



# International Civil Aviation Organization

## Job Description [Applicable solely to secondment]

### POSITION INFORMATION

Post Title:	Programme Manager, Enterprise Portfolio Management Office, Office of the Secretary General	Duration of Secondment:	1 year with possibility of extension
Grade Level:	P-4	Deadline for applications:	Indefinite
Duty Station:	Montréal, Canada	Date for entry on duty:	As soon as possible
<b>Special Notice:</b> The <a href="#">ICAO Assembly</a> recently reaffirmed its commitment to enhancing gender equality and the advancement of women by supporting UN Sustainable Development Goal 5 “ <b>Achieve gender equality and empower all women and girls.</b> ”			

### THE ORGANIZATIONAL SETTING

The Secretariat consists of the Office of the Secretary General, five Bureaus, seven Regional Offices, the Finance Branch, the Office of Internal Oversight, and the Ethics Office. The five Bureaus are as follows: the Air Navigation Bureau, the Air Transport Bureau, the Capacity, Development & Implementation Bureau, the Legal Affairs and External Relations Bureau, and the Bureau of Administration and Services, which are located at ICAO Headquarters in Montreal.

The position is located in the Office of the Secretary General (OSG). The Enterprise Portfolio Management Office (EPMO) is an expert team fulfilling enterprise-wide strategic functions on behalf of the Secretary General ensuring that ICAO is strategically aligned under the ICAO Business Plan and that the Triennial Operating Plan is prioritized, executed, monitored and reported effectively. The EPMO also holds responsibility for delivery of the Continuous Organizational Improvement Programme, together with Enterprise Business Process Management, Change Management, Risk Management and Compliance.

The Continuous Organizational Improvement Programme consists of several Projects that require Programme Management focused on enhancing organizational efficiency to ensure the greatest possible efficiency and effectiveness in the operations of ICAO to meet the Strategic Goals, including Human Resource Management, Digitalization, Financial Management, Multilingualism, Governance and Accountability, and Business Operations and process management.

The incumbent carries out her/his mandate by managing a programme of work across specific Projects in the Continuous Organizational Improvement Programme, working with key stakeholders ensuring effective planning, co-ordination and management of the work enabling controlled and effective implementation. The incumbent acts with minimal supervision, under the overall guidance of, and reporting directly to, the Chief/EPMO. S/he exercises initiative in the day-to-day conduct of the work, in line with the guidance provided by the Chief/EPMO and Project Executive Sponsors.

### MAJOR DUTIES AND RESPONSIBILITIES

#### Function 1 (incl. Expected results)

**Manages a Programme consisting of several Projects in the Continuous Organizational Improvement Programme, through effective co-ordination, oversight and stakeholder management, achieving such results as:**

- Define and report on deliverables, milestones, and implementation plans for the Programme.
- Maintain the Programme critical path with associated regular status updates of the Projects.
- Provide and enable effective engagement and co-ordination across the Programme and Projects.
- Provide and enable effective monitoring, change management, engagement, communications, reporting and Executive Sponsor level progress updates.
- Prepare and present Project Business cases, in close collaboration with Project Manager(s), as appropriate.
- Oversee and/or produce Programme planning, financial and resource management.
- Develop a robust dependency mapping, implementation plan alignment and business impact analysis for the Programme.

- Assist with schedule management of the different stakeholders for Project team sessions.
- Enable proactive stakeholder mapping, engagement, collaboration, and strategic intervention.
- Proactively manage Programme risks, issues and actions ensuring effective mitigation and delivery.
- Oversee and monitor the timeliness and quality of outputs, deliverables and milestones of the consultant(s), supplier(s), personnel and other stakeholders involved in the implementation of Projects under the Programme.
- Monitor and manage the contractual aspects with the consultant(s) and supplier(s), including but not limited to:
  - Providing guidance for payments to the consultant(s)/supplier(s) against approved deliverables in accordance with contractual terms and conditions;
  - Providing advice on need to contact modifications/amendments, such as extensions, change orders, review of terms and conditions; and
  - Drafting, as necessary, documents, which may include terms of reference, scopes of work, etc. in line with ICAO policies and guidance material.

