

High Risk Integrated Assurance Review Team Member

Role objectives

Accredited High Risk Review Team Members will participate in the assurance of complex high risk Government programmes/projects. These assurance activities may include Starting Gate Reviews, OGC Gateway Reviews™, Project Assessment Reviews, Assurance of Action Plans, and Managed Early Closure Reviews. These projects may be listed on the Government Major Projects Portfolio (GMPP) and review outcomes may be explored further by a Major Project Review Group (MPRG) Panel. These Panels are chaired by HM Treasury, working in partnership with the Major Projects Authority (MPA), to challenge projects on deliverability, affordability and value for money.

The Team Member is expected to actively contribute to the effective delivery of the review and is required to:

- Complete agreed pre-reading in advance of the review;
- Follow the Code of Conduct (as defined at the planning meeting) throughout the course of the review;
- Give their uninterrupted contribution for the entirety of the review, including the Planning Meeting. This includes no disruption from the 'day job';
- Participate in interviews, particularly contributing knowledge of their specialist skill area and leading some interviews where required;
- Contribute to the drafting of a clear and rigorous final report that includes evidence-based findings, challenging recommendations and, where appropriate, examples of exemplary practices. Lead on drafting of some areas of the report where required.

High Risk Review Team Members may also be approached by the Major Projects Authority to participate in intervention activity where a project is struggling to deliver and/or where specialist skills and knowledge is required.

Person profile and competencies – to be evidenced during the application process

- A career profile (*typically 5 years+ experience at Cabinet Office Band A or above*) which comprises a range of roles with accountability at a senior level, demonstrating an ability to manage complex and non-standard issues;
- Recent practical experience in:
 - high value/high profile major change, savings driven, procurement based or unique and innovative programmes/project(s) and/or
 - developing policy that was delivered through a high risk change programme or project;
- Experience and evidence of engaging with, influencing and challenging senior stakeholders (such as Ministers, DGs and Permanent Secretaries) without disturbing wider relationships;
- Able to assimilate and evaluate information from both documentation and interviews to reach conclusions;
- A practical understanding of the *current* high risk project/programme and Government environments;
- Specialist in a *minimum* of one of the following areas (with the ability to advise other team members, cope with non-standard problems, foresee upcoming issues and identify solutions to problems):

| | |
|--|----------------------------------|
| Business and/or business change mgt | Commercial expertise |
| Construction | Contract management |
| Estates and facilities management | Finance |
| Fraud and Error | ICT |
| Human Resources | Law |
| Operations management | Policy formulation and delivery |
| Procurement | Programme and Project management |
| Technical or sector-specific expertise | |
- Team player who is content to be lead by less senior staff where appropriate;
- Able to draft logical, clearly-expressed prose to a tight deadline;
- Sound communicator with the ability to engender trust and openness among peers;
- Be forward looking and an objective independent thinker.

Opportunities for Progression

- Opportunity for progression to **High Risk Review Team Leader** or **Medium Risk Review Team Leader**, dependent on feedback on performance as Review Team Member.

Medium Risk Integrated Assurance Review Team Member

Role objectives

Accredited Medium Risk Review Team Members will participate in the assurance of medium risk Government programmes/projects. These assurance activities may include Starting Gate Reviews, OGC Gateway Reviews™, Assurance of Action Plans, and Managed Early Closure Reviews. These projects may be listed on the Government Major Projects Portfolio (GMPP).

The Team Member is expected to actively contribute to the effective delivery of the review and is required to:

- Complete agreed pre-reading in advance of the review;
- Follow the Code of Conduct (as defined at the planning meeting) throughout the course of the review;
- Give their uninterrupted contribution for the entirety of the review, including the Planning Meeting. This includes no disruption from the 'day job';
- Participate in interviews, particularly contributing knowledge of their specialist skill area and leading some interviews where required;
- Contribute to the drafting of a clear and rigorous final report that includes evidence-based findings and challenging recommendations and, where appropriate, examples of exemplary practices. Lead on drafting of some areas of the report where required.

