

*Position Description*

**Head of Project Management Office**

*Location:* Wellington or Palmerston North

*Reporting to:* Chief Strategy and Enablement Officer

*Business Unit:* Strategy and Enablement

*Direct Reports:* Variable

*Date Last Reviewed:* February 2025

### *About FMG*

***Formed by farmers for farmers over a century ago, FMG is New Zealand’s leading rural insurer providing risk advice and insurance solutions for farmers, growers, commercial businesses, the lifestyle sector and domestic clients.***

***We’re proudly 100% New Zealand owned and operated, and our focus is on helping our clients to achieve their goals.  As a mutual organisation, we’re all about giving rural New Zealanders a better deal, and part of this involves reinvesting all profits back into the business to keep premiums low and ensure the future sustainability of the organisation.***

### *FMG’s Values*

The FMG brand represents promises about what customers can expect from us and each of us is responsible for delivering on these promises. Living our company values means we deliver the best brand experience for our customers. Our company values are:

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| * Do what's right - Whāia te ara tika | * Make it happen - Whakatutukitia |
| * We're in it together - Ko tātau tātau | * Proud of who we are - Whakahīhī i te whakapapa |

### *Work Environment*

We strive to provide an environment that promotes and fosters achievement. We place importance on career development and training to give our people the tools they need to succeed.

FMG’s Head Office is located in Wellington and accommodates FMG’s Executive Leadership Team (ELT), Client Propositions & Online Services, People & Culture and Communications, Financial Management, Product & Pricing and Underwriting, Reinsurance, Business Information and Analysis, Legal and Compliance.

FMG’s largest regional office is located in Palmerston North accommodating our National Sales & Advice Centre, Information Technology, Claims, Operations and Payments functions. In addition to the offices in Wellington, Palmerston North and Christchurch FMG has offices in 30 regional locations throughout New Zealand.

The Strategy and Enablement team culture is based on open and honest communication, where authority and accountability are clear. Both challenges and opportunities are shared to bring about delivering the best strategy for FMG.

### *Purpose of the role*

The **Head of Project Management Office** is responsible for overseeing and leading the Manager Project Management Office as well as the overarching project management function within the Mutual. The Head of Projects Management Office will support the product delivery approach and ensure the successful execution of all programmes and projects within FMG. This role involves developing and implementing project management capabilities, standards and governance. It also includes the effective management of risk and responsibility for the Enterprise Portfolio Management Committee.

As a member of the Strategy and Enablement leadership team you will be responsible for collectively developing FMG’s strategy and delivering the Business Plan while providing visible leadership. Establishing effective relationships with FMG’s strategic and Mutual leadership is central to the role.