## Function 2 (incl. Expected results)

**Delivers ICAO governance, reporting and management information**, achieving such results as:

- Plan, coordinate and manage the Programme governance, as required.
- Produce informed and consistent status and progress updates to stakeholders enabling effective engagement and communication.
- Provide assurance and validation of good Programme and Project planning, financial and resource management.
- Provide assurance and validation of robust dependency mapping, implementation plan alignment and business impact analysis.
- Maintain Risk, Action, Issues & Decisions (RAID) log, Responsible, Accountable, Consulted, Informed (RACI) log, stakeholder maps and programmatic document storage.

## Function 3 (incl. Expected results)

**Leads and delivers effective Programme change management and communication**, achieving results such as:

- Deliver a defined change management and communications plan which can be implemented effectively to sustain the results of the change.
- Co-create, co-ordinate and manage Programme change management activity with the Change Management Specialist, including prioritizing deliverables for the benefit of ICAO personnel.
- Support Project Manager(s) to deliver robust Project business and people impact assessments, and stakeholder mapping.
- Develop effective training, internal communications, engagement and business readiness activity.
- Maintain dialogue with users and recipients of the change to ensure the deliverables meet specified business requirements.
- Manage adoption of corporate tools by users (information, training and support).
- Identify, in coordination with business, end user training requirements and coordinate training for new modules and services.

## Function 4 (incl. Expected results)

**Performs other related duties, as assigned.**

## IMPACT OF THE OUTCOME OF THE POSITION

Enables effective coordinated planning, execution, monitoring and reporting on the delivery of the COI Programme. This contributes to effective and efficient operations enabling achievement of ICAOs Business Plan Strategic Goals and High Priority Enablers.

## WORK RELATIONS AND CONTACTS

Programme Manager	Purpose
<b>a) Inside the Organization</b> <ul style="list-style-type: none"> <li>• Chief, EPMO</li> <li>• Project Managers &amp; Project Sponsors</li> <li>• EPMO Team</li> <li>• Project Teams</li> </ul>	Advice, steer & reporting. Engagement, collaboration, planning, monitoring & reporting. Coordination. Implementation & delivery.

<b>b) Outside the Organization</b> <ul style="list-style-type: none"> <li>Selected suppliers</li> </ul>	Partnership implementation, delivery or consultancy service.
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## QUALIFICATIONS AND EXPERIENCE

### Education

#### Essential

- An advanced-level university degree (Master's degree or academic equivalent) in management, business administration, information technology, human resources management, computer science, or related field, is required. A first-level university degree in management, business administration, information technology, human resources management, computer science, or related field, in combination with two (2) additional years of qualifying experience, may be accepted in lieu of the advanced university degree.
- Prince 2, Project Management Institute, Agile or equivalent Programme or Project Management qualification.

#### Desirable

- Project Management Practitioner Certification.

### Professional experience

#### Essential

- A minimum of seven (7) years' experience in Programme and Project Management.
- Experience in administration and implementation of strategic or operational (action) plans.
- Experience in transformation in the areas of People & Culture, Digital or Operational business change.

#### Desirable

- Experience in organizational change/transformation or operational assessment, performance monitoring and assessment, internal process reviews and/or audits.
- Experience in managing complex cross-functional change initiatives.
- Experience in an UN organization or agency and knowledge of UN policies and practices.
- Specialist information technology experience implementing organization wide systems change.
- Specialist human resources experience implementing policy and/or cultural change.

### Languages

#### Essential

Fluent reading, writing and speaking abilities in English.

#### Desirable

A working knowledge of any other language of the Organization (Arabic, Chinese, French, Russian, Spanish).

### Competencies

#### Core Competencies:

**Professionalism:** Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

**Teamwork:** Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

**Communication:** Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style, and format to match the audience; demonstrates openness in sharing information and keeping people informed.

**Planning and Organizing:** Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

**Accountability:** Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and rules; supports subordinates, provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.

**Client Orientation:** Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; Identifies clients’ needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients’ environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.

