



Role Description – Project Manager

Role title	Project Manager	Grade	3	Department	Portfolio Department
Reports to (1)	Portfolio Manager		Direct reports (1)	None – matrix management in place	
Key relationships / interfaces (1)	Internal:	Portfolio team, Executive team and Board members, APM departments, Business Analysts, other key stakeholders as and when required.			
	External:	Volunteering community e.g. Specific Interest Groups and the branch network, corporate and individual members, third party suppliers, Accredited Training Providers, International Project Management Association (IPMA), assessors, external subject matter consultants.			
Role purpose (2)	<p>This exciting and diverse role is required to support APM in managing and delivering its strategic project portfolio.</p> <p>APM is currently on a journey defining and delivering a number of new initiatives that will contribute to its overall strategy.</p> <p>Key projects for 2018/19 include the delivery of the Chartered Project Professional Standard and updating the Body of Knowledge publication (BoK 7).</p> <p>We require an individual to join our Portfolio team who has the experience and passion to motivate teams and deliver specific project objectives. Projects are typically in the areas of product development and system development.</p>				
Breadth of responsibility (3)	<p>The Project Manager is responsible for the day to day management of the project and has proven experience of:</p> <ul style="list-style-type: none"> • Scope and Schedule Management • Risk and Issue Management • Finance and cost control management • Resource and people management • Benefits Management <p>The Project Manager needs to be confident dealing with a wide variety of stakeholders and also needs to adapt their style of management and leadership to each situation.</p> <p>Experience of facilitating workshops and meetings is a pre-requisite for this role.</p> <p>The post-holder will have the personal and professional experience to build and manage meaningful and supportive relationships across the team in order to deliver successful projects.</p>				
Dimensions and limits of authority (4)	<p>Limits of authority will be defined for individual projects and may vary depending on the type and scale of the projects being delivered. In all cases, governance structures will ensure the Project Manager has the delegated authority to successfully deliver project</p>				



outcomes.

Key Responsibilities and Measures

Key responsibilities / accountabilities (5)	Key performance measures (6)
<p>DEFINITION</p> <p>Clearly and thoroughly identify the scope of the project(s) by:</p> <ul style="list-style-type: none"> ▪ Working collaboratively with internal and external stakeholders, at all levels within the organisation, to define and achieve mutual understanding of the scope. ▪ Listen for, uncover, and resolve misunderstandings or disagreements about the scope. ▪ Ensure all portfolio resources understand the scope as well as how it will affect other projects within the portfolio. 	<ul style="list-style-type: none"> • Delivery and maintenance of project scoping documents to support the project outcomes. • Timely briefings to internal and external stakeholders. • Working with others to establish dependencies and ensure these are actively managed throughout the project lifecycle.
<p>PLANNING</p> <p>Work with the team to identify and schedule all the work required to fulfil the scope:</p> <ul style="list-style-type: none"> ▪ Understand what constitutes an end-to-end, thorough cross-functional schedule for the project and involve stakeholders as appropriate to create a valid plan; be able to discuss risk areas and convey impacts to scope or costs if a shorter schedule is demanded. ▪ Plan the project(s) in sufficient detail to ensure integration of all activities, identification of cross-portfolio dependencies, and understanding of critical paths and key milestones. ▪ Obtain Portfolio approval of the plan through effective communication skills, ensuring thorough understanding of the plan, its implications on revenues, delivery dates, resources, and deliverables. ▪ Ensure a comprehensive budget is prepared, reflecting the plan and all resource needs. ▪ Ensure non-people resources are identified (e.g. tools, logistical costs, legal fees) so that the project budget will be accurate and remain affordable. 	<ul style="list-style-type: none"> • Delivery and maintenance of a high level plan showing key activities, dependencies, and stage / phase gates mapped to scheduled timelines. • Delivery and maintenance of an approved project plan, showing critical path, key milestones, phase reviews and dependencies for the full project lifecycle. The plan must show all key tasks, detailed tasks, resource assignment and dependencies along with durations and schedule. • Preparation of a phased project budget, demonstrating spend in line with APMs financial accounting periods. • Identification of any constraints and threats that may impact the ability of the project to deliver to time, cost and quality parameters.
<p>RESOURCING</p> <p>Identify resourcing needs in line with the project plan:</p>	<ul style="list-style-type: none"> • Identification and, where appropriate, engagement of a project team with the skills and experience required to deliver the project



