



**Evidence.  
Ideas.  
Change.**

# Application pack

## Strategic Operations Manager

Ref.: POMA/02/20

Location: London

Closing date: Sunday, 29 March 2020

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ODI is an equal opportunities employer.

The Overseas Development Institute is a Charitable Company limited by guarantee:  
Charity No: 228248. Registered in England and Wales: Company No: 661818.

Candidates are strongly advised to study ODI's activities and objectives before completing an application form. Further information can be found on [odi.org](http://odi.org).

## An introduction to ODI

### Who we are

ODI is an independent, global think tank, working for a sustainable and peaceful world in which every person thrives. We harness the power of **evidence** and **ideas** through research and partnership to confront challenges, develop solutions and create **change**.

ODI has around 240 staff, two-thirds of whom are researchers with the remainder providing a range of communications and professional expertise.

### What we do

- We undertake cutting-edge research and analysis to generate evidence, ideas and solutions.
- We act as trusted, expert advisers to those making change around the world.
- We bring people together to turn ideas into action.
- We communicate our work around the world to increase its reach and impact.

### Our guiding principles



We are **independent** and trusted: established in 1960, ODI is non-partisan, non-profit and evidence-driven. Our independence is the cornerstone of our credibility. It allows us to develop fresh ideas, challenge orthodoxies and take the risks we need to succeed.



At a time when the world is faced with complex dilemmas, **innovation** will be essential to finding, testing and scaling bold ideas and solutions. We will be increasingly innovative in the ways in which we bring people together, communicate ideas and increase our influence.



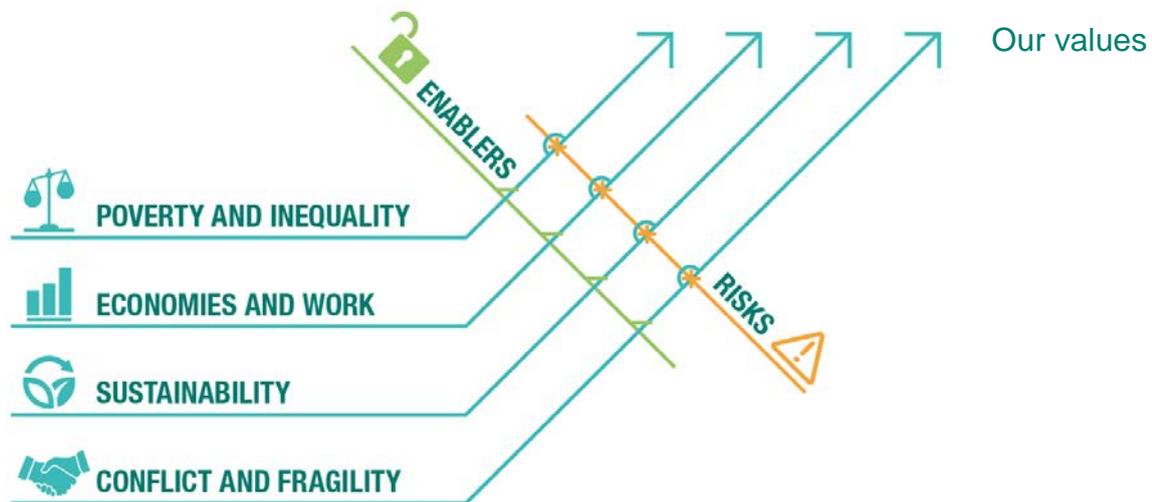
We are a **global** organisation, with staff, partners and ODI fellows in 50 countries around the world. The changes we seek require local knowledge, new relationships and perspectives, and credibility with decision-makers at both the national and international levels. We will therefore strive to broaden where we work in the world, as well deepen and strengthen our links with who we work with, especially at country level.



ODI exists to have real **impact** for those who need it most. This is at the centre of our thinking about what to do, where to go and how we measure our success.

## Our work

Our work addresses four key global challenges, and explores the tools and approaches needed to enable progress and address risks.