**Creativity:** Actively seeks to improve programmes or services; offers new and different options to solve problems or meet client needs; promotes and persuades others to consider new ideas; takes calculated risks on new and unusual ideas; thinks "outside the box"; takes an interest in new ideas and new ways of doing things; is not bound by current thinking or traditional approaches.

**Technological Awareness:** Keeps abreast of available technology; understands applicability and limitations of technology to the work of the office; actively seeks to apply technology to appropriate tasks; shows willingness to learn new technology.

**Commitment to Continuous Learning:** Keeps abreast of new developments in own occupation/profession; actively seeks to develop oneself professionally and personally; contributes to the learning of colleagues and subordinates; shows willingness to learn from others; seeks feedback to learn and improve.

#### **Managerial Competencies:**

**Vision:** Identifies strategic issues, opportunities and risks; clearly communicates links between the Organization’s strategy and the work unit’s goals; generates and communicates broad and compelling organizational direction, inspiring others to pursue that same direction; conveys enthusiasm about future possibilities.

**Leadership:** Serves as a role model that other people want to follow: empowers others to translate vision into results; is proactive in developing strategies to accomplish objectives; establishes and maintains relationships with a broad range of people to understand needs and gain support; anticipates and resolves conflicts by pursuing mutually agreeable solutions; drives for change and improvements; does not accept the status quo; shows the courage to take unpopular stands; provides leadership and takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work; demonstrates knowledge of strategies and commitment to the goal of gender balance in staffing.

**Empowering Others:** Delegates responsibility, clarifies expectations, and gives staff autonomy in important areas of their work; encourages others to set challenging goals; holds others accountable for achieving results related to their area of responsibility; genuinely values all staff members' input and expertise; shows appreciation and rewards achievement and effort; involves others when making decisions that affect them.

**Managing Performance:** Delegates the appropriate responsibility, accountability and decision-making authority; makes sure that roles, responsibilities and reporting lines are clear to each staff member; accurately judges the amount of time and resources needed to accomplish a task and matches task to skills; monitors progress against milestones and deadlines; regularly discusses performance and provides feedback and coaching to staff; encourages risk-taking and supports creativity and initiative; actively supports the development and career aspirations of staff; appraises performance fairly.

**Building Trust:** Provides an environment in which others can talk and act without fear of repercussion; manages in a deliberate and predictable way; operates with transparency; has no hidden agenda; places confidence in colleagues, staff members and clients; gives proper credit to others; follows through on agreed upon actions; treats sensitive or confidential information appropriately.

**Judgement/Decision-making:** Identifies the key issues in a complex situation, and comes to the heart of the problem quickly; gathers relevant information before making a decision; considers positive and negative impacts of decisions prior to making them; takes decisions with an eye to the impact on others and on the Organization; proposes a course of action or makes a recommendation based on all available information; checks assumptions against facts; determines that the actions proposed will satisfy the expressed and underlying needs for the decision; makes tough decisions when necessary.

## MODE OF SECONDMENT

The duration of the secondment is 12 months, which can be extended for an additional 12 months and thereafter, depending on need for the subject matter expert. The secondee is expected to work five days per week.

ICAO may avail itself of the services of personnel seconded by governments, other international agencies or educational, scientific, research or other institutions. Seconded personnel are engaged under a Trusted Funded or Gratis (detached expert) arrangement, in accordance with terms and conditions stipulated in a Memorandum of Understanding between ICAO and sponsor of the seconded person. During the period of assignment with ICAO the seconded individual will be considered an "Official" of ICAO.

Once engaged by ICAO the seconded individual will be under the sole authority of the Secretary General of ICAO and all relationship with the releasing Government/Agency will be held in abeyance during the period of employment with ICAO.

**As detached expert:** The individual is detached from the releasing government/Agency but is assigned to work for ICAO.

**Trust Fund arrangement:** Funds are deposited by the Government/Agency with ICAO for the purpose of engaging personnel normally subject to the stipulations of a Memorandum of Understanding.

## NOTICE TO CANDIDATES

ICAO does NOT charge any fees or request money from candidates at any stage of the selection process, nor does it concern itself with bank account details of applicants. Requests of this nature allegedly made on behalf of ICAO are fraudulent and should be disregarded.