

Post Details		Last Updated: 29/04/21	
Faculty/Administrative/Service Department	IT Services		
Job Title	Project Manager – Learning Analytics (Temporary fixed term)		
Job Family	Professional Services	Job Level	5
Responsible to	Head of Operational Projects		
Responsible for (Staff)	n/a		

Job Purpose Statement

This role's primary responsibility is to act as the accountable delivery lead for Business and Organisational Change. Working closely with project sponsors, delivery leaders and teams, project and programme governance and other key stakeholders, this role delivers significant change and transformation for the University. While principally focused on delivering business outcomes, many changes will involve technology elements, as well as significant people and process change.

The Project Manager is responsible for developing, evolving and delivering against a viable project plan and for ensuring the successful delivery of projects to the agreed parameters, providing drive and challenge where appropriate. By working closely with the University business area's and with delivery teams, including IT Services, the post holder is responsible for a full spectrum of project management services from project inception to completion. Working closely with all business stakeholders ensuring the customer's needs are managed and met and to manage the smooth transfer from development activity into a fully supported service / product capable of delivering sustainable business benefits.

This role within the Project Management team may focus on one or more than one major delivery initiative, consisting of several activities and teams. This includes the management and planning of all aspects of the delivery, including staff and supplier resources, project deliverables and budget.

Key Responsibilities

1. Lead business and organisational change which may include IT development across the University, managing significant change and transformation activities.
2. Responsibility for implementing and satisfying project governance requirements, providing updates and seeking decisions where needed on all the control aspects of the project (plan, resources, scope, finances, risks/issues, inter-dependencies) and managing the escalation process to relevant stakeholder, Programme Managers or Project Boards.
3. Identifies and manages any changes to project scope. Creates and drives the completion of the project change processes, identifying and communicating impact on plan, cost and resources. Creation of project budgets and resource schedules based on a thorough understanding of scope, activities, internal/external resources and any equipment or software required.
4. Provide suitable and sufficient communications and reporting to Stakeholders, project governance, line management and/ or Programme Manager to ensure project controls are appropriately managed. Develop or ensure development of communication and training plans and associated materials and drive the execution of these plans.
5. Accountable for the development and completion of required project documentation, including the project briefs and/or business cases, business analyses and solutions designs as needed for the implementation or replacement of products/ services.
6. Develop and forward plan resource requirements for projects in Pipeline and Delivery stages to assist with future resource planning and forecast any constraints
7. Accountable for the detailed planning and delivery phases, this includes establishing the project team which will typically comprises of key business stakeholders, a range of IT technical leads, technical architecture and lead users. There will also be a need to provide planning and resourcing input for early scoping activity for future programmes and business change.
8. Project manage one or more major delivery initiative, consisting of several activities and teams. Accountable for project team meetings and guiding the Business on business change activities.

Working closely with delivery teams, IT technical teams and external suppliers and contractors, ensuring that project work packages are delivered on time and to the agreed quality.

9. Provide status updates highlighting Risks, Issues and providing early warning of any potential deviations from plan / budget for the relevant governance groups regularly and as required. Produce more detailed Highlight Reports for Stakeholders, Project or Programme Boards and IT Leadership Team as required.
10. Provide planning, management and communication of Service Transition and early life support to ensure that all relevant approvals have been given, including the authorisation of any associated governance such as technical change requests and confirm that service transition arrangements have been agreed with support teams to ensure smooth transfer into a fully supported operational state.

N.B. The above list is not exhaustive.

All staff are expected to:

- Positively support equality of opportunity and equity of treatment to colleagues and students in accordance with the University of Surrey Equal Opportunities Policy.
- Work to achieve the aims of our Environmental Policy and promote awareness to colleagues and students.
- Follow University/departmental policies and working practices in ensuring that no breaches of information security result from their actions.
- Ensure they are aware of and abide by all relevant University Regulations and Policies relevant to the role.
- Undertake such other duties within the scope of the post as may be requested by your Manager.
- Work supportively with colleagues, operating in a collegiate manner at all times.

