

Job title	Lead Project Manager		
Job family	Project Management	Proposed band	E

Job purpose
<p><i>To lead a major project, significant workstream of a programme, or portfolio of projects, to stakeholder expectations, to the agreed business outcomes, within the constraints of the business cases. To apply the role's expertise in complicated project management to provide thought leadership and line management of teams either within a large scale project or a pool of project managers.</i></p> <p><i>At the BBC, project management applies in different domains e.g. IT, digital, construction, business process, broadcast engineering. Projects may stand alone, or be part of a programme, and/or a product lifecycle.</i></p> <p>Note: appendix may include further responsibilities or experience necessary for the particular role.</p>

Key responsibilities and accountabilities
<p>Manage a major project <u>OR</u> a portfolio of projects or the teams delivering them.</p> <p>Responsible for the project teams and delivery of project outcomes. Responsibilities and accountabilities will differ depending on the domain and methods of delivery. Typical indicators at this level are:</p> <ul style="list-style-type: none"> • A major project (>100 man-months of implementation effort); <u>OR</u> • Management of a portfolio of repeatable projects, related by their domain (i.e. new broadcast facilities); • Projects budgets or benefits which are measured in £10s of millions, with line management responsibility for approx. 10+ staff. • Recognised responsibility for senior stakeholder engagement. <p>Approach, Planning and Reviews</p> <ul style="list-style-type: none"> • Agree with project sponsors, business or product owners and stakeholders the strategic goals, objectives, benefits and appropriate delivery approaches for these projects. • Lead or support the development of the business case. • Use broad project management experience to select the right approach and governance for project phases, educate stakeholders as necessary and build skilled teams to deliver efficiently. • Create and progress against appropriately detailed plans e.g. Project Management Plans (PMP¹), ensure achievability, stakeholder buy-in and support for the business. • Coordinate with professional functions to provide holistic approach that includes all factors pertinent to the project success e.g. legal, commercial, financial, health & safety, operations • Make effective use of previous BBC experience and relevant lessons learnt. Ensure that these are applied by the project team. • Assign project managers and delivery teams with appropriate skills and experience, to the project portfolio, line manage them and be accountable for the outcomes of the projects. • Ensure robust management of supply chain through procurement, negotiation & commercial agreement, implementation and in smooth transition to business operations. • Plan for project reviews and ensure that the lessons from them, are implemented.

¹ BBC terminology - an equivalent document may be a Project Initiation Documents (PID's)

Controls

- Manage the project portfolio to achieve agreed success factors and use of resources.
- Manage the performance of project management staff (including contractors or third party suppliers) working on the portfolio of projects.
- Oversee the application of project controls, evaluate their effectiveness and manage escalated high level risks, issues, changes and interdependencies between these projects.
- Monitor and report on the progress of the portfolio and initiate corrective actions.
- Ensure projects expenditure (or activity) is tracked, reconciled to budget, with a forecast to complete or value returned to inform decision making.
- Ensure adherence to BBC policies and standards for project management, including health and safety, financial, legal, technology and any other compliance requirements.

Approvals, Governance and Benefits

- Produce, review and critique as applicable, the relevant projects documentation (e.g. Business Cases, PMP's) to secure clearance and approval for investment and delivery plans.
- Set up and contribute to governance forums e.g. Project Boards, Product Direction Groups, Provide management information to senior stakeholders and to other relevant governance forums.
- Ensure that the formal handover of projects deliverables and capabilities, with their enablement of business change and realise benefits, to the relevant business area.

Stakeholders, Line Management, Change, and Communication

- Work with stakeholders to agree scope, critical success factors, outcomes and benefits of major projects, analysing options and the impact of trade-offs and decisions.
- Build and maintain collaborative relationships with senior stakeholders, including business users to enable successful business change and adoption of the impacts of projects.
- Put in place transition plans and ensure business ownership is established for the ongoing ownership of outputs and/or realisation of benefits.
- Provide effective line management of the project team or resource pool, recognising the balance of project focus and individual development needs. Develop capability within BBC frameworks to build effective teams.