### Independence

Our work is independent from our funders. Staff are able to challenge donor thinking and policy and the wider development consensus.



### High quality

We ensure best practice, innovative approaches and continuous improvement in our research, policy advice and public affairs.



### Fairness, diversity and equality

We treat all staff and partners fairly and with respect.



### Working together

We continuously try to foster better relationships throughout the organisation. We believe that by working together in a supportive environment, we will achieve more and have greater impact.



### Transparency and accountability

We report openly on our use of public funds, and fully communicate our work to our donors, research subjects and partners.



### Sustainability

We use resources in a sustainable way, conscious of our impact on the environment.

## Job description

<b>Job Title:</b>	<b>Strategic Operations Manager</b>
<b>Department/Group:</b>	<b>Project Management</b>
<b>Responsible to:</b>	<b>Director of Project Management</b>
<b>Responsible for:</b>	<b>SPM/PMs/PMOs/PAs</b>

### **Purpose of Job – To be summarised**

#### **Job Summary:**

The Strategic Operations Manager (SOM) oversees the Project Management function for a group of programmes and works with the Director of Project Management (DoPM) to allocate PM resources, oversee the accurate and transparent costing of all ODI functions and generate financial and capacity information at the programme level for Directors of Programmes (DoPs), the MDs and the Senior Leadership Team (SLT). In collaboration with the DoPs, the DoPM and the Communications Manager, the SOM operationalises programmes' development strategy by planning the allocation of PM resources to projects/proposals, providing information/forecasts on PM and research/communications staff capacity and maintaining up to date analysis on overall programme costs, capacity and income. The SOM also works in close collaboration with DoPs and the Head of BD to support business development decision making by analysing the impact that prospective opportunities have on the programmes' projects portfolio according to set ODI strategic/financial viability standards.

The SOM will have thorough and significant experience of working with a variety of donors (bilateral, multilateral agencies, foundations, INGOs and NGOs), be skilled at understanding standard business models and will support SPMs and PMs adapting these to ODI's costing model to evaluate/ensure the financial viability of projects. They will use their understanding of ODI's business to lead the effective operational management of their area of responsibility and coordinate resources by balancing the needs of the projects and those of the organisation, working closely with the other SOMs, the DoPM and relevant DoPs.

The SOM will be a member of the PM management team and provide strong leadership on planning, allocating and forecasting PM capacity for current and future projects, liaising with their counterparts to promote and facilitate the effective use of PM resources across the institute. They will oversee the implementation of consistent PM standards and procedures across the function and contribute to their development and continuous improvement.

The SOM is responsible for tracking, synthesising and analysing the current and forecasted financial performance of the programmes they oversee, producing regular reports for the DoP(s), the DoPM, the MD and SLT.

The SOM will also have line management responsibilities for SPMs/PMs and the Project Administrator within their group of programmes

### **Main Duties and Responsibilities**

#### ***Contribute to the strategic direction of programmes***

- In collaboration with DoPs, lead on the operational elements of programmes' annual plans, ensuring that all future activities can be supported, adequately resourced and are financially viable.

- Maintain up to date information on individual programmes' active and prospective projects to facilitate portfolio analysis, maintain an accurate overview of programmes' financial performance and capacity .
- Provide strategic support and up to date resourcing information to the DoPM to facilitate cross institutional resource planning and accurate costing of the function

### ***Operations, resource allocation and planning***

- Lead on forecasting, planning and allocating PM resources to projects and across the institute at the appropriate level of complexity.
- Work with DoPs and PM staff to maintain and forecast information on research staff capacity within individual programmes.
- Contribute to implementation, development and maintenance of an effective matrix management arrangement for the PM function
- Assist the DoPM in the implementation of high-quality PM systems and procedures and the improvement of the project management aspects of Focal Point
- Take a leadership role in facilitating information sharing and problem solving across programmes and projects to improve the efficiency and consistency of PM processes
- Oversee SPM/PM/PMO's implementation of projects' compliance with ODI procedures, particularly in relation to establishing and maintaining safeguarding frameworks, travel & security.
- Act as a safeguarding focal point for their areas.
- Support SPM/PMs in the preparation of project workplans as needed and provide surge and problem-solving capacity on projects as required.
- Lead on the resolution of issues with donors and suppliers as required by PM/SPM and escalate to Director of PM according the agreed procedures

