IT Program Manager

- East Melbourne Location
- 12-month contract

The Challenge

The Catholic Development Fund Melbourne (CDF) is a Religious Charitable Development Fund that provides financial services to Catholic organisations in the Archdiocese of Melbourne, the Diocese of Sale and the Diocese of Bunbury.

The CDF is the principal financial services provider to more than 700 Catholic schools, parishes and other Catholic organisations offering investment products and online transaction/payment services. It also holds an Australian Financial Services Licence permitting it to offer savings products to individuals. More than 20,000 Catholics across Australia have an account with the CDF.

The CDF has recently embarked on an IT Transformation Programme to outsource and upgrade its core banking platform. The programme will deliver a:

- Secure and resilient core banking platform for 22 Catholic Developments Funds.

- Standardised and upgraded core banking software facilitating a significantly improved customer experience and streamlined processes.

- Contemporary Service Desk and a "Centre of Excellence" helping CDFs achieve best practice.

- An offering which is better value for money than a CDF could obtain sourcing a similar solution on a stand-alone basis.

The programme involves four key streams of work with varying degrees of dependency: the establishment of a new network and hosting partner; the upgrade of the core system; shifting our desktop to AWS; and the establishment of an ITSM-based Service Desk.

The Role

This is an ideal opportunity for someone with the drive and commitment to help an organisation move up to the next level of operational excellence.

The Program Manager is required to oversee and coordinate the various initiatives that CDF is undertaking as a cohesive program of work. This will entail working with the PMs to resolve resourcing, scheduling and budget constraints; overseeing individual project delivery focussing on sequencing and implementation; and ensuring appropriate quality, security and governance standards are a met.

The programme manager will also need to manage the delivery relationship between the various streams of work and our internal and external stakeholders. This will include input to governance

forums and regular communications; managing day-to-day programme communications with the Fund movement.

The third key focus is to ensure integration with, and coverage of, regular BAU activities and new initiatives where required. The includes vetting and managing new business requests, aligning them with business and IT strategy, managing their priority in the demand pipeline, and communicating these activities to all stakeholders.

The role will be based in Melbourne and offered on a Fixed Term contract. Our client base is dispersed across Australia and New Zealand so the role may require some travel.

Key Duties

- Maintain and drive overall program of work across the project portfolio.

- Determine the scope and business objectives of projects and identify critical success factors to ensure successful implementation.

- Work with a range of stakeholders including members of the Board, external suppliers, system owners and developers, and end users.

- Develop and implement project budget management discipline across the IT department.

- Develop and implement resource capacity planning and management systems across the IT department.

- Ensure robust, productive relationships are maintained with all vendors to ensure delivery in line with agreed goals

- Develop Statements of Work aligned with project and business goals, and negotiate their delivery with vendors.

- Partake in and/or chair relevant IT governance forums as required: RAID, CAB, ARB, Security Controls Group, etc.

- Work with team to uplift skills across SDLC, identifying training and other capability requirements.

Experience

- Five to 10 years project and / program management experience

- Planning and prioritising work to meet commitments aligned with project goals

- Sequencing skills with ability to juggle competing milestones and schedules

- Anticipates and adjusts effective contingency plans

See full position description for role details.
Applications are to be sent to recruitment@cam.org.au by 31st May 2019. All applications must include a resume, cover letter and address the Key Selection Criteria.

The Archdiocese is committed to the safety, wellbeing and dignity of all children and vulnerable adults

CDF IT Position Description

IT Program Manager

Position Title	Program Manager Information Technology
Department	Information Technology
Line Management	General Manager Information Technology
Direct Reports	Four (plus two indirect)
Location	CDF Head Office: St Patrick's Centre, 486 Albert Street, East Melbourne, VIC

Expected Start	June 2019 or earlier	**Duration**	12 months plus
Position Status	Fixed Term Contract	**Extension?**	Possible

Position Purpose

Background

The Catholic Development Fund (CDF) is an activity of the Archbishop of Melbourne which for 60 years has pooled the savings of the Catholic community to provide long term loans to help fund the construction of Catholic schools, churches, aged care facilities, hospitals and welfare facilities. It operates in the Archdiocese of Melbourne, the Diocese of Sale and the Diocese of Bunbury and current loan balances exceed $1.1 Billion and total assets exceed $2 Billion.

The CDF is the principal financial services provider to more than 700 Catholic schools, parishes and other Catholic organisations offering investment products and online transaction/payment services. It also holds an Australian Financial Services Licence permitting it to offer savings products to individuals. More than 20,000 Catholics across Australia have an account with the CDF.

