

JOB TITLE – PROJECT MANAGEMENT OFFICE MANAGER

Position reports to : Head of Projects
Direct Reports : Project Managers
Office Location : Adapt IT Johannesburg Campus

PURPOSE OF THE POSITION

The purpose of this profile is to outline AdaptIT's expectations of the PMO management role. The PMO management role exists to:

- Ensure the customer demand and project portfolio is managed and governed.
- Establish and maintain a programme and project framework to manage all projects and ensure correct prioritisation and co-ordination of all projects.
- Provide support and guidance on project management processes, procedures, tools and techniques to programme managers, project managers and their teams.
- Manage, train others and make use of project management software.
- Develop, produce and maintain plans (including time, resource, cost and exception plans).
- Track & report on project progress & performance (incl. those performed by 3rd parties).
- Maintain programme and project files.
- Create and maintain metric data to analyse performance and maintain high levels of performance.

PRIMARY RESPONSIBILITIES FOR THE ROLE

Demand Management

Define & facilitate an efficient process for collecting demand & producing an project portfolio for major customer/s

- Develop and agree a set of standards for defining and managing demand.
- Develop, agree and introduce a process for managing demand.
- Facilitate the collection and maintenance of demand.
- Develop & maintain a demand register with appropriate attributes & management requirements.
- On the basis of longer-term roadmap, prioritise and align demand.
- Co-ordinate Release Planning, including optimising across business.
- Co-ordinate process up to presenting demand to IT Steering Committee for review and approval.
- Support customer decision-making and governance of the project portfolio.

Portfolio Management

Define and facilitate an efficient process for managing the Portfolio for major customer/s

- Develop and implement Portfolio Management and Control.
- At a major customer level, communicate and co-ordinate the Portfolio.
- For major customers, coordinate governance of Portfolio, with customer's delegation of authority.

Programme Management Office

Define, establish and operate a PMO

- Provide leadership and direction to the PMO, covering the whole spectrum of Programme and Project support, assurance, governance, management information and project management, with a view to establishing a centre of expertise and excellence.
- Adherence and compliance to specified project methodology, including the creation of project status reports, management of project scope creep, identification, escalation of project risks and incorporate lessons learnt on projects nearing completion into the project methodology.
- Identification, resolution, and escalation of common problems across projects.
- Standardise project management processes, tools, and techniques according to best practices.
- Improve project management capabilities and skills.
- Improve project success.
- Ensure programme & project results are delivered within agreed timeframes, budget, & quality.
- Execute, track, and monitor progress to plan and effectively communicate the appropriate project information to all relevant project team members.
- Effectively, accurately, and timeously report to senior management.
- Effectively manage project budget and revenue plan.
- Mentorship and Coaching of all resources involved.
- Recruit and assign Project Managers.
- Facilitate resource planning and optimisation across projects/programmes and customers (Business skills; Application skills; Technical skills; Training and implementation skills)
- Hold and manage a central repository for project information.
- Future planning by understanding Change Management principles.
- Conducting PMO project quality audits to ensure reporting integrity & adherence to framework.
- Planning, scoping, scheduling, and delivering of programmes or projects spanning a full lifecycle.
- Provide visibility of all change requests, risks, issues, dependencies, & decisions.
- Cross-project management within the programme to manage critical success factors within the programme, project team coordination, project delivery and project document management.
- Maintaining a project roadmap.
- Self-sufficiency and independence with little to no support required from the organisation.

ROLE CHARACTERISTICS

- Ability to assess business value and ROI of projects to any business.
- Ability to gather sufficient information to draft an effective business case to provide investment value of projects to a customer.
- Ability to manage project office resources & provide leadership to project managers.
- Ability to lead and lend visionary guidance to programme / project managers working on a range of technology programmes and projects.



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PROJECT MANAGEMENT OFFICE MANAGER – JOB PROFILE

- Ability to work under pressure.
- Ability to be self-sufficient and work independently without supervision.
- Ability to work within a team, handle conflicts, be persuasive, flexible & have excellent attitude.
- Ability to extract, analyse & report project & PMO financials and suggest improvement measures.
- Ability to engage with and gain support from customer and AdaptIT stakeholders.
- Ability to adapt easily and quickly to change.
- Ability to advise repetitive delays factually and suggest improvement programs.
- Ability to lead solution crafting.
- Ability to interact & communicate with customers & staff from different countries, cultures & languages.
- Be solutions oriented and an analytical thinker.
- Mastery of seeing the 'big picture' and thinking strategically.
- Mastery over attention to detail and focus on accuracy and quality.
- Mastery of all commonly used program and project management tools and techniques.
- Project planning and control.
- Good understanding of risk management.
- Demonstrates awareness and understanding of POPIA in all areas of PMO.
- Resource allocation.
- Exceptional communication skills.

SIGNIFICANCE OF ROLE IN THE ORGANISATION

- Improves the return on investment of programmes / projects by delivering programme office services and providing support to delivery programmes and projects.

DESIRED SKILLS, EXPERIENCE AND QUALITIES

Education & Qualification

- Grade 12.
- Bachelor's degree in Business or Computer Science.
- Post-graduate Certification / Qualification in Project Management (Level 6).
- Certified and maintained PMP.

Relevant Experience

- 7 years' experience in Project Management in a Telecoms/ICT environment.
- 5 years' experience in managing and leading a PMO.
- 5 years' experience in line management.
- Knowledge and application of PMI Code of Conduct.
- Proven experience in management: people, quality, risk, change/transition.
- Proven experience in managing 3rd parties i.e. contractors, partners etc.
- Knowledge of lean principles is a requirement.
- Experience in project management software e.g. SciForma, JIRA, MS Projects etc.

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- Development and project management tools:
 - Proven track record in project audits and assessments
 - Experience in delivering projects within agreed time frames, budgets, and quality
 - Experience in Agile portfolio planning methodology
 - Has good understanding of the project development lifecycle and typical problems
- Associated with the implementation of Telecoms/ICT projects:
 - Has solid practical knowledge of project management methodologies, tools, and techniques
 - Has good financial evaluation and communication skills 5+ years of Telecoms/ICT and business/industry related experience

Driving Value

Actively seeking and implementing opportunities to maximize value in any aspect of the business.

- Setting a culture of continuously striving for better performance.
- Challenging the current state to seek real improvements.

Leading People

Motivating and developing people to deliver superior results in a responsible manner.

- Building and maintaining effective culture.
- Creating a climate in which individuals & teams develop their potential and contribute their best.
- Managing accountabilities and providing timely and constructive feedback.
- Coaching and providing development opportunities that enable high performance.

Leading Self

Taking responsibility and accountability for own behaviour, performance, and development

- Taking ownership for own performance and decisions and their impact on the business.
- Demonstrating tenacity and resilience even when faced with obstacles.
- Seeking opportunities for personal feedback, learning and development.
- Acting decisively when tough or quick action is required.

Contact Person: [Mandy Barret](#)

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