### *Key Responsibilities*

| Area | | Responsibilities | | |
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| Leadership and Management | | * Overall management and leadership responsibilities for the FMG Managers – Project Delivery * Performance – ensuring that individual and team performance goals and associated metrics are set and agreed. This will be regularly measured and taken into account during 6 monthly and annual performance reviews. * Development – ensuring that all Managers – Project Delivery have current, (and relevant) development plans in place and that progress towards these is reviewed on a regular basis. * Wellbeing – ensuring that the Managers – Project Delivery wellbeing is being actively managed and, when required, they are being directed to the appropriate channels (e.g., Vitae). This includes sporadic reviews of workloads and ensuring that a good work/life balance is being maintained by the team. * Engagement – review of the results from the bi-annual Gallup Q12 engagement surveys and working with the Managers – Project Delivery to develop action plans towards having more “Best Days at Work”. * Succession planning – ensuring that, at all times, there is at least one direct report of the Head of Strategic Projects that can step into the role as and when required. * Support – providing support, mentorship and guidance to the Managers – Project Delivery, programme and project managers throughout the delivery of FMG’s strategic change programme. * Effective management and leadership of the project management practice to ensure that expectations and standards are understood and adhered to. * Oversee the recruitment, induction, training and development of Managers – Project Delivery * Oversee effective workforce planning and management, matching demand for project managers to available workforce * Assist Managers – Project Delivery with the effective recruitment and management of contractors when this is required to bolster supply of project management expertise to meet ongoing, or immediate, demand. | | |
| Effective Budget Management | | * + Develop and maintain a standardised method for the management of, and reporting on, project financials.   + Working with our Finance Business partners and Project Accountants to ensure projects have effective budget controls in place and processes exist to implement corrective action, or further escalation to the appropriate ELT members, when required   + Work with the Head of EPMO to ensure the effective management of the overall Strategic Programme fund (which the Head of EPMO has responsibility for). | | |
| Develop and implement effective and consistent approaches to Projects | | * + Development of an FMG project management framework, methodology and associated standards. This includes regular reviews and adapting these as and when FMG’s strategic and business needs change.   + Regular reviews of in-flight projects to confirm that these are adhering to the prescribed standards and, if not, agreeing with programme/project managers as to the required corrective measures and putting in place monitoring to ensure that these measures are effectively implemented.   + Monitor project performance and provide regular status updates to executive leaders as and when required.   + Work with the Chief Strategy and Enablement Officer to ensure that project management practices are strategically aligned and “fit for the future”.   + Stays abreast of ‘best practice’ in Programme/ Project Management and ensures those disciplines are applied in an FMG context. | | |
| Effective Stakeholder Management | | * Build and maintain effective relationships with key FMG stakeholders, 3rd party suppliers, providers of contracted resources, and other agencies as required (such as PwC for audit purposes). * Collaborate with cross-functional teams to define project metrics such as scope, objectives, deliverables timeframes and budgets. * Develop and maintain key formal and informal communications * Act as an advocate for the value of sound project management methods and practices * Maintains an awareness of activities across the various FMG teams regardless of their impact on Strategy & Enablement and the Strategic Projects team. | | |
| Governance and Risk Management | | * Working with programme/project sponsors and stakeholders to ensure effective governance and risk management across the programme and practice. * Provide effective education and guidance to programme/project stakeholders and sponsors on what “good” governance looks like. * Work with the Chief Strategy and Enablement Officer to ensure and contribute to the effectiveness of EPMC as a Governance Forum | | |
| Business Planning | | * Assist the CSEO in delivering FMG’s annual business plan commitment. * Communicating with the FMG Strategic and Mutual leaders any potential resource availability conflicts and alternative options for meeting demand. * Work with the Head of EPMO to understand the future project delivery demand and ensure that an appropriate resource profile exists to deliver to this demand. * Liaise with internal FMG Stakeholders (e.g., BIS, business/platform owners) to ensure that they are aware of future demands on their respective resources and are adequately positioned to scale, if needed, to deliver on FMG’s strategic priorities. | | |
| Project Management and leadership | | * Ensure projects are managed in accordance with published project management standards and frameworks * High quality advice and consultancy services are provided to strategic and Mutual leaders * Identify and resolve project issues and conflicts, escalating as necessary to ensure timely resolution. * Provide effective guidance and support to Project Steering Committees (using frameworks, tools, templates and processes) | | |
| Reporting and Communication | | * Ensure the effective monitoring and reporting on individual projects by Project Managers | | |
| Other Duties | | * Complete tasks in agreed timeframe and provision of appropriate progress reports to the satisfaction of the CSEO * Undertake tasks as directed by the CSEO from time to time | | |
| Health & Safety | | * Demonstrate commitment to workplace safety and wellbeing practices * Promote and support initiatives that contribute to a healthy and safe working environment for employees, visitors and contractors * Ensure compliance with safety and wellbeing policy and procedures, including accident and incident reporting and investigation, hazard management, induction, training and supervision, employee participation and contractor management | | |
| Personal Proficiency | | * Proactively acquire and develop appropriate skills, knowledge and techniques in relation to fulfilling the core functions of the role. |
| FMG Values | | * Promote and model FMG’s Values and the “FMG Way” through displaying the values of FMG which are: Do what’s right; Make it happen; We’re in it together; and Proud of who we are. |
| Policy and Statutory Compliance | | * Ensure overall compliance with legislation, regulations and FMG policies by using established systems and processes. * Ensure appropriate controls are in place and such systems and processes are continuously reviewed and improved. * Ensure documentation is in place for critical processes. |