### **Financial management:**

- Oversee the timely update of project budgets/project income by OPM/PM/SPMs according to agreed standards
- Track, synthesise and report on the current and prospective financial position of programmes to facilitate the analysis of programmes' projects portfolio and performance alongside agreed ODI standards (strategic relevance and financial viability), in collaboration with the DoP(s), the Head of BD, the MD(s) and SLT as appropriate
- Ensure opportunities and proposals are reviewed for their financial viability and risks through adherence to ODI PM processes.
- Oversee quarterly/yearly project closures carried out by PMOs/PMs/SPMs and provide programme level information for DoPs, the Head of BD, the MDs and SLT.
- Provide quality assurance of programmes' budgets as supplied and updated by Finance and HR

### ***Business development and Donor Management***

- In collaboration with DoPs, the Head of BD and the MDs, support and guide the development of the business strategy and planning process for programmes.
- In collaboration with the relevant DoP, evaluate opportunities based on strategic and financial variables providing forecasts on capacity and resource allocation
- Ensure all new opportunities follow the appropriate business development process, working in coordination with the Business Development Team.
- Support the DoPs and the Head of BD in scoping and securing new funding and partnership opportunities
- Contribute to the preparation of bids and proposals as and when required.
- Provide support to PM/SPM and work with the BD team on financial and commercial negotiations with donors and suppliers when required.

**Risk management**

- In collaboration with the DoPM, identify, mitigate and resolve risks relating to capacity and resource allocation within the PM function, and in other functions when required.
- Guide and support SPM/PMs in identifying risks related to the management of grants and contracts as needed
- Oversee the accurate and consistent recording of project risks by PM/SPMs and synthesise emerging and current risks for Director of PM, DP(s) and the MD.
- Ensure safeguarding frameworks are implemented by all PM/SPM directly reporting to the SOM
- In collaboration with the DP(s) and Director of PM, identify emerging risks related to the programme(s) financial performance and/or capacity.

**Knowledge management:**

- Contribute to information sharing within the PM team and across ODI, with internal departments and other programmes.
- Contribute to the development, dissemination and adherence to PM standards and guidelines, including FP and PM training manuals.
- In collaboration with PM staff, contribute to provide analysis on the incidence and impact of donors' procurement and resourcing trends in collaboration with the Director of Finance.

**Line and team management:**

- Lead on recruitment, develop, support and manage performance of PM staff in relevant area, including supervision of those who directly report to the role
- Work with DoPs and Technical Leads to operationalise the matrix management model
- Develop and nurture an effective and high performing PM team that works well together, is collaborative and that values contributions and wellbeing of all team members
- Model and promote the application of ODI's values within the team and with others

**Person Specification****Essential***Knowledge and qualifications*

- Education to Masters' degree level or equivalent level of experience
- Extensive knowledge of the project cycle management field and methodologies
- Extensive knowledge of costing methodologies and ability to apply them
- Excellent understanding of financial management as part of the project cycle
- Knowledge and experience of producing and analysing financial performance
- Experience coordinating proposals, producing internal reports and overseeing donor and knowledge management
- Knowledge of the international development and humanitarian affairs sector

*Experience*

- Experience of establishing complex systems and procedures and ensuring compliance

- Significant experience of working within complex business models and of managing the performance of portfolios of projects maximise their contribution to the organisation's financial and strategic objectives.
- Significant experience in donor compliance and administrative procedures and donor relationship management
- Proven experience of conducting contract negotiation independently
- Successful experience of complex budget monitoring in multiple currencies including experience of creating accurate and timely financial reports.
- Significant costing and budgeting experience for complex multi-year, multi-partners, multi-donor projects.
- Experience of managing development of proposals
- Experience in line managing staff and coordinating project teams
- Experience of matrix management and client services functions
- Experience of managing staff to tight deadlines in a team environment

