

Chief, Corporate Portfolio Management Office (C-PMO)

Chief Operating Office

NCI Agency

Grade: **G22**

To strengthen the Alliance through connecting its forces, the NCI Agency delivers secure, coherent, cost effective and interoperable communications and information systems in support of consultation, command & control and enabling intelligence, surveillance and reconnaissance capabilities, for NATO, where and when required. It includes IT support to the Alliances' business processes (to include provision of IT shared services) to the NATO HQ, the Command Structure and NATO Agencies.

The Chief Operating Office (COO) is accountable for aligning demand and supply to create customer value, by leading business planning, prioritizing incoming requests, leading through-life cycle business development, overseeing resource allocation to projects and services, directing data-driven performance improvements, keeping the Agency Portfolio, Programme, Project and Services Management (P3SM) Framework updated and ensuring compliance, supporting full life-cycle support for Service Delivery and continual improvement, supervising compliance with Agency processes, and promoting a collaborative environment for effective and efficient business operation

The C-PMO drives the operationalization of the Common Funded Capability Delivery Governance Model (CFCDGM) in the Agency, supports the Capability Management Function (CMF) and ensures the strategic alignment between business objectives, programmes and projects. It uses a data driven approach to provide consolidated executive reports at Agency portfolio level to enable critical business decisions.

The C-PMO also ensures the effectiveness and efficiency of the Agency Portfolio, Programme and Project Management (P3M) framework through the development of consistent, standardized methods and approaches for the planning and execution of common funded programmes and projects. In particular, the C-PMO supports the operations of the Joint Centre of Expertise (JCOE) under the joint responsibility of COO and the Acquisition Office.

Finally, the CPMO orchestrates the delivery of technical services at the portfolio level in the area of Enterprise Architecture & Design (EA&D) as well as Independent Verification & Validation and Quality (IVVQ) under the responsibility of, respectively, the Chief Technology Officer and the Chief Quality Officer.

The Chief C-PMO is responsible for the planning, coordination and execution of the work with the resources assigned to him/her to ensure the operation of the C-PMO. In particular, the Chief C-PMO is responsible for the achievement of systemic coordination of structures, capabilities and practices to ensure the effectiveness and efficiency of P3M activities within the Agency.

As a member of the leadership team of the COO team and the Agency, the Chief C-PMO is responsible for the planning and alignment of CPMO activities with the Agency strategic goals as well as the contribution to the achievement of the ambitions captured in the NCI Agency Strategic Plan.

Duties:

Under the direction of Chief Operating Officer, but largely on own initiative, the incumbent will perform duties:

Leadership

- Support the office of the General Manager and the Chief of Staff with the implementation of the NCI Agency Business Plan and the advancement of the strategic outcomes and deliverables of the C-PMO.
- Provide leadership and strategic direction to ensure the efficient and high quality delivery of the C-PMO.
- Lead by example, providing C-PMO team and staff with clear and actionable direction, in support of NCI Agency strategic and operational initiatives.
- Represent the NCI Agency, as required, in committees, meetings and conferences to promote NCI Agency interests and strategic goals.
- Build, maintain and strengthen relations with internal and external stakeholders to mobilise resources and commitments in support of relevant NCI Agency strategic priorities.

Management and Co-ordination

- Lead, motivate and contribute to the professional development and performance management of C-PMO staff to ensure delivery of high-quality work within set deadlines, efficient working methods and a constructive working atmosphere.
- Ensure optimal utilization of available resources to meet the commitments of the C-PMO in the conduct of its work.
- Build and lead a cohesive, multicultural and multidisciplinary team, promoting excellence, the highest professional standards and be responsible for contributing to create a work environment where managers support staff in developing their full potential.
- Establish and maintain high-level working relationships with leadership across the NCI Agency and the NATO Enterprise to efficiently deliver and cooperate on corporate initiatives.
- Plan staffing levels in accordance to the requirements of the business, including planning and maintaining the core competencies of the C-PMO.
- Appropriately communicate organization information through group meetings, one-on-one meetings, and appropriate email, IM, and regular interpersonal communication, including translation and explanation of management perspective to staff in all locations.
- Implement and encourage change within strategic partnership and customer relationship management area to better meet Agency's and customers' expectations.

