



MINISTRY OF FINANCE AND THE PUBLIC SERVICE

JOB DESCRIPTION & SPECIFICATION 1

POSTNUMBER:	61299
JOB GRADE:	GMG/SEG 5
JOB TITLE:	Senior Director, Modernisation Programme Implementation
UNIT/SECTION:	Modernisation Programme Implementation Unit (MPIU)
DIVISION:	Public Sector Modernization Division

SUPERVISION RECEIVED FROM: Principal Director, MPIU

NATURE OF SUPERVISION: Periodic supervision based on broad procedures
(Weekly or Monthly Review)

SUPERVISION GIVEN TO:

(a) DIRECTLY

Snr. Modernisation Projects Coordinator	x 1
Modernisation Projects Coordinator	x 5
Modernisation Officer	x 1
Executive Secretary	x 1

(b) INDIRECTLY

1. JOB PURPOSE (one line reason for job existing)

Under the general direction of the Principal Director, Modernisation Programme Implementation, the Snr. Director Modernisation Programme Implementation leads his/her team in the implementation and facilitation of the 'on-the ground' modernisation effort. Each team led by the Senior Director will be increasingly required to take on many of the roles for which the Cabinet Office has previously had to employ external consultancies to provide technical assistance with the implementation of the modernisation programme.

The Senior Director Modernisation Programme Implementation is responsible for inter alia, developing project proposals, Technical Assistance and Budget Specifications documents for assigned projects, quality assuring plans and project outputs, managing projects assigned, reporting to the Principal Director on implementation progress and providing feedback to inform future development and implementation of the overall modernisation programme. As an experienced and resourceful professional, the Senior Director is expected to provide daily guidance,

active support and oversight to several multi-faceted projects simultaneously, and relate to managers at all levels of the public sector, as well as private sector, political and NGO stakeholders to develop and implement initiatives.

2. STRATEGIC OBJECTIVES (statements of intent of what the post seeks to achieve)

- Enable government Ministries departments and agencies to develop and deliver high quality integrated public services, programmes and regulations which meet the needs of customers.
- Establish mechanisms for effective decision making, human and financial resource management, coordination and performance management across government.

3. KEY OUTPUTS (results, deliverables)

- Technical Assistance and Capital Budget Support specification documents for all projects assigned
- Information and recommendations on risk management, financial management and implementation of all projects assigned
- Guidance to staff on the prioritisation and implementation of related activities for assigned projects
- Capital Budgets and Cash Flows for assigned projects
- Project and sub-project team assignments
- Reviewed Terms of Reference for team's projects
- Strategic organisation reviews facilitated
- Project reports
- Special reports on request
- Reviewed service improvement plans
- Guidance and assistance in preparing the Schemes of Management for the transformation of entities into Performance Based Institutions
- Implementation progress reports for modernisation projects assigned
- Post project initial implementation reviews of projects assigned
- Contract negotiations
- Contract management quality assurance
- Draft Cabinet Submissions
- Quality assurance of team's outputs
- Team capacity development plans
- Team's work plan, individual work plan and staff performance evaluations

4. FINAL OUTPUT (final results corresponding to job purpose)

- n/a

5. PERFORMANCE STANDARDS (how success will be measured)

- Effectively managed and resourced project teams;
- Project management plans are developed against applied project management best practices, and are reviewed and updated quarterly or as necessary;

- Quarterly project implementation performance reports submitted by agreed deadline;
- Ad-hoc project specific reports are accurate and submitted within agreed timeframes and delivers the relevant information requested;
- Comprehensive and accurate analysis of changes required to transform entities into Performance Based Institutions;
- Critical business processes within and across entities reengineered to reduce bureaucratic inefficiencies and increase customer-focus and satisfaction;
- Timely submission of quality assured project deliverables based on agreed timelines;
- Annual capacity development plan for team are prepared and submitted for consideration;
- A professional environment within the team, characterised by service excellence, solution-orientation and teamwork;
- Information relevant to members of the team is communicated in timely and effective manner;
- Operate in a fair and impartial manner, set high standards and establish clear and focused direction for direct reports;
- Good coordination and effective working relations exist with other teams within the Modernisation Programme Implementation Team and the wider Public Sector Modernisation Division, the Cabinet Office, and with external partners/ stakeholders;
- Confidentiality, integrity and professionalism are displayed in the execution of duties and personal conduct;

6. KEY RESPONSIBILITIES

TECHNICAL/PROFESSIONAL RESPONSIBILITIES

- Works with client counterparts in MDAs, team members and colleagues in the Project Planning and Monitoring and Modernisation Policy Development Units of the Division in the scoping and definition of assigned projects, including the identification of deliverables, suitability of implementation methodologies /modalities, and the development of detailed implementation plans (resource, budget, risk, procurement plans, etc.) for assigned modernisation projects;
- Makes recommendations on the most appropriate project team modality (in-house project management, external project management, technical assistance, etc) to realise efficient and effective project delivery, and coordinates the