The CDF is largest of many similar Catholic development funds operating across Australian and New Zealand and it operates an IT Bureau service providing a core banking platform for 22 of its peers.

The CDF has recently embarked on an IT Transformation Programme to outsource and upgrade its core banking platform. The programme will deliver a:

- Secure and resilient core banking platform for 22 Catholic Developments Funds.

- Standardised and upgraded core banking software facilitating a significantly improved customer experience and streamlined processes.

- Contemporary Service Desk and a "Centre of Excellence" helping CDFs achieve best practice.

- An offering which is better value for money than a CDF could obtain sourcing a similar solution on a stand alone basis.

The programme involves four key streams of work with varying degrees of dependency: the establishment of a new network and hosting partner; the upgrade of the core system; shifting our desktop to AWS; and the establishment of an ITSM-based Service Desk.

(In addition, we have identified a number of break-away initiatives that need to be managed, as well as our regular BAU activities and increasing expectations from our client base.)

Each stream is led by a dedicated or part-time project manager with one or two other resources as required. Some resources work across multiple projects concurrently, while additional help is supplied by contractors and selected vendor partners.

Key Focus areas

While the project managers are focussed on their specific deliverables, a Program Manager is required to oversee and coordinate these various initiatives as a cohesive program of work.

This will entail working with the PMs to resolve resourcing, scheduling and budget constraints; overseeing individual project delivery focussing on sequencing and implementation; and ensuring appropriate quality, security and governance standards are a met.

The programme manager will also need to manage the delivery relationship between the various streams of work and our internal and external stakeholders. This will include input to governance forums and regular communications; managing day-to-day programme communications with the Fund movement;

The third key focus is to ensure integration with, and coverage of, regular BAU activities and new initiatives where required. The includes vetting and managing new business requests, aligning them with business and IT strategy, managing their priority in the demand pipeline, and communicating these activities to all stakeholders.

Given our small size and the nature of the role, the incumbent may also be charged with either overseeing, or directly managing some operational activities. These will range from contract and SLA management, budget oversight, invoice processing, staff management, taking charge of the RAID and CAB, as well as other ad hoc duties.

The Challenge

We are a small department with little legacy to draw upon so the incumbent will need to be able to think on their feet and make responsible decisions. They will need to be able to draw upon their own resources to resolve issues and will need to develop relevant artefacts and processes suitable for the organisation.

In return, the incumbent will play a critical role in this transformation programme as we work with the various funds to adapt their ways of working to the new platform. This is an ideal opportunity for someone with the drive and commitment to help an organisation move up to the next level of operational excellence.

While the role is based in and focussed on IT delivery, it may grow to have a wider enterprise remit as we are seeking to extend our project and programme delivery discipline across the business. This may present the opportunity to establish the programme manager position as an ongoing role.

The role will be based in Melbourne and offered on a Fixed Term contract. Our client base is dispersed across Australia and New Zealand so the role may require some travel.

Key Activities & Responsibilities

Programme Management

- Maintain and drive overall program of work across the project portfolio.
- Manage project prioritisation and ensure alignment with IT and business strategies.
- Assist project managers to resolve issues within existing budget, resource and timeline constraints.
- Support and guidance for the continued establishment of PMO.
- Ensure project proposals are well researched and aligned with business strategy.
- Manage the development of project proposals into business cases and negotiate their prioritisation with all stakeholders.

Project Management

- Determine the scope and business objectives of projects and identify critical success factors to ensure successful implementation.
- Crystallise and track project benefits across the project portfolio.
- Identify and procure project management tooling and practices in conjunction with project managers.

- Ensure capability uplift of project management across IT and support project managers as required.
- Work with the team to develop best practice and efficient ways of working that are fit for purpose for our organisation.
- Oversee Project Implementation Reviews and ensure lessons learned are baked into future delivery.

Stakeholder Management

- Work with a range of stakeholders including members of the Board, external suppliers, system owners and developers, and end users.

Budget Management

- Develop and implement project budget management discipline across the IT department.
- Assist project managers to manage project budgets and deliver projects to budget.
- Monitor current, accurate and detailed budget, tracking against Forecast and Actuals.
- Prepare and monitor budgets in conjunction with the Finance & Treasury team

Resourcing Management

- Develop and implement resource capacity planning and management systems across the IT department.
- Allocate resources (internal and / or external) to project initiatives, and manage any conflicts and escalations.

Vendor Management

- Ensure robust, productive relationships are maintained with all vendors to ensure delivery in line with agreed goals

Contracts

- Develop Statements of Work aligned with project and business goals, and negotiate their delivery with vendors.
- Provide input to project contracts and manage vendor delivery to agreed contracts and CRs.