#### *Skills/abilities*

- Ability to lead and coordinate complex project teams
- Proven ability to understand the business environment and balance the requirements of the projects and resources with the needs of the organisation.
- Ability to understand the needs of projects and allocate resources accordingly, planning and forecasting as new opportunities emerge
- Proven ability to understand the needs of donors and partners and to make business-oriented decisions
- Proven ability to innovate and improve working practices to overcome problems and emerging issues.
- Advanced IT skills including Excel, Word, Outlook, PowerPoint and databases
- Ability to write well and to prepare reports without supervision
- Multitasking skills in a high-pressure environment
- Exceptional planning, organisation and execution skills
- Ability to work to own initiative with minimum supervision
- Excellent ability to build cross-cultural relationships with partners and colleagues at various levels of seniority.
- Ability to learn new software quickly
- Strong and clear communication skills: written, verbal and visual

#### **Desirable**

- Knowledge and understanding of development issues
- Experience of Sharepoint document management system
- Experience working in a developing country or with developing country partner organisations

#### **Key Relationships and Contacts**

Director of Project Management  
 Strategic Operations Managers  
 Directors of Programmes  
 Other functions (Finance, Business Development, Risk and Compliance, and Public Affairs and Communication)

**All staff are expected to:**

- Positively support equality of opportunity both within ODI and externally
- Help maintain a safe working environment and take responsibility for own and colleagues' Health and Safety
- Undertake such other duties within the scope of their post as may be requested by their Manager

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## Application process

**ODI job site:** <https://jobs.odi.org.uk>

**Closing date:** The closing date for receipt of applications is midnight, UK time, on: **Sunday, 29 March 2020**

**Expenses:** It is our policy to only support the travel expenses to attend an interview for those who are travelling from outside the UK. Please contact the HR Department to discuss this and to ensure their approval prior to booking.

## Terms of employment

**Location:** ODI is based at 203 Blackfriars Road, London SE1 8NJ, UK

**Salary:** £51,467–£64,888 per annum on ODI's pay structure. Starting salary will be dependent on qualifications and experience, and subject to review.

Salary will be payable by equal monthly instalments (half in advance, half in arrears) on the 15th day of each month.

**Hours:** 09:30–17:30, Monday to Friday, 35 hours per week.

**Contract: Permanent** All contracts of employment are subject to a six-month probationary period.

**Leave:** 25 days per annum, plus statutory holidays and 3 days' paid leave for the office closure during the Christmas and New Year period. Maternity, paternity, adoption and parental leave. Full-pay sick leave after a qualifying period.

**Pension:** The Institute offers a contributory pension scheme with the Universities Superannuation Scheme (USS). [www.usshq.co.uk](http://www.usshq.co.uk)

**Union:** ODI recognises UNITE and all staff have the right to become members.

## Additional benefits

**Loans:** The Institute offers an interest-free season ticket loan on completion of probationary period.

**Cycle to Work Scheme:** Save up to 42% on the value of a bike and accessories for commuting, and pay monthly through your salary.

**Employee assistance programme:** Confidential Health and wellbeing support.

**Flexible working options:** Support in maintaining a healthy work-life balance.

**Maternity, paternity and adoption leave:** Enhanced pay for eligible employees after a qualifying period.

**Relocation:** Assistance is available towards employees who have been recruited from a place outside the UK.

## Other information

ODI is based at: 203 Blackfriars Road, London, SE1 8NJ.

Our offices are close to a wide range of cafes and bars, and to Waterloo, Waterloo East and Southwark stations. There are good transport connections to all parts of London.

ODI is within easy walking distance of South Bank Concert Halls, the Old Vic and National Theatres.



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