Person profile and competencies – to be evidenced during the application process

- A career profile in roles with substantial responsibility, demonstrating an ability to manage non-standard problems and issues;
- Recent practical experience in:
 - high value business change, savings driven, procurement based or unique and innovative programmes/project(s) and/or
 - developing policy that was delivered through a medium risk change programme or project;
- Experience and evidence of engaging with, influencing and challenging senior stakeholders without disturbing wider relationships;
- Able to assimilate and evaluate information from both documentation and interviews to reach conclusions;
- A practical understanding of the *current* project/programme and Government environments;
- Specialist in a *minimum* of one of the following areas (with the ability to advise other team members, cope with non-standard problems, foresee upcoming issues and identify solutions to problems):

| | |
|--|----------------------------------|
| Business and/or business change mgt | Commercial expertise |
| Construction | Contract management |
| Estates and facilities management | Finance |
| Fraud and Error | ICT |
| Human Resources | Law |
| Operations management | Policy formulation and delivery |
| Procurement | Programme and Project management |
| Technical or sector-specific expertise | |
- Team player who is content to be lead by less senior staff where appropriate;
- Able to draft logical, clearly-expressed prose to a tight deadline;
- Sound communicator with the ability to engender trust and openness among peers;
- Be forward looking and an objective independent thinker.

Opportunities for Progression

- Opportunity for progression to **High Risk Review Team Member** or **Medium Risk Review Team Leader**, dependent on feedback on performance as Medium Risk Review Team Member, and additional experience developed since initial accreditation.

High Risk Integrated Assurance Review Team Leader

Role objectives

Accredited High Risk Review Team Leaders will lead review teams through a range of assurance activity of complex high risk Government programmes/projects. These assurance activities may include Starting Gate Reviews, OGC Gateway Reviews™, Project Assessment Reviews, Assurance of Action Plans, and Managed Early Closure Reviews. These projects may be listed on the Government Major Projects Portfolio (GMPP) and review outcomes may be explored further by a Major Project Review Group (MPRG) Panel. These Panels are chaired by HM Treasury, working in partnership with the Major Projects Authority (MPA), to challenge projects on deliverability, affordability and value for money.

The Team Leader is expected to ensure the effective delivery of the review and is required to:

- Complete agreed pre-reading in advance of the review;
- Establish a Code of Conduct (defined at the planning meeting) and ensure it is followed by the Team throughout the course of the review;
- Give their uninterrupted contribution for the entirety of the review, including the Planning Meeting. This includes no disruption from the 'day job';
- Provide clear direction and guidance to the Review Team Member(s) (RTM), including mentoring/giving feedback to reviewers and managing logistical arrangements in advance of the review;
- Ensure interviews are completed professionally and comments are non-attributable. Give RTMs the opportunity to contribute (and lead some interviews where required), particularly in their specialist skill area;
- Give regular, clear feedback to the SRO or Senior Policy Owner;
- Quickly establish a rapport with and the confidence of the project team senior management;
- Ensure a clear and rigorous final report is completed within agreed timeframes, which includes evidence-based findings, challenging recommendations and, where appropriate, examples of exemplary practices;
- Provide additional information for the MPRG Panel, should this be required.

High Risk Review Team Leaders may also be approached by the Major Projects Authority to participate in/lead intervention activity where a project is struggling to deliver and/or where specialist skills and knowledge is required.

Please note that an individual's progression to Review Team Leader is based on feedback from Reviews as RTM, not only the seniority of their 'day job'.

Person profile and competencies – to be evidenced during the application process

- Proven capability to lead a team through complex issues, amid high political pressure;
- A career profile (*typically 5 years+ experience at Cabinet Office Band A or above*) which comprises a range of roles with accountability at a senior level, demonstrating an ability to manage complex and non-standard issues;
- Recent practical experience in:
 - high value/high profile major change, savings driven, procurement based or unique and innovative programmes/project(s) and/or
 - developing policy that was delivered through a high risk change programme or project;
- A proven recent capability to undertake assurance reviews, with an understanding of current assurance aims, policies and processes;
- Experience and evidence of engaging with, influencing and challenging senior stakeholders (such as Ministers, DGs and Permanent Secretaries) without disturbing wider relationships. Able to professionally defend their position;
- A practical understanding of the *current* high risk project/programme and Government environments;
- Specialist in a *minimum* of one of the following areas (with the ability to advise other team members, cope with non-standard problems, foresee upcoming issues and identify solutions to problems):

| | |
|-------------------------------------|----------------------|
| Business and/or business change mgt | Commercial expertise |
| Construction | Contract management |
| Estates and facilities management | Finance |
| Fraud and Error | ICT |