Knowledge, skills, training and experience

Essential

- A recognised project management qualification (e.g. PRINCE2, APMQ, MSP, Scrum Master).
- Extensive and demonstrable experience in leading and managing large complicated (multifaceted) projects.
- Demonstrable track record of successful project delivery (including leading teams, budgeting, planning, quality management, problem solving, reporting, managing risk).
- Expert knowledge of the project lifecycle including its products, techniques, appropriate methodologies and techniques for delivery.
- Self-starting with ability to empower teams and colleagues to focus on achieving goals

- Excellent communication (verbal, written, listening), social, inter-personal and influencing skills.
 - Demonstrable experience in building successful teams, line managing and developing individuals.
 - Confident in effectively communicating and reaching agreement with difficult stakeholders, navigating ambiguous, changeable, and complex environments to achieve desired outcomes.
 - Experienced in developing business cases and supporting delivery plans.
 - Knowledge of relevant legislation and procedures for the domain. For example: procurement, contract management, environment, and health and safety Microsoft Office software skills and experience using data to make it meaningful for different audiences.
 - Experience of project management and collaboration tools (e.g. MS project, JIRA, Register)
- Desirable**
- Has managed a minimum of three projects with a budget of £2m+ or significant business area impact.
 - Knowledge of the BBC and/or media sector.
 - Understanding of traditional and new technologies used in broadcast or digital media environments.
 - Experience of administration of a large department and of managing change programmes.

Job impact
<ul style="list-style-type: none"> • Defining and agreeing with the programme managers/project directors/ chief operating officers, project’s approach, scope, budget, schedule and resource allocation. • Decisions on changes to the portfolio in response to changing priorities, strategic risks and any deviations from the project’s plans within the tolerance set by their business cases. • Financial control of a budget for a major project or portfolio of projects, with a significant value or benefit contribution over the duration of the project or portfolio. • Direct line management of project managers and supporting staff as assigned.

Other information	
For Reward team use only	
Job Code	
Definition:	Support

This job description is a written statement of the essential characteristics of the job, with its principal accountabilities, incorporating a note of the skills, knowledge and experience required for a satisfactory level of performance. This is not intended to be a complete, detailed account of all aspects of the duties involved.

Appendix

There may be sub-sets of the generic job described above which require additional technical skills. This appendix to the generic job description can be developed to cover such situations.

Division	BBC D+E Corporate & Commercial Systems
Reports to (title)	Head of Product: Commercial Digital & Marketing
Location base	London

Organisation structure	3 Direct Reports with potential to grow
-------------------------------	---

You'll report into the Head of Product: Commercial Digital & Marketing within the Corporate & Commercial Systems division of BBC D+E.

The division is focused on building world class systems and technology offerings that drive our commercial division and enabling functions, globally.

Additional job specific responsibilities and accountabilities
--

As part of the Commercial & Corporate Systems division, this role is unique in that it spans both the Public Service and Commercial activities of BBC.

In this recently expanded role, you will work with a broad canvas of stakeholders and projects but all with the focus of improving the way in with we interact with our customers.

Expected Responsibilities:

- Delivery of projects and programmes of work from initial shaping through to delivery, either as a direct project lead or through leading a team.
- Build a high performing team through strong management and mentoring of the existing team and effective hiring of new staff.
- Provide visibility of progress in formal reports, in meetings and presentations and in ad hoc written communications.
- Implement effective methods of managing prioritisation, scope, dependencies, risks and issues.
- Collaborate with wide stakeholder group – internal and external - to optimise delivery and constantly review our processes, driving clarity on how each discipline contributes to delivery.
- Develop productive relationships with pan-BBC and external stakeholders, delivery

partners, and suppliers

Approval	
Manager	Lee Cooper – Head of Product: Commercial Digital and Marketing
HR Business Partner	Name
Date	20 th December 2018