IT Governance

- Partake in and/or chair relevant IT governance forums as required: RAID, CAB, ARB, Security Controls Group, etc.
- Review and approve Change Requests in line with accepted project management methodology and according to defined project benefits.
- Ensure project reporting and governance is delivered in a timely and professional manner.
- Ensure project alignment to enterprise architecture and security programme of works.

People Management

- Work with team to uplift skills across SDLC, identifying training and other capability requirements.
- Partake in staff reviews and career planning in line with organisation policy.
- Approve contractor timesheets and work activities.

Ad Hoc Projects

- The incumbent may also be required to take on other general Project Management activities that will be required that are not specifically called out above.

Key Challenges

- Working with relatively new project resources with a range of experience and skills in an environment with little existing methodology or common ways of working.

- Managing conflicting demands from the projects for resources, vendor attention, and business attention.

- Ensuring projects do not slip against agreed outcomes, budget, timing or resourcing unless properly justified and approved.

- Coordinating the development of our foundation processes and procedures and implementing these into projects mid-flight with minimal disruption.

- Working with, and gaining agreement from, a diverse range of stakeholders with different levels of skills and understanding and spread across Australia, including regional cities.

- Communicating the merits and benefits of IT industry standard ways of working to sceptical and conservative audience that may have little IT understanding.

Stakeholders

Internal

- CDF IT project staff (including PMs, BAs, technical and operational staff)
- CDF business teams
- CEO and Executive Team

External

- Other CDFs across Australia (may require travel)
- Service providers & Suppliers

Deliverables & Performance

Key Deliverables

1. Agreed portfolio of projects aligned to business objectives and budget capacity.

2. Clear view of future resource demand with increasing accuracy for closer timeframes.

3. Backlog of project proposals and business cases with relevant business approval

4. Prioritised pipeline of projects ready to proceed as and when capacity and budget are made available.

5. Keep project staff aligned to agreed project milestones and outcomes.

6. Ensure timely project input to status reports, including financial and schedule updates.

7. Draft content for Executive and other senior governance (Board-level) forums.

8. Ensure expenses are tracked and validated to project budgets.

9. Business benefits captured and tracked for all key projects.

10. Ensure the development and upkeep of key project artefacts.

11. Manage the development of a suitable project methodology that is fit-for-purpose for CDF.

12. Monitor and manage team morale and performance when under pressure and with tight timeframes.

13. Provide leadership to the IT and Project team and support to the IT GM as needed.

Position Requirements

Domain Knowledge

- Demonstrated experience in the project and portfolio management of IT transformations.

- Knowledge of the Financial Services sector in Australia, preferably the mutual space.

- Desire to work in community sector.

Skills

- Strong people management skills with ability to manage small team in high-pressure environment.

- People focussed conflict resolution skills

- Proven experience managing a small team in a close working environment often with conflicting demands and priorities.

- Strong stakeholder engagement skills, with experience managing diverse and dispersed stakeholders.

- Ability to oversee multiple vendors and projects and ensure adherence to agreed plans

Experience

- Five to 10 years project and / program management experience

- Planning and prioritising work to meet commitments aligned with project goals

- Sequencing skills with ability to juggle competing milestones and schedules

- Anticipates and adjusts effective contingency plans

Other (Travel, Location, etc)

The role will be based in Melbourne and offered on a Fixed Term contract. Our client base is dispersed across Australia and New Zealand so the role may require some travel (but expected to be minimal).

CDF Employee Values

Values

CDF is practically tasked with the provision of capital to Catholic organisations to support their growth.

The manner in which CDF seeks to undertake its work is also guided by scripture. The following scripture have been identified as particularly relevant:

- Care for others – 'I give you a new commandment: love one another; you must love one another just as I have loved you. It is by your love for one another, that everyone will recognise you as my disciples.' John 13:34-35

- The importance of wealth – 'Do not lay up for yourselves treasures on earth, where moth and rust destroy and where thieves break in and steal, but lay up yourselves treasures in heaven, where neither moth nor rust destroys and where thieves do not break in and steal. For where your treasure is, there your heart will be also.' Matt 6:19-21

- Sharing wealth – 'And the crowds asked him, "What then shall we do? And he answered them, "Whoever has two tunics is to share with him who has none, and whoever has food is to do likewise." Luke 3:10-11
'Jesus looked up and saw the rich putting their gifts into the offering box, and he saw a poor widow put in two small copper coins. And he said "Truly, I tell you, the poor widow has put in more than all of them. For they all contributed out of their abundance, but she out of her poverty put in all she had to live on".' Luke 21:1-4