- assignment of projects and project activities within the team; briefs team members on terms of references, objectives, schedules and action plans for specific projects;
- Manages resource allocation and utilisation across projects assigned, including the identification of the project team members for each modernisation project; forecasts and plans the workloads of project team members during the life of the project, to ensure a satisfactory balance between capabilities and availability of staff in determining team assignments;
 - Directs and manages project development from beginning to end; reviews plans and sub-project management plans ensuring completeness and the potential to deliver on the required project objectives;
 - Effectively communicates project expectations to team members and stakeholders in a timely and clear fashion;
 - Leads the facilitation of the process to develop the Scheme of Management for the organisational type selected for the MDA to transition to a performance based institution; drafts the Performance Agreement; reviews the draft Framework document in collaboration with the appropriate stakeholders; guides and actively participates in the development of the Modernisation Plan and Medium Term Financing Plan;
 - Ensures that appropriate consultations take place and collaboration established with all stakeholders (inter alia, heads of MDAs, senior management teams, Trade Unions, Ministry of Finance and Planning, citizens) to enhance effective project implementation and realisation of project objectives;
 - Ensures integration of projects and project activities as relevant, across all modernisation projects assigned;
 - Provides direction and guidance to project team members in:
 - the management of all projects assigned;
 - planning and resourcing project activities within the agreed scope;
 - conducting strategic reviews, prior option reviews and functional of targeted entities and programmes, and implement agreed recommendations for modernisation;
 - capacity building of entities to support establishment of modern human resource, financial management, planning and performance management systems;
 - the determining the appropriate approach/ methodology required for particular types of interventions;
 - addressing project management and implementation issues that may arise from time to time;
 - Proposes solutions to complex issues arising out of project implementation;
 - Identifies and manages project dependencies and critical path;
 - Takes accountability for project budget management and timely delivery of assigned project objectives; ensures projects are well-managed and deliverables are produced as scheduled and appropriately quality assured;
 - Determines and assesses need for additional staff and/or consultants, and makes the appropriate requests if necessary during the project cycle;
 - Takes a lead role in the daily activities involved in the execution of complex

- modernisation projects; Proactively manages changes in project scope, identifies potential crises, and devises contingency plans
- Supports as necessary, the facilitation of strategic planning within Ministries and Departments implementing modernisation initiatives;
 - Identifies areas which will be affected by on-the-ground cross-cutting modernisation initiatives and makes recommendations for the accommodation and integration of the desired changes; identifying dependencies and possible implications;
 - Quality assures all deliverables and reports produced by the team under purview to ensure they meet standard reporting requirements; ensures effective contract/consultancy management;
 - Identifies areas requiring policy development; identifies and communicates policy needs;
 - Provides support to the governance bodies for projects assigned; oversees the day-to-day management of client relationships for all projects assigned;
 - Provides regular reports on implementation progress for projects assigned;
 - Leads post project implementation reviews for projects assigned; Creates a recommendations report in order to identify successful and unsuccessful project elements;
 - Ensures that the principles of the modernisation vision and strategy are reflected in project design and implementation;
 - Drafts/Guides the development of Cabinet Submissions as required

MANAGEMENT/ADMINISTRATIVE RESPONSIBILITIES

- Networks with other members of the team and wider PSMD to foster collaborative team working and knowledge sharing; creating opportunities for lesson learning across the Division;
- Participates in the formulation of strategic and operational plans of the PSMD, the development of objectives and the setting of priorities;
- Manages and co-ordinates and prioritises the activities of the team; monitors programmes to maintain high standards and an optimal mix of activities directly contributing to the achievement of the objectives of all project objectives; Sets and continually manages project expectations with team members and other stakeholders;
- Identifies and resolves issues and conflicts within the project team;
- Represents the PSMD at local, regional and international meetings, conferences; and other functions/ fora as required;

HUMAN RESOURCE RESPONSIBILITIES

- Oversees the development and assessment of staff in the team through the established project performance management system and the employee performance management and appraisal system; and ensures that the team's work plan and the individual work plans of team members are developed, agreed and updated at the start of the financial year and monitored for performance throughout the year;
- Provides leadership to staff through effective objective setting, delegation, and communication;
- Facilitates lesson learning and knowledge capture reviews within the team;
- Provides guidance to team members through coaching, mentoring and training, providing assistance and support as needed;
- Ensures that training and other development needs of the team are adequately identified and addressed/recommended; and encourages currency of industry knowledge among team members;
- Ensures that team members are aware of, and adhere to the policies procedures and regulations of the Unit, the Cabinet Office and the Government;
- Recommends a vacation leave roster for members of the team that is prudent given the project schedules and deliverables and in keeping with established human resource policies and regulations;
- Recommends/administers disciplinary action in keeping with established human resource policies

OTHER RESPONSIBILITIES

- Performs other related functions assigned from time to time by the Principal Director, Chief Technical Director or requested by the Cabinet Secretary.

