



Job Description

Job title:	Project Manager
Reports to:	Head of Delivery
Department:	Global Operations Department
Date:	Sept 2022

Job purpose

Key objectives of post:

- To manage the development and delivery of projects and initiatives for the Global Operations Department.
- To assist with the development and management of the Project Management Organisation (P3M) and associated Delivery Frameworks and Tools.
- Provide P3M Reporting to the Head of Delivery and key stakeholders
- Responsible for maintaining good working relationships with internal and external stakeholders with regard to the introduction of new processes, systems, products and services

Job context and scope

The Global Operations Department is the largest department at ABRSM and is responsible for the delivery of graded exams, Diplomas, Music Medals and other assessments and services across the world. The service given by the department and the messages communicated to stakeholders are significant in our customers' view of ABRSM as a whole and in their decision to continue using our services. The successful operation of the department is crucial to ABRSM's continuing success.

This role, reporting to the Head of Delivery, will help to ensure that ABRSM not only continues to provide our existing customers with a world class service, but also help to shape the new customer experience for our future through simplifying our back office, embracing continuous improvement methodologies and digital transformation of our products and processes.



Principal duties and responsibilities

1. Project Delivery

- a) Activity and resource planning
- b) Business Case development
- c) RAID Log Management
- d) Providing updates to stakeholders through reporting & communications
- e) Estimations and budgeting with Finance Team
- f) Solution Design with stakeholders, technology team and associated suppliers

2. Team Management

- a) To help build and maintain Project teams, ensuring they are motivated, collaborating and working well
- b) To identify obstacles and help the team to overcome them
- c) To focus the team on what is most important to the delivery of Projects, products and services.
- d) To know which methodology to utilise for each project – including Prince 2, Agile or hybrid.
- e) To coach and mentor both team members and others to apply the most appropriate tools and techniques based on our interpretation of P3M.

3. Continuous improvement

- a) Contribute to and sometimes lead the ongoing improvement of products, services or processes following the PCDA or Lean approach
- b) Collaborate with Product Owners to identify CI opportunities and help the prioritisation of them
- c) Develop reporting mechanisms to track effectiveness of CI activity
- d) Assist the Head of Delivery with the building and management of a community of practice

4. P3M Assisting the Head of Delivery with:

- a) Production of suitable templates for use in P3M Management
- b) Ensuring monitoring and control of project execution performance
- c) Developing and training of the TSCO Delivery framework
- d) Implementation and use of professional P3M Tools
- e) Coordination of P3M Management initiatives alongside the PSO

5. Reporting

- a) Understanding what MI, BI, KPI, Benefits Reports would be beneficial to the organisation
- b) Working with the relevant developers to produce reports
- c) Working with communication staff to plan distribution of said reports to appropriate stakeholders
- d) Contributing to reviews of data to steer delivery decisions



Knowledge and skill levels required for this role

(See skill levels descriptions below)

Prince 2, Agile and Lean practices (Working)

- You can identify and compare the best processes or delivery methods to use. You can recognise when something does not work and encourage a mindset of experimentation. You can adapt and reflect, be resilient and have the ability to see outside of the process. You can use a blended approach depending on the context. You can measure and evaluate outcomes. You know how to help teams to manage and visualise outcomes.
- Commercial management (Working) You can act as the point of contact for contracted suppliers. You understand appropriate internal contacts and processes within across ABRSM. You know how and when third parties should be brought into projects.
- Communication skills (Working) You can listen to the needs of technical and business stakeholders and interpret them. You can manage stakeholders' expectations and be flexible. You are capable of proactive and reactive communication. You can facilitate difficult discussions within the team or with diverse senior stakeholders.
- Financial management (Working) You know how to balance cost versus value. You can consider the impact of user needs. You can report on financial delivery. You can monitor cost and budget; you know how and when to escalate issues.
- Life-cycle perspective (Working) You recognise when to move from one stage of the TSCO Framework to another. You can ensure the team is working towards the appropriate service standards for the relevant phase. You can manage delivery products and services at different phases.
- Maintaining delivery momentum (Working) You can facilitate the delivery flow of a team, managing the pace and tempo. You can actively address internal and external risks, issues and dependencies including where ownership exists outside the team.
- Making a process work (Working) You can identify and challenge organisational processes of increasing complexity and those processes that are unnecessarily complicated. You can add value and can coach the organisation to inspect and adapt processes. You know how to guide teams through the implementation of a new process.
- Planning (Working) You understand the environment and can prioritise the most important or highest value tasks. You can use data to inform planning. You can manage complex internal and external dependencies. You can provide delivery confidence. You can remove blockers or impediments that affect plans and can develop a plan for difficult situations. You ensure that teams plan appropriately for their own capacity. (Relevant skill level: practitioner)
- Team dynamics and collaboration (Working) You know how to bring people together to form a motivated team. You can help to create the right environment for a team to work in and can empower them to deliver. You can recognise and deal with issues. You can facilitate the best team make-up depending on the situation



Skill levels

- **Awareness.** You know about the skill and have an appreciation of how it is applied in the environment.
- **Working.** You can apply your knowledge and experience of the skill, including tools and techniques. You can adopt those most appropriate for the environment.
- **Practitioner.** You know how to share your knowledge and experience of this skill with others, including tools and techniques. You can define those most appropriate for the environment.
- **Expert.** You have both knowledge and experience in the application of this skill. You are a recognised specialist and adviser in this skill including user needs, generation of ideas, methods and tools. You can lead or guide others in best-practice use

Nature and purpose of internal and external contacts

Internal

- Supports both technology systems and change management projects in a portfolio
- Works closely with Head of Delivery, Operations, Finance, Technology and Digital Products, Marketing, HR, and Examiners Department colleagues
- Helps drive the change projects, coaching the wider delivery team when required

External

- Provides information externally with systems and change management projects and builds relationships with partner organisations as and when required to deliver the project(s) successfully.

Knowledge and skills required

Please see Person Specification



Remit of role

Makes recommendations on:

- The level of support required from P3M for Projects
- Grading the severity of risk and issues
- Following up on project interventions and variances to plan
- Closure of project actions

Decisions Referred to Line Manager

- Slipping deadlines
- Conflicting Internal agendas with varying stakeholders
- Intervention on significant risks and issues
- Project delivery decisions beyond the agreed Tolerances

Nature and range of impact

The job holder has an important part to play within ABRSM, by providing essential support for the range of projects that are critical to the organisation's strategy.

Allocation, review and approval of work

- The postholder's overall goals and outcomes are established and reviewed in dialogue with the Head of Delivery with scope and trust for them to determine the details.
- The postholder may additionally be asked to play a part in cross-organisational projects, discussions and activities as a fully-engaged team member, as requested by the Head of Delivery.
- The jobholder will meet with the Head of Delivery as required to give updates on progress of on-going objectives and work and to review priorities.
- Performance against objectives and competencies is assessed throughout the year in accordance with ABRSM's performance management cycle.

Equipment operation

Standard office equipment