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| **COMPETENCIES** | |
| *\*see competency framework for behaviours expected at each level* | *Expected Level* |
| **Customer Driven (Internal & External)**  A commitment to understanding the needs and best interests of both internal and external customers, in order to provide them with outstanding customer service and help them to make informed decisions. | Advanced\* |
| **Accountability**  Taking personal ownership of decisions, behaviour, and development, and being responsible for how these actions impact on the wider organisation and customers. | Advanced\* |
| **Adaptability**  Demonstrating a willingness to engage in a changing environment and being flexible and comfortable working with change. | Advanced\* |
| **Motivation and Drive**  The determination to achieve goals and strive for excellence. | Advanced\* |
| **Relationship Building**  Developing and maintaining positive, professional relationships that are built on mutual trust and respect. | Advanced\* |
| **Team Work**  Making a positive contribution to the FMG team and collaborating effectively with others to achieve objectives. | Advanced\* |
| **Critical Analysis**  The capability to identify key issues, trends, or important facts from information and to question and probe. | Advanced\* |
| **Motivating and Developing Others**  A commitment to getting the best out of people and motivating them to reach their full potential. | Advanced\* |
| **Change Leadership**  The drive to initiate opportunities to address FMG’s organisational needs and to communicate change in a way that gains buy-in and support from others. | Advanced\* |
| **Strategic Thinking**  The capacity to stand apart from the day-to-day and take a long-term, big picture view of the business. | Advanced\* |

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| **KNOWLEDGE** | |
| **Qualifications** | Relevant Tertiary Qualification essential |
| **Business Awareness** | Understands the internal workings of FMG and how business works; understands FMG's position in the advice and insurance market and knows the competition. |
| **Rural Knowledge** | Understands the rural community and keep up to date with the economic, political, and environmental issues affecting our customers. |
| **Risk/Insurance Knowledge** | Understands risk and how to apply FMG's policies to situations; is knowledgeable about compliance requirements; understands the insurance process and how claims are managed; knows industry partners and competitors. |

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| **SKILLS** | |
| **Written Communication Skills** | Able to write clear, concise and persuasive proposals and reports. |
| **Verbal Communications Skills** | Communicates clearly in order to present information to persuade and influence others. |
| **Listening Skills** | Demonstrates active listening skills through eye contact, paraphrasing, appropriate body language and checking understanding. |
| **Financial Skills** | Able to calculate and understand financial information e.g. profit & loss, forecasts. |
| **Risk Assessment Skills** | Identifies, understands and mitigates the risks that may impact on FMG's strategy, initiatives and reputation. |
| **Specialist Skills** | Project and programme management skills. |

### *Relationships*

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| External | Internal | Committees/Groups |
| * Suppliers * Consultant Organisations | * Project Sponsors, Stakeholders, steering group members * Strategic and Mutual Leaders | * Working Parties (i.e. with ICNZ) |

### *Financial Authority Levels*

* May approve budgeted project capital expenditure as per delegated authority
* May approve unbudgeted capital expenditure as per delegated authority

### *Human Resources Authority Levels*

* May hire direct and indirect reports within approved FTE headcounts.
* May discipline direct and indirect reports in consultation with manager and People and Culture
* No authority to dismiss staff, unless delegated by the Chief Executive and in consultation with manager and People and Culture.

### *Agreement*

I agree to the outline of the role as contained in this document and recognise that the contents may need to be amended from time to time to reflect changing business requirements.

I as Job holder, allow my Manager to gather information from third parties where necessary for the purposes of performance management.

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| **Head of Project Management Office** |  |
| Signature: |  |
| Date: |  |