Key responsibilities / accountabilities (5)	Key performance measures (6)
<ul style="list-style-type: none"> • Ensure all necessary cross-functional resources are identified and that justification for such resources is clear in the event of constraints arising as a result of other work responsibilities. • Communicate to ensure that all resources understand their roles and accept their responsibilities, and escalate where that commitment is not present. • Direct and motivate the project team(s) to achieve the desired results, often using matrix management, and ensure effective communication is maintained throughout the project. • Ensure effective management of third party suppliers to the project(s). 	<p>outcomes.</p> <ul style="list-style-type: none"> • Delivery of outcomes that meet the requirements defined. • Delivery of outcomes in line with controlled plans. • Feedback from the project resources.
<p>EXECUTION & CONTROL</p> <p>Day-to-day management of the project:</p> <ul style="list-style-type: none"> • Manage the project(s) time, cost and quality activities, in line with the APM project framework. • Produce reports in line with the governance requirements of the portfolio. • Ensure application of thorough risk and issue management across the project(s), instigate mitigation actions, identify contingency plans and manage items through to conclusion. • Ensure effective communication to the project teams, internal and external stakeholders, partners, suppliers and customers. • Manage proposed changes to project parameters – e.g. scope, budget, schedules. • Monitor the quality of project deliverables and ensure project objectives are met. • Conduct project meetings and attend programme and portfolio meetings where required. • Establish effective working relationships with all key stakeholders. 	<ul style="list-style-type: none"> • Regularly updated programme control documents, stored appropriately. • Delivery of reports in line with the reporting requirements of the programme and portfolio. • Feedback from the portfolio team & stakeholders, observed behaviors, discussion at project reviews. • Delivery to a controlled plan, to required deadlines and in line with requirements.



TRANSITION TO SERVICE DELIVERY / BAU

Where appropriate, deliver serviceable outcomes to the business through:

- Successful engagement of the Service Delivery function to establish any infrastructure and processes that need to be delivered to support project outcomes.
- Ensure a smooth hand-over to the Service Delivery team, and any other supporting functions identified.

- Fit for purpose project outcomes, including relevant documentation transferred to Service Delivery.
- Acceptance of project outcomes by the Service Delivery team.



Person Specification – Project Manager

Attribute	Description	Essential / desirable
Qualifications (7)	<ul style="list-style-type: none"> Professional qualification in project management, such as APM Project Management Qualification (PMQ) or another recognised qualification (e.g. Prince2 or PMP) 	Essential
Experience (8)	<ul style="list-style-type: none"> 3 years' project management and delivery experience Proven experience of delivering projects to time, cost and quality Successful experience of translating analysis into practical implementation Facilitation and workshop experience Experience of different project management approaches e.g. agile and waterfall 	<p>All are essential</p> <p>Training and support will be provided for the right candidate</p>
Knowledge	<ul style="list-style-type: none"> Knowledge of project management in a portfolio management environment Knowledge of and familiarity with membership/professional body roles, purposes, and activities Familiarity with digital business models for the development and dissemination of knowledge and standards 	<p>All are essential</p> <p>Training and support will be provided for the right candidate</p>
Skills	<ul style="list-style-type: none"> Well-developed planning and organisational skills including scope and schedule management Risk and Issue Management experience Finance and cost control management experience Resource and people management experience (including matrix management) Benefits Management experience – including producing business cases with measurable benefits Outstanding communication and inter-personal skills Effective negotiation skills High-level of IT literacy, proficient user of Microsoft Office tools and MS Project 	<p>All are essential</p> <p>Training and support will be provided for the right candidate</p>



Person Specification – Project Manager

<p>Behaviour / competency (9)</p>	<p><i>Analytical thinking:</i> ability to tackle issues and problems in a logical, step-by-step way</p> <p><i>Concern for accuracy:</i> Desire to ensure accuracy and quality in work delivered</p> <p><i>Results orientation:</i> ability to set high goals for self and others, focusing on the delivery of targets, quality and deadlines</p> <p><i>Communication skills:</i> ability to communicate appropriate, concise and accurate information in written and verbal formats</p> <p><i>Creativity & innovation:</i> willingness to challenge assumptions and ability to adapt or generate imaginative and innovative ideas</p> <p><i>Influence & persuasion:</i> ability to convince others to your own point of view, to gain acceptance, support and commitment</p> <p><i>Interpersonal skills:</i> ability to understand and interpret other people’s behaviour, concerns and motives</p> <p><i>Relationship building:</i> ability to build and maintain networks of business contacts in and beyond the organisation who may contribute to success</p>	<p>All are essential</p> <p>Training and support will be provided for the right candidate</p>
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