# POSITION DESCRIPTION

<table>
<thead>
<tr>
<th>Position Title:</th>
<th>Project Manager</th>
<th>Date:</th>
<th>January 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department:</td>
<td>Business Improvement team</td>
<td>Position code:</td>
<td></td>
</tr>
<tr>
<td>Sub department:</td>
<td></td>
<td>Position level:</td>
<td>D (Professional)</td>
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<tr>
<td>Location:</td>
<td>Sydney</td>
<td>Geographic scope:</td>
<td>Asia Pacific</td>
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**Reports to:** Business Improvement Manager  
**Direct Reports:** Project team members (as required)  
**Size of role:** (key metrics such as budget, volume, staff etc)  
**Critical relationships:** Business Analyst, Business Units, Project Stakeholders, 3rd party suppliers / vendors and Contractors and Consultants  
**Overall job purpose:** The Business Improvement Project Manager is responsible for the establishment and ongoing management of business improvement projects as assigned by the Business Improvement Manager. This role is responsible for planning, executing and completing projects on-time, within budget as agreed with key project stakeholders. This includes acquiring resources and coordinating the efforts of project team members and third party providers to deliver projects according to plan. The Project Manager is also responsible for defining the project objectives, completing a business case, ensuring key weekly milestones are achieved and preparing short weekly project updates for project stakeholders.

## KEY RESULT AREAS

### 1. Projects are delivered on time, on budget and with the features and functionality specified by the project’s stakeholders.

- Facilitate the development and acceptance of the Project Objectives and Business Case  
- Define project scope, goals and deliverables that support business goals in collaboration with senior management and stakeholders  
- Develop comprehensive project plans that cover all project related areas such as scope management, time management, risk management, quality management  
- Develop and manage a project budget that is approved by key stakeholders  
- Manage and control the project in line with project and budget plans developed  
- Execute a successful handover of project outputs into the relevant support area of the business  
- Facilitate the transition of the project into the benefits realization stage  
- Effectively apply the MM PM Framework and enforce project quality standards

**Good performance defined**

- Projects delivered within agreed time, scope and budget  
- Project documentation complete and stored locally for project health check purposes  
- Business client signs off on the customer acceptance form  
- Operational / support teams formally accept project output into a ‘live environment’  
- Benefits realization owner formally accepts project output

### 2. Communication and Reporting

- Set and continuously manage project expectations with team members and other stakeholders through the establishment and implementation of an effective communication strategy  
- Communicate project risks and issues to relevant stakeholders and escalate where appropriate in line with escalation process

**Good performance defined**

- Reporting documentation is delivered according to an agreed schedule  
- Risks and issues are clearly addressed and communicated to relevant stakeholders  
- Resource hours are captured for each
**Estimate the resources and participants needed to achieve project goals and track resource hours expended on the project**

**Provide project progress and forecast reports as directed by the PMO and key stakeholders**

### 3 Effective and efficient management of resources

<table>
<thead>
<tr>
<th>Good performance defined</th>
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</thead>
<tbody>
<tr>
<td>Resources managed in line with the project budget and plan</td>
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<tr>
<td>Resources performing to required standards and poor performance addressed early</td>
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</table>

- Identify and engage required resources, ensuring that expectations are known, managed and fulfilled within the project constraints.
- Manage resources effectively and efficiently to ensure the budget and project plan objectives are met.
- Identify the need for additional staff and / or consultants and recommend to the Product Portfolio Manager.
- Conduct performance evaluations with project team members and provide coaching / mentoring as required during the course of the project.
- Pro-actively identify and resolve issues and conflicts within the project team.
- Coach, mentor, motivate and supervise project team members and influence them to take positive action and accountability for their assigned work.

### 4 Continuous Improvement

<table>
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<tbody>
<tr>
<td>Project reviews are held at the end of each phase / project</td>
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<tr>
<td>Lessons learned for each project are documented and freely available</td>
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- Conduct project reviews to assess outcomes of projects, against established baselines, and to evaluate effectiveness of project management practices.
- Lead or participate in internal improvement initiatives.
- Document and publish all lessons learned.

### 5 Leads and manages a high performing team.

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<tr>
<td>Hires good people using a defendable process. The team shares information and knows what is expected of them. Non-performance is challenged and performance is recognised and rewarded. The team is developed and trained.</td>
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</table>

- Holds team members accountable with clear objectives, KPI’s, policies and procedures.
- Drives high performance in the team through managing and coaching the team and providing quality feedback.
- Recruits and selects high performers, develops talent and then recognises and rewards performance.
- Facilitates regular team meetings to discuss issues, share knowledge, share achievements, provide training and direction.
- Identifies training and development needs and provides the resources needed to develop team members.