Portfolio, Programme and Project Management

- Lead the implementation, and evolution, of the C-PMO with the objective of reducing administrative bottlenecks, enhancing throughput on capability development and improving transition of capabilities into service.
- Lead the systemic coordination of structures, capabilities and practices to ensure the effectiveness and efficiency of portfolio and programme management activities within the Agency.
- Coordinate with the Chief Technology Officer and the Chief Quality Officer the delivery at the portfolio level of their respective technical services in the area of Enterprise Architecture & Design (EA&D) as well as Independent Verification & Validation and Quality ((IVVQ).
- Drive the operationalization of the Common Funded Capability Delivery Governance Model (CFCDGM) in the Agency.
- Work in partnership with the Acquisition Office to maximize the effectiveness and efficiency of the support provided by the C-PMO to the Joint Centre of Expertise (JCOE).
- Support the operationalization of the Agency sourcing strategy.

NATO UNCLASSIFIED

- Support NATO Cyber Adaptation by ensuring the application of the cyber security by design principles across the projects and programmes in the portfolio.
- Leverage innovative data driven technologies to increase the efficiency of the C-PMO.

Resource Management and Policy Coordination

- Manage the overall operational, budgetary, and financial responsibilities and activities of the C-PMO.
- Review performance data that includes financial and activity reports and spread sheets, to monitor and measure productivity, goal achievement, and overall effectiveness.
- Manage the preparation and maintenance of reports necessary to carry out the functions. Prepare periodic reports for management, as necessary or requested, to track strategic goal accomplishment.
- Make business decisions that are financially responsible, accountable, justifiable, and defensible in accordance with organization policies and procedures.
- Lead preparation of policy and other governance in support of the P3M framework.
- Assist the COO conducting periodic reviews to ensure that effective policies, systems, processes and controls are in place as required by the NATO Regulations.

Other duties

- Stay up to date with new developments in the functional area assigned, and skilfully bring innovative ideas of others into the implementation.
- Deputize for higher grade staff.
- Performs other duties as may be required.

Experience and Education:

- A Master's degree at a nationally recognised/certified University in a related discipline and 10 years post-related experience. Or a Bachelor's degree with 15 years post related experience.
- Extensive experience (at least 10 years), involving leading and managing large-scale Portfolio, Programme and Project Management business operations in a technical organisation. Such experience should encompass:
 - Knowledge and experience involving the development, management, acquisition and/ or implementation of major communications, computer, command and control, or intelligence (C4I) systems and/ or programmes.
 - Experience of C4I related programme management.
 - Experience in organisational change management, innovation and transformation processes.
 - Proven experience conducting relations at senior level and within a political decision-making environment.
 - Experience in managing large, diverse and multidisciplinary teams.
 - Proven ability to effectively communicate orally and in writing, with good briefing skills.
- Remarkable experience in improving the coordination and optimizing organizations' structures, processes, capabilities and practices to ensure the effectiveness and efficiency of Programme and Project Management (P3M) activities.

Desirable Experience and Education:

- Knowledge of strategic partnership and customer relationship management area.

- Prior experience of working in an international environment comprising both military and civilian elements.
- Knowledge of NATO responsibilities and organization, including ACO and ACT as well as national institutions involved in NATO operation.

Language Proficiency:

- NATO's two official languages are English and French. The work of this post is conducted in English, therefore fluency in that language is essential.

Competencies:

- Adapting and Responding to Change - Adapts to changing circumstances; tolerates ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations; shows an interest in new experiences.
- Adhering to Principles and Values - Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities, builds diverse teams; encourages organisational and individual responsibility towards the community and the environment.
- Deciding and Initiating Action - Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.
- Entrepreneurial and Commercial Thinking - Keeps up to date with competitor information and market trends; identifies business opportunities for the organisation; maintains awareness of developments in the organisational structure and politics; demonstrates financial awareness; controls costs and thinks in terms of profit, loss and added value.
- Formulating Strategies and Concepts - Works strategically to realise organisational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organisation's future potential; takes account of a wide range of issues across, and related to, the organisation.
- Relating and Networking - Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide and effective networks of contacts; uses humour appropriately to bring warmth to relationships with others.