Help maintain a safe working environment by:

- Attending training in Health and Safety requirements as necessary, both on appointment and as changes in duties and techniques demand.
- Following local codes of safe working practices and the University of Surrey Health and Safety Policy.

Elements of the Role

Planning and Organising

- Accountable for planning and delivery phases of projects, programmes and business change, including establishing the project team which will typically comprises of key Business Stakeholders, a range of IT technical leads, technical architecture and lead users. The post holder is responsible for planning projects, based on agreed project budgets, resource availability and target delivery dates.
- The post holder will lead scoping work to help assess deliverability of projects and create resource schedules for timing of resources needed to achieve plans. Once projects have moved into the delivery phase, the post holder will break the project down into detailed work packages which they then assign to resources for delivery.
- The post holder ensures that work packages have agreed delivery dates, quality standard and, where applicable, budget and that they receive regular reports on delivery status. The planning horizon for these work packages may range from a week up to several months and require the assignment of one or more project team members for varying periods of time.
- Accountable for the development and completion of required project documentation, including the project briefs and/or business cases, business analyses and solutions designs as needed for the implementation or replacement of products/ services.
- The post holder is responsible for leading planning and re-planning of projects which are not running within the approved time/budget/quality tolerances. The post holder provides options and recommendations to the Project Sponsor and project governance, informing business decisions on next steps.
- Develop and forward plan resource requirements for projects in Pipeline and Delivery stages to assist with future resource planning and forecast any constraints
- Tailor the approach to project delivery (PRINCE2, Agile or hybrid) to suit the needs of the project, documenting the approach in relevant documents, such as a Project Initiation Document.

Problem Solving and Decision Making

- The post holder will work within a framework of existing processes and policies, and is expected to lead, challenge and take a proactive approach to problem solving and has the delegated

authority to resolve problems using their judgement and experience in making appropriate decisions.

- The post holder operates within established University policies and procedures and must ensure that decisions and advice and guidance provided to colleagues and external third parties falls within these.
- Failure to make appropriate and timely decision has the potential to delay the successful operational completion of strategically important projects or impact safe working practices of staff and contractors. Timely escalation is therefore expected where the impact of a decision is significant.

Continuous Improvement

- Whilst the post holder is not expected to be an expert in all technology areas, they should provide suitable challenge to ensure value for money and alignment with relevant strategies are factors in all decisions.
- This role delivers significant business change and transformation for the University - running significant people-centric change activities and performing change impact assessments where appropriate
- The postholder will bring to the attention of the IT Project Management Office improvements to processes identified through Lessons Learned or other project closure or audit exercises.
- Conduct regular Lesson Learned activities with the Project Team and relevant Stakeholders to identify areas of improvements for future projects, sharing through the PMO. Produce a Project Closure Report and present to the Project Board and governance mechanisms
- Work with peers and colleagues to identify inter-dependencies, impact on current business activities and benefits to be realised.
- Work to create a culture of continuous improvement to improve delivery, promoting the benefits of excellent project management.

Accountability

- The post holder has a high level of autonomy and is expected to be proactive in reporting to key project stakeholders, project sponsors, programme and project boards and steering groups to ensure that the project remains on course to deliver the benefits stated in the Project Brief and Project Initiation Document.
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Dimensions of the role

- The post holder is expected to project manage more than one major delivery initiative, consisting of several activities and teams at any given time within the agreed time, quality and budgetary constraints. The post holder must plan and track spend against the project budget in an accurate and auditable manner.
- Whilst the post holder does not have any direct line management responsibilities they are expected to matrix manage teams of typically up to 10 specialists per project.
- The post holder is expected to lead and create excellent quality project documentation.
- To perform effectively the post holder must have an awareness of the new and emerging IT technical landscape.

