

## Business Unit Programme Manager – Job Description

### Role Purpose:

The Centre for Process Innovation handles many projects of varying scale and scope, both commercial and public funded. The person will be required to take overall accountability for all business unit projects and deliver these successfully to meet time, quality and cost targets, realising measurable benefits and thereby ensuring satisfied customers and providing a foundation for repeat business.

The person will provide a conduit expressly from within the assigned business unit to provide operational support to ensure strategic objectives can be met. The person must demonstrate integrity and leadership setting the example for other Project Managers who they would seek to develop, motivate and mentor.

### Key Responsibilities:

#### Special Features:

- Single Point of contact for the Business Unit Director regarding business unit project delivery and performance.
- Ensure business unit goals are achieved by executing operational activities on behalf of business unit by facilitating and providing integration across shared services.
- Management, coordination and delivery for a programme of business unit projects according to the agreed asset and resource plans, contracted deliverables and the agreed scope; a Business Unit Programme Manager must maintain an understanding of each of the business units project's requirements.
- Allocation of Project Management resources within the business unit and to and from related programmes.
- Conduct Personal Development Reviews (PDR), setting objectives and monitoring progress by evaluating performance by knowing what is expected of a Project Manager and be able to help evaluate that person's performance and
- Conduct training. Be able to teach many of the skills—both hard and soft—that are required for the successful planning, execution, delivery and support of projects. Recommend the training required to ensure the effective application of project management and leadership principles.
- They may also be asked to qualify project management training vendors and monitor their delivery and effectiveness.
- Help hire or place project managers. A Business Unit Programme Manager will conduct interviews and select new project management hires. Moreover, he or she can be called upon in conjunction with the Head of Portfolio Management to determine the placement of project managers onto specific programmes.
- Take on Project Manager responsibility and ownership of strategically important projects OR provide the resources and oversight to enable strategic projects to be executed to meet the business and customer needs. Ensuring the correct assurance and governance is secured against all activities.
- Evaluate new project opportunities within the business unit and prepare the team, resources and operations ready for transition into delivery ensuring adherence to process.
- Champion and implement systems of work to ensure compliant delivery of public and privately funded projects. Mentor less-senior personnel in aspects of the profession such as leadership, methodology, tools and people skills and provide training to teach new skills.
- Be a role model for integrity. Integrity is not optional. However, many project managers are shaky in taking the initiative to ensure a project is always being run effectively and with proper governance. Business Unit Programme Managers should champion the promotion of integrity in all endeavours.

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- Support the nominated business unit to develop, implement and manage systems that would introduce efficiencies in day to day activities, both within projects and operationally.
- Deputise for the Head of Portfolio Management as and when required.

### **Finance, reporting and business support**

- Ownership and accountability of business unit project financial reporting to build the consolidation of Cost & Revenue (C&R) reports and actively conduct reviews to the Senior Management Team.
- Manage the financial performance of business unit projects, utilising regular financial reports to monitor actual spend versus the quotation and forecast; Resolve spending anomalies and identify corrective actions to maintain profitability.
- Accountable for the business unit Project Management Catapult budget by setting, monitoring and delivering to agreed target.

### **Projects**

- Can negotiate contractual terms on behalf of CPI with a sound knowledge and experience of items such as Delivery of Services, Price & Payment, Intellectual Property Rights, Term and Termination, Confidentiality and Insurance.
- Can advise on the conflict management procedures.
- Represent Project Management within the business unit IP committees & sub-committees.
- Can advise others on Understands IP position of projects, the different types of IP and IP Rights and CPI.
- Has taken independent responsibility for organising, producing a comprehensive formal review of Projects ensuring identified actions are implemented.
- Organises and carries out regular audits of significant projects or a programme against the organisational Project Management method.
- Oversee the management of activities of the business unit project delivery teams, supporting technical line management and leads to ensure clear roles, responsibilities and objectives are defined, planned and represent the customer ensuring deliverables are being completed to defined expectations (within the base-lined cost and time plan), first time to successfully deliver the contracted scope.
- Maintain frequent and detailed communication with all members of the team to ensure clarity at all times.
- Ensure the effective management of deviations from plan with customers and CPI delivery teams without unduly affecting the stated objectives and benefits and maintain clarity
- Ensure proactive management of foreseen project risks and mitigation of issues as they arise, ensuring the implementation of corrective actions.
- Motivate the business unit project team and provide direction.
- Execute the project lessons learnt process to maximise learning from all projects during and after the execution, carrying out an internal review with the delivery team and actively seeking feedback from the customer; implement any corrective actions to ensure continuous improvement. Seek repeat business from customers as part of the closure and review process.
- To undertake any other project management duties as required.