7. AUTHORITY (decisions you have the power to make or recommend)

- To certify deliverables for payment
- To finalise evaluation criteria to assess external consultants based on discussion with key stakeholders
- To agree with external stakeholders the overall project approach within the budget approved agreed

8. RESOURCES MANAGED (budget, purchases, other assets)

- N/A

9. CONTACTS (Liaises with)

Internal

Contact (Title)	Purpose of Communication
Chief Technical Director (CTD), PSMD	<ul style="list-style-type: none"> • Provide information and advice as requested
Principal Director MPIU	<ul style="list-style-type: none"> • Provide information and advice on project implementation and management • Receive direction and guidance
Principal Director PPMU	<ul style="list-style-type: none"> • Communicate initial and changing financial resource needs for programme implementation and management • Discuss pre-emptive procurement strategies, negotiation tactics and resolve unforeseen issues • Discuss and develop possible solutions for recommendation to the CTD • Provide information and advice
Project Financial Manager, PPMU	<ul style="list-style-type: none"> • Provide monthly cash flow updates • Receive relevant financial information requested
Procurement Officer, PPMU	<ul style="list-style-type: none"> • Provide information for RFPs • Collaborate, provide and receive information during the procurement process
Senior Directors/Officers, PSMD	<ul style="list-style-type: none"> • Discuss project implementation strategies and plans and collaborate • Share general information necessary to maintain a productive work environment

External

Contact (Title)	Purpose of Communication
Permanent Secretaries/Heads of Deartmens and Agencies	<ul style="list-style-type: none"> • Discuss the needs/issues related to modernisation initiatives being undertaken or planned • Provide information and advice related to obtain support for the modernisation programme
Senior Managers within MDAs	<ul style="list-style-type: none"> • To share information and obtain buy-in and feedback • To collaborate on project planning and implementation management
Public Sector Trade Union representatives, Private Sector, Civil Society Stakeholders	<ul style="list-style-type: none"> • To foster and maintain partnerships in support of programme implementation • To obtain feedback on proposed modernisation initiatives to be implemented

10. MINIMUM REQUIREMENTS TO START

Required Competencies (Core and technical to be specified):

- Ability to effectively plan and manage day-to-day project implementation and risks in a complex multi-project environment;
- Ability to develop detailed realistic budgets and cash flows and manage them for effective utilisation of financial resources;
- Ability to adapt to, and work effectively within a variety of situations, and with a variety of individuals and groups, in the pursuit of the assigned modernisation objectives;
- Strong interest in continual learning and application of knowledge for continuous improvement in results;
- Ability to take initiative that is constructive and prudent;
- Strong results orientation;
- Effective planning and organisation skills;
- Effective strategic thinking and analytic skills;
- Effective problem solving and decision making skills;
- Effective business analysis skills;
- Ability to negotiate effectively with high level personnel;
- Effective leadership and interpersonal skills;
- Strong written and oral communication skills;
- Strong client and quality focus;
- Strong partnering and networking skills;
- Strong people management skills;
- Strong Organisational Analysis and Design skills
- Openness in sharing information and keeping people informed;
- Strong facilitation skills;
- Strong appreciation for the application of current technology to operations to optimise performance and efficiency;
- Ability to know the situations in which to display specific appropriate behaviours according to the business and social environments;
- Confidentiality and integrity

Minimum Required Education and Experience

- Master's Degree in a discipline that provides knowledge of principles related to at least three (3) of the following areas:
 - Strategic Planning and Management
 - Operations Management or Operations Research
 - Organisational Development
 - Business Administration/Analysis

- Human Resource Management
 - Financial Analysis
 - Public Administration
 - Economics
 - Marketing
 - International Business/International Relations
 - Management Information Systems
 - Organisational, People and Process Change
 - Other knowledge areas determined as being of strategic importance to the broad modernisation agenda
- Training in Applied Project/Programme Planning and Management;
 - At least four (4) years' experience operating at a senior level in the public and/or private sector with demonstrated experience in the required competencies;
 - At least three (3) years' experience in multi-project/programme planning, coordination and management

11. SPECIAL CONDITIONS OF THE JOB (disagreeable work environment etc.)

- Normal working conditions

12. VALIDATION

The Head of the Division's agreement as signified below has validated this document:

Name of Head

Job Title of Head

Signature of Head

Date

Incumbent

Date

Name of Supervisor

Job Title of Supervisor

Signature of Supervisor

Date