Job description

Date last reviewed: 24 February 2015

Faculty/Directorate: Varies, according to assignment

Department: Varies, according to assignment

Title of post: Advanced Level P3 (Project, Programme & Portfolio) Manager

Grade of post: 10

Post number:

FT or % P/T:

Permanent/Temporary:

Principal location of work:

Immediate line manager: Sponsor/business owner of assigned project, programme or portfolio (when applicable, temporary replacing, or alongside, usual line manager)

Staff managed: At any one time assigns project or programme tasks and responsibilities to project teams members and leads, manages and influences their execution of tasks, as well as supports their personal development in project and programme roles.

Qualifications required for post: A professional or academic qualification in Project Management, such as PgMP, APM(PQ), PMP, MSP (Practitioner), PRINCE2 (Practitioner), CITP (P3 Management Specialism), or a Master’s degree. Membership of a relevant professional body is desirable. Completion of Oxford Brookes University’s Project Manager Programme will also be required.

Experience required for post: Substantial practical experience of project, programme and portfolio management at a senior level, to include: business case development; using formal project planning tools and recognised project management methodologies; working in a complex change environment with multiple stakeholders (including suppliers) and securing their engagement to deliver change; leading, managing and influencing staff at all levels to ensure that team members and stakeholders own project objectives; working across organisational boundaries to achieve results; training; facilitating group discussions; and supporting training, education and development opportunities.

Overall purpose of post: Working within the University’s networked community of individuals with various project, programme and portfolio responsibilities co-ordinated by the Virtual Project Office (plus) (VPO+), and by using highly effective leadership, management and development of project teams, successfully deliver and handover the required outputs of complex programmes or portfolios of programmes and projects that carry budgetary value of >£5M and/or medium to high potential impact and risk in relation to the University’s plans. In doing this, control risk, ensure adherence to applicable legislation, standards and policies and safeguard value for money and levels of service.

Main duties: Duties vary with assignments, but share the following underlying characteristics.

1. Establish vision and direction among the portfolio’s project team(s).

2. Ensure that objectives for areas within the assigned portfolio are identified, remain aligned with the University’s aims and are met, resulting in production of the required deliverables within defined quality, time and cost constraints and in a manner consistent with the University’s methodologies and professional and ethical best practice.
3. Facilitate full realisation of benefits and impacts specified in the portfolio's business cases or proposals, including ensuring that effective reviews are set up in order to check the likely or actual achievement of benefits and objectives.

4. Understand, identify and proactively manage risks and issues, by minimising threats and maximising opportunities, including identifying and resolving (e.g. by agreement, acceptance, consensus and alignment of views) conflict that, if unmanaged, could adversely affect delivery objectives.

5. Ensure appropriate documentation is prepared and managed, e.g. by:
   a. producing or commissioning and giving advice about business cases, initiation documents, reports, plans and other documents relating to projects’ duration, scheduling, logical interdependencies and resource assignment;
   b. ensuring members of project and programme teams have appropriate access to documents, e.g. through Google Docs or AtTask;
   c. conducting or commissioning stakeholder analyses and the development of communication plans; and
   d. agreeing quality expectations with stakeholders, developing quality plans and executing/documenting quality approaches, including recommending and applying improvements and corrective actions.

6. Acquire and manage the resources required for delivery, e.g. by:
   a. commissioning development by Oxford Brookes University specialists of any procurement strategies, contract preparation and vetting/selection of suppliers; and
   b. assigning roles and responsibilities.

7. Commission, receive, process, interpret and deliver information relating to management of the assigned portfolio, ensuring effective, systematic communication, engagement, negotiation and influence is maintained with stakeholders throughout projects’ and programmes’ lifecycles.

8. Create, maintain and control changes of configuration throughout projects’ lifecycles, ensuring that changes made to baseline scope, time, cost and quality objectives or agreed benefits are identified, evaluated, approved, rejected or deferred.

9. Ensure handover of final project deliverables to the sponsor(s) and users and finalisation of all project matters, including final project reviews, producing a log of lessons learned, archiving project information and redeploying the teams.
### Person Specification

**Faculty/Directorate:** Varies, according to assignment.

**Title of Post:** Advanced Level P3 (Project, Programme & Portfolio) Manager

**Starting Salary:** Grade 10

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<th>Specification</th>
<th>Essential</th>
<th>Desirable</th>
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| **1. Education/Training** | Completion of an Oxford Brookes University *Project Manager Programme* will be required, if not already done.  
A professional or academic qualification in Project Management, such as PgMP, APM(PQ), PMP, MSP (Practitioner), PRINCE2 (Practitioner), CITP (P3 Management Specialism), or a Master’s degree.  
Evidence of continuing professional development. | Membership of a relevant professional body. |
| **2. Relevant Experience** | Successful project planning, implementation & management of projects, programmes and portfolios, gained through using formal project planning tools and recognised project management methodologies.  
Handling multiple stakeholders (including external suppliers) in a complex environment and securing appropriate engagement to deliver business changes in accordance with time, budget, risk-tolerance and quality requirements.  
Influencing and motivating colleagues at all levels to ensure that members of the team(s) (including users and appropriate stakeholders) own, and contribute to meeting, project objectives.  
Training, facilitating group discussions, and supporting training, education and development opportunities.  
Working across organisational boundaries to achieve results.  
Business case development.  
Successful management and control of budgets over £5M and associated resources. | Change management and workforce & business re-design.  
Developing and implementing policies and procedures. |
### 3. Relevant skills/aptitudes

| Ability to work persuasively, positively and collaboratively with colleagues of all disciplines, to promote and attain the achievement of change and service improvement through projects. |
| Skilled in leadership, people management, negotiation and influencing techniques, including the ability to challenge and test others’ positions constructively. |
| Advanced skills in project and programme development and delivery, including planning and organisational skills and the ability to: |
| - differentiate between external and internal dependencies and to prioritise these by importance and impact; |
| - identify the critical path of tasks within a project and to manage this; and. |
| - produce reliable estimates of time and cost targets and to review and revise these as needed, in liaison with other functional areas and expertise. |
| Effective communication, including advanced written and oral communication skills and presentation skills appropriate for delivery to all levels of the University’s community and external contractors/suppliers. |
| A practical understanding of procurement strategies, processes, techniques, contracts and contract administration. |

### 4. Special requirements

| Willingness to step into a wide variety of temporary assignments involving management of high value/high impact projects and programmes across the University and to do this (depending on whether the assignments are full or part time) instead of or as well as performing usual role. |
| Experience or detailed knowledge of functional or subject-matter specialisms, as reflected in the organisation of the University’s Faculties and Directorates. |

### 5. Other

| Willingness to work at and travel between any of the University’s campuses. |