Supplementary Information

- n/a

Person Specification

Qualifications and Professional Memberships

Professionally qualified with a relevant degree/postgraduate qualification, plus relevant management experience in similar or related roles
OR;
Substantial vocational and relevant management experience demonstrating management ability in an appropriate professional or specialist area, and success in

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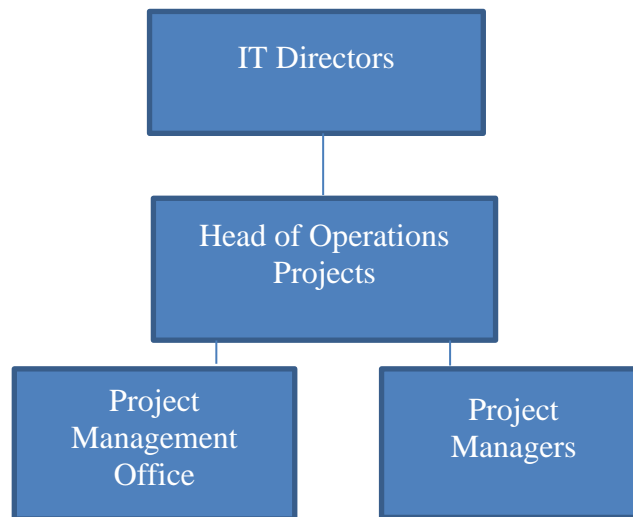
similar or related roles, supported by evidence of significant appropriate specialist knowledge		
Knowledge of working to ITIL or similar Service Management methodologies		D
Technical Competencies (Experience and Knowledge)	Essential/ Desirable	Level 1-3
Significant project management experience including qualifications in, and use of, formal project methodologies	E	3
Experience of and being accountable for the whole project lifecycle with demonstrable experience of implementing corporate systems and process improvement to diverse stakeholders	E	3
Experience of running significant people-centric change activities, performing change impact assessments where appropriate	E	3
Demonstrable and well-developed analytical skills in order to interrogate and analyse solutions designs as needed for the implementation or replacement of products/ services	E	3
Demonstrable experience of excellent stakeholder and escalation management and forming effective professional relationships and networks	E	3
Knowledge of IT systems, infrastructure and the full software development lifecycle	E	3
Experience of planning, resourcing and managing the activities of others in a matrix-based project team to enable successful business change	E	3
Demonstrable experience of creating clear and concise communication and Training plans to ensure successful project outcomes	E	3
Significant experiences of working with Learning Analytics platforms to provide information on student engagement and students at risk of exit	E	3
Experience of curriculum mapping within an HE environment	E	3
Experience of leading integrations to cloud based systems on a near real time basis	D	n/a
Special Requirements:		Essential/ Desirable
The post holder must be willing and able to work flexibly. This may include working outside of regular office hours upon occasion.		E
Core Competencies		Level 1-3
Communication		3
Adaptability / Flexibility		2
Customer/Client service and support		3
Planning and Organising		3
Continuous Improvement		3
Problem Solving and Decision Making Skills		3
Managing and Developing Performance		2
Creative and Analytical Thinking		3
Influencing, Persuasion and Negotiation Skills		3
Strategic Thinking & Leadership		2
Organisational/Departmental Information & Key Relationships		

Background Information

With an operating budget of ca. £10M and complement of approx. 120 staff, the University IT Services department provides a wide range of administrative and academic computing and information services for all staff and students at the University. IT underpins both the operational heartbeat of the University and enables strategic developments. IT Services' objectives are:

1. Enhance the Student Experience
2. Enable effective and efficient business operations
3. Support Research Activities
4. Refresh and develop IT Strategy
5. Implement the Operating Model for IT.

Department Structure Chart



Relationships

Internal

- Operations leadership team and programme managers to lead business and organisational change
- Project sponsors and steering groups to deliver projects, progress reports and bring any issues to their attention.
- Staff across University to ensure that technical projects are delivered and that new developments are placed into operational mode ("business as usual") efficiently and effectively.
- Project Management Office to provide updates for project governance groups and help portfolio planning.
- Lead users, based members of the project team, typically via daily stand ups or weekly project meetings to review progress and ensure effective communications within the team.
- All University project managers to share best practice.

External

- External suppliers and third party consultants for projects relating to the development and delivery of the particular product or service.
- Project Management peers elsewhere especially those in other Universities (most probably via the Universities and Colleges Information Services Association) to share best practice.