UNCLASSIFIED

Human Resources

Operations management

Procurement

Technical or sector-specific expertise

Law

Policy formulation and delivery

Programme and Project management

- Team player who encourages and enthuses others;
- Able to draft logical, clearly-expressed prose to a tight deadline;
- Able to assimilate and evaluate information from both documentation and interviews to reach conclusions;
- Sound communicator with the ability to engender trust and openness among peers;
- Be forward looking and an objective independent thinker.

Medium Risk Integrated Assurance Review Team Leader

Role objectives

Accredited Medium Risk Review Team Leaders will lead review teams through a range of assurance activity of medium risk Government programmes/projects. Those assurance activities may include Starting Gate Reviews, OGC Gateway Reviews™, Assurance of Action Plans, and Managed Early Closure Reviews. These projects may be listed on the Government Major Projects Portfolio (GMPP).

The Team Leader is expected to ensure the effective delivery of the review and is required to:

- Complete agreed pre-reading in advance of the review;
- Establish a Code of Conduct (defined at the planning meeting) and ensure it is followed by the Team throughout the course of the review;
- Give their uninterrupted contribution for the entirety of the review, including the Planning Meeting. This includes no disruption from the 'day job';
- Provide clear direction and guidance to the Review Team Member(s), including mentoring/giving feedback to reviewers and managing logistical arrangements in advance of the review;
- Ensure interviews are completed professionally and comments are non-attributable. Give Review Team Members the opportunity to contribute (and lead some reviews where required), particularly in their specialist skill area;
- Give regular, clear feedback to the SRO or Senior Policy Owner;
- Quickly establish a rapport with and the confidence of the project team senior management;
- Ensure a clear and rigorous final report is completed within agreed timeframes, which includes evidence-based findings, challenging recommendations and, where appropriate, examples of exemplary practices.

Please note that an individual's progression to Review Team Leader is based on feedback from Reviews as Review Team Member, not only the seniority of their 'day job'.

Person profile and competencies – to be evidenced during the application process

- Proven capability to lead a small team in a challenging environment, preferably amid high political pressure;
- A career profile in roles with substantial responsibility, demonstrating an ability to manage non-standard problems and issues;
- Recent practical experience in :
 - high value business change, savings driven, procurement based or unique and innovative programmes/project(s) and/or
 - developing policy that was delivered through a medium risk change programme or project;
- A proven recent capability to undertake assurance reviews, with an understanding of current assurance aims, policies and processes;
- Experience and evidence of engaging with, influencing and challenging senior stakeholders without disturbing wider relationships. Able to professionally defend their position;
- A practical understanding of the *current* project/programme and Government environments;
- Specialist in a *minimum* of one of the following areas (with the ability to advise other team members, cope with non-standard problems, foresee upcoming issues and identifying solutions to problems):

| | |
|--|----------------------------------|
| Business and/or business change mgt | Commercial expertise |
| Construction | Contract management |
| Estates and facilities management | Finance |
| Fraud and Error | ICT |
| Human Resources | Law |
| Operations management | Policy formulation and delivery |
| Procurement | Programme and Project management |
| Technical or sector-specific expertise | |
- Team player who encourages and enthuses others;
- Able to draft logical, clearly-expressed prose to a tight deadline;
- Able to assimilate and evaluate information from both documentation and interviews to reach conclusions;
- Sound communicator with the ability to engender trust and openness among peers;
- Be forward looking and an objective independent thinker.

Opportunities for Progression

- Opportunity for progression to ***High Risk Review Team Member*** dependent on feedback on performance as Review Team Member, and additional experience developed since initial accreditation.