### 6 Ensures compliance with Sentia Media values, policies and standards, and ensures compliance will all local statutory requirements.

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<tbody>
<tr>
<td>Understands and complies with all company and legislative requirements. Can be relied upon to act respectfully and ethically.</td>
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</table>

- Complies with all local legislative requirements.
- Adheres to company policies and procedures and the corporate Code of Conduct.
- Where appropriate keeps up to date with legislative requirements through membership of industry organisations.
- Ensures personal adherence to workplace health and safety requirements and either addresses or brings to management’s attention when others are in breach of these requirements.
- Acts in an ethical way when dealing with company assets and other people.
<table>
<thead>
<tr>
<th><strong>Capability</strong></th>
<th><strong>Description</strong></th>
<th><strong>Good performance defined</strong></th>
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</table>
| **Motivates Others** | Creates a climate where people want to do their best. Delegates effectively. Invites input from individuals & shares ownership & visibility. Makes each individual feel his/her work is important. | • Creates an atmosphere of 'can do' & positive thinking  
• Supports team members when difficult situations arise  
• Ability to manage & develop performance effectively  
• Works in an inclusive manner & encourages team to do the same  
• Uses a variety of styles appropriate to different situations  
• Encourages ambition & supports appropriate risk taking  
• Identifies, articulates & models professional values, beliefs & ethics  
• Communicate effectively to translate understanding of mission & vision into action  
• Facilitates empowerment of others to take action |
| **Leadership** | Uses a variety of interpersonal styles & methods to develop, inspire & empower individuals or groups toward achievement of business goals. Works in a collaborative way with others. Demonstrates interpersonal skills & self-awareness. | • Creates an atmosphere of 'can do' & positive thinking  
• Supports team members when difficult situations arise  
• Ability to manage & develop performance effectively  
• Works in an inclusive manner & encourages team to do the same  
• Uses a variety of styles appropriate to different situations  
• Encourages ambition & supports appropriate risk taking  
• Identifies, articulates & models professional values, beliefs & ethics  
• Communicate effectively to translate understanding of mission & vision into action  
• Facilitates empowerment of others to take action |
| **Communication** | Expresses ideas & information in an accurate, relevant and timely manner utilising a two-way communication approach. Demonstrates the ability to interpret and convey information for their particular audience. This includes responding to audience feedback & adapting their approach. Keeps people informed. | • Clearly express ideas & information  
• Adjusts all aspects of the communication package i.e. language, context, tone of voice etc to suit the requirements/ needs of the audience  
• Tailors all types of communication to effectively reach an audience  
• Employs active listening  
• Responds to questions & requests for information in a timely fashion  
• Actively seeks feedback & ensures all communication is 2 way  
• Facilitates free-flowing communication (internal/external)  
• Keeps team & others informed of issues affecting them |
| **Integrity** | Demonstrates openness, honesty & consistency in behaviour. | • Acts professionally in all situations & relationships |
Can be relied upon. Generates confidence in others through professional & ethical behaviour.

- Can always be relied upon
- Does not avoid giving challenging feedback
- Challenges others who are not acting with integrity
- Takes a stand for what they believe is right even when it is not easy to do
- Shares information
- Perceived as being honest
## JOB SPECIFICATION

<table>
<thead>
<tr>
<th>Position title:</th>
<th>PROJECT MANAGER</th>
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<tbody>
<tr>
<td><strong>Education:</strong></td>
<td>Bachelor’s degree in the field of Business or Commerce, formal training and certification in a recognized project management methodology, for example PRINCE2</td>
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<tr>
<td><strong>Technical Skills:</strong></td>
<td>Understanding of project management principles, proven ability to develop budgets and effectively manage financial, physical and human resources, proven knowledge of technology and information systems.</td>
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<tr>
<td><strong>Industry experience:</strong></td>
<td>4+ years’ experience as a project manager, experience in managing projects in a complex information technology environment</td>
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<tr>
<td><strong>Management skills:</strong></td>
<td>Not required</td>
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<tr>
<td><strong>Personal qualities:</strong></td>
<td>Positive, high energy, ‘can-do’ mindset, determined, results oriented, strong people skills. Effective negotiator. Demonstrated planning and organisational skills. Excellent negotiation and conflict management skills, critical thinking, well developed problem-solving and decision making skills.</td>
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<tr>
<td><strong>Technology skills:</strong></td>
<td>Highly competent in the use of Microsoft Excel, PowerPoint, Word and Project.</td>
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<td><strong>Language skills:</strong></td>
<td>Fluent spoken and written English</td>
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<tr>
<td><strong>Communication skills:</strong></td>
<td>Excellent verbal and written communication skills</td>
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