

# Job Profile

<b>Job Title:</b>	<b>Senior Project Manager</b>
<b>Location:</b>	Palaces and Collections Directorate – Projects - across all Palaces
<b>Responsible To:</b>	Jo Thwaites – Head of Projects
<b>Responsible For:</b>	Indirect Reports – HRP Project and Consultant Teams
<b>Key Budgetary Responsibilities:</b>	Delegated Major Project Budgets in the Annual Operating Plan (£millions)
<b>Job Profile Agreed:</b>	
<b>Job Holder's Signature:</b>	
<b>Date:</b>	
<b>Manager's Signature:</b>	
<b>Date:</b>	February 2018

---

<b>Job Title</b>	<b>Senior Project Manager</b>
<b>Purpose of this job</b>	<ol style="list-style-type: none"><li>1. To plan, develop and project manage a portfolio of HRP's major projects (across all HRP sites) from inception to completion; keeping to budget, to programme and to HRP quality standards.</li><li>2. Generally, to also act as the Project Sponsor on major projects, which deliver key strategic initiatives/changes at a site. In some instances other Senior Leaders may act in the Sponsor role.</li><li>3. To work through the system of Programme/Project Boards, with the Project Owner, Sponsor, the Head of Projects and others, in a team, to develop Project proposals, establish the Business Case and Project Framework, Cost Plan and Delivery Programme.</li></ol>
<b>Main customers to this job</b>	Head of Projects Palaces and Collections Directorate (Surveyors, Curators & Conservators) Public Engagement Directorate Heads of Departments (Operations) Senior Managers (Ops, Marketing, Retail & Catering) Project Owners

Programme/Project Boards  
Stakeholders – internal and external  
Visitors (now and in the future)

**Key areas of responsibility:**

**1.0 Project Sponsorship**

Act as Project Sponsor (as defined in the Project Management Procedures Manual) where there is no separate Sponsor, acting as a single focal point for the HRP-wide corporate interest and to successfully manage the Client side of the Project,

1.01 Developing the project proposal by:

- Adopting appropriate Stages and Gateways,
- Developing the Project Mandate into a proposal
- Agreeing fund-raising strategies, preparing and co-ordinating supporting information for HRPs Development team.

1.02 Defining the Project including

- Co-ordinating and refining user requirements and stakeholder input.
- Preparing and refining the Brief, the Plan and the Business Case.
- Applying conservation strategies, and ensuring alignment with other HRP strategies.
- Preparing options appraisals and providing recommendations
- Chairing Risk workshops.

1.03 Managing the Client-side Project team

- Securing and agreeing roles and responsibilities across departments,
- Co-ordinating and channelling end-user input throughout the life of the project, managing expectations.
- Fostering teamwork, chairing project team meetings and co-ordination activities and inputs.
- Allocating work packages ensuring no issues are double-counted or omitted.

1.04 Managing Project Managers of sub-projects:

1.05 Managing Communications

- Establishing reporting on project progress (time, cost and performance) against the Brief, Business Case and milestones.
- Receiving and reviewing regular reports from the Project Manager and Team and reporting to the Project Owner and Board.
- Establishing and implementing the Project Communication Plan.

1.06 Formal Project Closure.

**2.0 Project Management**

Act as Project Manager (as defined in the Project Management Procedures Manual), managing the Supply side of major projects, being responsible for their delivery. Providing the focus for the day-to-day management of the capital project team.

2.01 Planning the project

- Defining and developing the PEP (scope, briefs, cost plan, programme, risk register, contingency plans etc)
- Defining and managing project control and project budget mechanisms, reporting, communicating and consulting –

## achieving Gateways

### 2.02 Selecting, appointing and managing the design team

- To develop the project through RIBA stages.

### 2.03 Managing the Project Plan

- Managing the sign-off of all project decisions; milestones, Gateways, Business Cases and arranging all pre-meetings required to achieve them.
- Regularly reviewing the Project Plan, with the Project Team, updating as required.

### 2.04 Managing the Project Budget

- Managing the creating and maintenance of the Cost Plan
- Instituting and managing change control
- managing the contingencies and risk allowance

### 2.05 Managing Risk and Quality

- Creating and maintaining the Risk Register
- Reviewing with the team, design development against the Brief to ensure all objectives and benefits are achieved.
- Co-ordinating value management and project appraisals. As required.

### 2.06 Managing Statutory requirements

- Managing HRPs responsibilities under CDM, and other H&S compliancy legislation, HRPs Fire Safety strategy.
- Statutory approvals including pre-application consultation with Historic England, and the LPA, for Scheduled Monument Clearance, Listed Building Application and Planning Permissions.

### 2.07 Procurement and supplier selection

- Establishing the procurement strategy with the support of the QS and Design Team.
- Co-ordinating approval of tender lists, boards, and approvals of recommendations for appointment. Updating the Business Case.
- Tendering, with QS advice. Appointing contractors and suppliers in accordance with HRPs procedures and use of ordering process via Atrium/Efin so all is transparent and auditable.

### 2.08 Implementing by administering the terms of the contract

- Problem solving, using change control processes; regular reporting,
- Co-ordinating commissioning, as-built info and Final Account

### 2.09 Preparing the post-project review and report.

All using the documentation and templates provided in the 'HRP Project Management Manual'

In addition, using experienced Project Management skills to locate blockages to the programme, identify and mitigate risk, problem-solving and removing barriers to the successful completion of Projects, referring up if necessary.

## 3.0 Strategic Project Planning

Support the Head of Projects, along with the Chief Quantity Surveyor,

in the corporate process of project prioritisation, initiation and approval with the production of forecasting, programme, risk, resource and cost information to the Programme Boards or other sign-off bodies, sufficient to allow realistic and informed decision-making.

### **Core Qualities and Behaviours (HRP's Performance Framework)**

In addition to your main areas of responsibility, we have identified the core qualities and behaviours that are required from all our people for successful delivery of our Cause and Strategy. These qualities/behaviours are summarized below. Further details can be found in HRP's Performance Framework. Your role is primarily at level (NO.) of the Performance Framework.

- Ensure every customer (internal and external) feels delighted with their contact with HRP and the quality of the personal service/experience they receive. **(Delighting the Customer)**
- Manage yourself and others effectively through planning, organizing and anticipating problems ahead. **(Planning for Success)**
- Deliver work on time and to the high standards required, by taking ownership for outcomes, demonstrating pride in their achievement. **(Owning the Issue, Getting it Done)**
- Explore and try fresh, novel ways of doing things that are in keeping with HRP's Cause and add real value to the Organisation. **(Having the courage to try new things)**
- Continually develop expertise in key areas of your role, to ensure delivery of high quality work. **(Developing our Expertise)**
- Develop and maintain an in-depth understanding of the organisation, so that all your actions help achieve the best outcomes for HRP. **(Knowing our Organisation)**
- Work collaboratively with colleagues across functional and geographical boundaries to ensure the success of HRP. **(One Team – One HRP)**
- Support and guide your colleagues so they feel valued and inspired to succeed in their work **(Supporting others to Succeed)** [non managers]
- Lead, develop and encourage your team to succeed in their roles and to display the Qualities in the Performance Framework. **(Supporting others to Succeed)** [Managers]

### **Other rules/standards**

In addition to Key Areas of Responsibility and Core Qualities and Behaviours above, you are also required to have read, understood and comply with the rules/standards contained in HRP's Code of Conduct. These include rules/standards of Health and Safety. The Code of

Conduct can be found in your Staff Handbook.