### **Customer**

- Will act as an escalation route for the business unit delivery teams to enable cohesive and productive customer/partner relationships. Ensuring regular communication and reporting of project progress versus the delivery contract.

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- Ensuring the recording and management of variations is validated and providing feedback to the business unit to ensure anomalies and observations are feedback to provide continuous improvement.
- Ensuring invoices are raised promptly upon achievement of milestones and deliverables and confirming payment to maintain forecast to budget.
- Act as assurance for all reporting to the customer to ensure consistency and high quality.

### Other

- Contribute to the operation of the Project and Business Management teams, supporting the continuous development and improvement project management processes.
- Support business development activities such as bid writing, contract agreement and customer visits.
- To proactively support line management and the rest of the management team in the execution of their responsibilities.
- Provide regular and timely reporting of project progress to the project sponsors and stakeholders
- To provide accurate input into the reviews established by the line management to ensure the successful operation of the Business.
- Comply with CPI procedures, including all safety and ISO9000 requirements.

**Direct reports:** Up to 5 direct reports

### Person specification

#### Skills:

- The job-holder will be able to demonstrate a technical background with experience of managing multiple project based activities AND have experience or a full commitment to developing team management skills.
- Be adept at managing and mitigating risk and have prior knowledge of project management best practice.
- Good individual management, a team player and pro-active with a “can-do” attitude are essential to deliver the job fully.
- Financially adept; understand the concepts of budget control and is experienced in financial reporting (cost of sales, revenue, etc.) and is versed in using Microsoft Excel and PowerPoint to communicate.
- Managed projects using Microsoft Project.
- Think like a business-person. Project management is mostly about business. The person should understand the business need for each project within the business unit and make on-going decisions based on what’s best for the organisation—even if that means challenging senior stakeholders on critical success factors.

### Education / Qualifications:

Essential:	Desirable:
Educated to Degree level (or equivalent) in an Engineering/Science or Business related subject with significant experience	

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Or  
Has significant experience within a senior project management role and understands the fundamentals of project management

Project Management Qualification

Competencies and behaviours	
Leadership (Guiding)	Decision Making (Guiding)
<ul style="list-style-type: none"> <li>Leads people with confidence and is empathetic.</li> <li>Displays flexibility in leadership styles in order to tell/sell/involve and delegate.</li> <li>Empowers others to constantly achieve and exceed personal and company objectives.</li> <li>Talks beyond today, about future possibilities optimistically, showing others how they can benefit and contribute to the business.</li> </ul>	<ul style="list-style-type: none"> <li>Leads and facilitates a group to a decision from complex, inconclusive or contradictory data, prioritising the needs of CPI.</li> <li>Evaluates options by considering short term consequences and long-term gains.</li> <li>Uses correct communication method to present a case so that it has greatest persuasive impact.</li> <li>Is regularly sought out by colleagues for advice and solutions.</li> </ul>
Communication (Guiding)	Developing self and others (Influencing)
<ul style="list-style-type: none"> <li>Personally takes the lead in creating an environment that encourages open and honest communication at all levels in the organisation.</li> <li>Motivates and influences others via their communications.</li> <li>Adapts communication style and format recognising individuals' different needs/ motivations.</li> </ul>	<ul style="list-style-type: none"> <li>Assesses the skills and competence of others within the organisation, and recommends development activities.</li> <li>Gives performance feedback in a timely manner on an informal basis regularly.</li> <li>Actively shares expertise and learning across organisation.</li> <li>Takes personal accountability for success or failure of direct reports</li> </ul>
Collaboration (Influencing)	Delivery (Guiding)
<ul style="list-style-type: none"> <li>Blends people into teams, leveraging the use of talents available from any part of the organisation that result in the most innovative solution.</li> <li>Fosters a sense of energy, ownership, and personal commitment to collaborative work.</li> <li>Understands priorities and deeper needs of different stakeholders groups.</li> <li>Supports and enables people to work together to meet objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates the ability to prepare, gain approval of, refine and update business cases that justify the initiation of a project.</li> <li>Displays the ability to manage stakeholders, taking account of their levels of influence and particular interests.</li> <li>Ensures actions and decisions within the team are aligned with CPI's priorities.</li> <li>Anticipates how team objectives must adapt and stretch to respond to change.</li> </ul>

### Knowledge and Experience:

Essential:	Desirable:
<ul style="list-style-type: none"><li>• On time delivery of technical, multi-disciplinary projects</li><li>• Controlling multiple concurrent projects</li><li>• Management of single projects in excess of £500K</li><li>• Managing and exceeding customer expectations</li><li>• Understands project management process</li><li>• Successfully mentoring more junior teams of Project Managers</li></ul>	<p>The management of projects within a dynamic R&amp;D environment business during a period of growth, developing and supporting financial and project process.</p>