union;
- Local and off island suppliers; and
- Private sector providers.

## **5. THE RECIPIENT**

The recipient of the services is the Government of Montserrat.

## **6. THE SCOPE**

The scope of work includes providing leadership and overall strategic direction for the PMO, taking into consideration international and regional best practice. The Head will create a compelling vision for the future as they lead the team through a period of change, setting out a clear plan and championing new ways of working.

The Head is expected to identify and train suitable candidate for the position of PMO Manager D by the end of the contract period.

## **7. PROFESSIONAL TASKS**

### **In relation to the PMO:**

- Manage the initial set-up of the PMO in terms of securing premises, equipment and furniture, recruiting and inducting staff, implementing operational processes and negotiating interfaces with colleagues in Finance, Procurement etc;
- Work with the Hon. Financial Secretary to negotiate SLAs with Government Ministries and agencies;
- Serve on the Portfolio Board as an expert adviser;
- Assist with preparing an annual Portfolio Delivery Plan setting out Government's programme, project and transformation activities for the coming year;
- Advise Government (i.e. outside the Portfolio Board) on all matters related to portfolio, programme and project management;
- Serve on Programme Boards and/or delegate this responsibility to the PMO Manager Designate (if appointed) or Deputy Manager;

- Line manage, coach and mentor the PMO Manager Designate (if appointed) so that at an agreed time that person will have acquired sufficient skills and experience to assume the role of PMO Manager;
- Line manage the Deputy Manage, some of the Programme or Project Managers and remaining PMO staff;
- Allocate specific tasks and functions to PMO staff to foster skills acquisition and ensure the smooth running of the unit;
- Prepare three yearly business plans (updated annually) for the PMO, covering resource needs (including requirements for permanent and temporary staff), key activities, training needs, IT and other equipment needs and plans for continuous improvement);
- Manage the PMO budget;
- Deliver or arrange the delivery of training, coaching and mentoring activities for PMO staff and others involved in portfolio, programme and project activities, such as board members and suppliers;
- Manage continuous improvement activities; and
- Sign off all programme and project level business cases before they are submitted for approval.

#### **In relation to the Portfolio Board:**

- Draft the Portfolio Delivery Plan on behalf of the Hon. Financial Secretary;
- Prepare regular and bespoke reports for the Portfolio Board;
- Supervise the creation of portfolio level business cases;
- Ensure that data used in creating business cases is up to data (this will involve liaison with colleagues in MOFEM and other Ministries);
- Carry out investment appraisals and other assessments as requested by the Portfolio Board;
- Give best advice to the Portfolio Board to assist in decision-making e.g. prioritisation of activities;
- Manage dependencies between programmes and projects in the portfolio and escalate to the Portfolio Board to resolve as needed;
- Manage risks and issues at portfolio level and escalate to the Portfolio Board as needed;
- Manage stakeholder engagement and communications at the portfolio level;
- Manage constraints within the portfolio and devise ways to overcome them, escalating to the Portfolio Board where needed; and
- Identify opportunities for continuous improvement in portfolio management and make recommendations to the Portfolio Board.

## **8. SUCCESSION PLANNING**

The Head will be asked to assist in appointing a successor about 12 months before the end of their contract. The PMO Manager Designate will then assume the role of PMO Manager at an agreed date. They and the Head will jointly devise a succession plan to ensure that the Designate receives sufficient development opportunities to ensure a smooth transition at the appointed time. The development plan will be approved by the Hon. Financial Secretary (and possibly the HR Director may be asked to advise on its contents). Suitable development opportunities could include:

- Day to day management of the PMO in the Head's absence;
- Accompanying the Head to Portfolio Board and other senior level meetings and eventually deputising for the Head at such meetings;
- Serving on one or more Programme Boards;
- Line managing some Programme and Project Managers and other PMO staff;
- Taking responsibility for specific PMO activities, such as risk management or quality assurance;
- Managing specific development activities, such as continuous improvement initiatives;
- Working with the Head to devise and update the PMO business plan;
- Taking responsibility for some aspects of budget management; and
- Assisting in the recruitment and induction of PMO staff.

The development plan should be tailored to fill any skills gaps that the Designate may have when they come into post. The Designate need not have a project management background but should have experience of senior level operational management, giving them sufficient leadership skills and confidence to be able to manage PMO staff and work effectively with customers and stakeholders. During the Head period they should gain PRINCE2 and MSP Practitioner certifications if they do not already have these or equivalent qualifications.

## **9. OUTPUTS**

Key outputs for the post are:

1. Three yearly PMO Business Plan updated annually;
2. Three to five yearly Portfolio Delivery Plan updated annually;
3. Annual training plan;
4. Annual reviews of PMO practice and procedures with recommendations for improvements;
5. Regular reports and forecasts for the Portfolio Board;
6. Bespoke reports, assessments, advice and information for Ministers and senior officials; and
7. Other plans, reports, assessments, advice and information as agreed with the Hon. Financial Secretary.

## **10. PERSON SPECIFICATION**

### **1. Job Specific:**

The successful candidate will be able to demonstrate:

- Strong leadership and management skills, able to create a strong and motivated team;
- Experience of working in, or preferably establishing, a PMO in a complex organisation, whether in the public or private sectors, or both;
- Experience of leading significant change, in particular around changes in business processes, with the ability to deliver complex programmes on time and to budget;
- The ability to develop an in-depth understanding of customer requirements, and put in place plans to meet them;
- A strong commitment to change and continuous improvement, being able to identify how processes and systems could be improved; and

- The ability to work closely and collaboratively with others, to ensure that the PMO is fully aligned with wider GoM strategies and practices.

### **Essential**

Qualifications:

- A recognised practitioner level certification in programme and or project management, preferably MoP and/or MSP and/or PRINCE2
- A Masters degree in Business Administration, Project Management or Leadership and Change Management or other relevant academic qualification;
- Five years' experience in managing a PMO or managing programmes or projects in a complex and politically sensitive environment; and
- The ability to work closely and collaboratively with others.

### **Desirable**

- Experience of living and working in a British Overseas Territory

## **2. Public Service Competency Framework**

Candidates are expected to be able to demonstrate competency against the full range of leadership and core skills identified for senior public officers outlined in the Public Service Competency Framework.

### **Reporting**

The Head will report to and be line managed by the Hon. Financial Secretary and Government of Montserrat Performance Management Systems will be applied. The Head will produce written reports in accordance with the outputs and agreed objectives to the Hon. Financial Secretary and keep him abreast of accomplishments. This will include 6 monthly reports illustrating progress against key objectives.

Three (3) weeks before the end of the contract period the Head will provide GoM with a report clearly describing the impact of the consultancy and progress in delivering the contracted outputs.

The post holder will have line management responsibility for PMO staff and will apply GoM Performance Management Systems in this regard.

### **Timeframe**

These services are required for a period of three years.