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## POSITION DESCRIPTION

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**Name:**

**Job title:** Project Manager

**Date:** July 2017

**Department:** Global Product Management – GPM

**Reports to:** Creative Manager

**Basic purpose:**

The Project Manager has day-to-day responsibility for the smooth and effective running of all projects with a focus on delivering on time and within budget. This integral position will be a part of managing product workflow throughout each development phase of the product lifecycle.

The Project Manager will collaborate closely with designers, developers and production, plus multiple external and internal stakeholders to ensure transformation is clearly understood and being applied as pragmatically as possible.

The Project Manager will guide and mentor internal stakeholders in the early stages of transitioning from the more traditional waterfall methods of delivery to Agile practices and will liaise with international Agile coaching peers to help implement best practice.

**Principal accountabilities:**

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| **Key Outcome Area** | **% of** **Total** **Job** | **Objectives and Tasks** | **Core Competencies** | **Standards** |
| Project Planning | 30% | * Liaise with publishers, development editors/editors, authors (SMEs), developers and designers (internal/external) to gather project requirements to help develop scope documentation for each project.
* Collaborate with internal stakeholders to define project scope, resource requirements and cost estimates for projects.
* Apply schedules to tasks within milestones and manage these stages by assigning and tracking issues when appropriate.
* Encourage and facilitate collaboration. Set up projects using industry tools i.e. Trello/Jira to give full visibility allowing the Creative Group to collaborate as well as work independently.
* Be the central point of communication for the project. Maintain regular contact with internal and external stakeholders engaged in delivering the product.
* Research competitor products, identify shifts in strategy and provide recommendations for improving and innovating our product.
* Be commercially aware of competitor releases and ensure we meet our release due dates.
* Developing project scopes and objectives, involving all relevant stakeholders and ensuring technical feasability (in conjunction with Technical Lead)
* In consultation with internal stakeholders, ensure resource availability and allocation.
* Ensure that all documentation, costings, briefs, scopes and presentations are of the highest possible standard.
* Any other duties as directed by the Creative Manager.
 | * Strong awareness of digital workflow
* Exceptional verbal and written communication skills; ability to communicate effectively and at all levels of the organisation
* Ability to listen and understand internal and external customers and understand their needs
* Proven ability to re-interpret, instruct and communicate current software development principles and methods to various stakeholders
* Digital technology knowledge and strong research skills
* Display commitment to understanding the expectations of internal and external clients
* Analytical and problem-solving abilities with keen attention to detail and follow through
* Prioritise workload to routinely meet negotiated deadlines and ensure internal stakeholder needs are satisfied
* Organised and task-orientated
* Ability to scope project and involve all key stakeholders
* Ability to analyse information gained from user and competitor research to formulate strategic direction
 | * Customer-first focus: dedicated to meeting the expectations and requirements of internal and external customers
* Minimal communication problems due to effective communication
* Demonstrated creative and analytical skills
* Introduction of new products and technologies
* Adherence to policies and procedures
* Technology knowledge and self-initiated training
* Yearly performance review and ongoing feedback
* Self-initiated research and competitor knowledge
* Project scope documentation
* Available resources
* Project delivered on time and within budget
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| Project Management  | 40% | * In consultation with Technical Lead, initially analyse risk factors for potential issues / concerns to minimize risk of delayed projects log these risks and document action plans to mitigate against them.
* Effectively manage each project; know timings, key milestones, budgets, resourcing, risks, etc. to successfully manage changes in project scope.
* Keep abreast of all phases of the digital lifecycle and track progress, report back to production with status updates.
* Assess the time and financial impact of changes and communicate to project owners as appropriate.
* Ensure projects are on track by being firm but fair in judgement: question when scope creep or suggested budgets are not realistic whilst understanding the constraints of the project.
* Understand the workings and needs of the brief for each project; understand the requirements, the definitions, core characteristics, and functionality.
* Understand the technical aspects of the development process for each project.
* Work collaboratively with key stakeholders to assist with project implementation and execution.
* Participate in product review meetings during the cycle of digital production.
* Assist relevant stakeholders by keeping track of project budgets and working within budget confines.
* Collaborate with key stakeholders and provide feedback to assist with post-implementation project documentation.
* Ensure that all projects are delivered on-time, within scope and within budget.
* Measure project performance using appropriate systems, tools and techniques.
* Report and escalate to management as needed.
* Create and maintain project documentation.
 | * High level project management skills and an understanding of appropriate methodologies and processes
* Negotiation skills and ability to handle complex projects
* The ability to influence and negotiate with stakeholders and to work effectively with delivery teams both with local and offshore teams
* Ability to participate in global media team initiatives across time zones
* Experience with digital learning development technologies
* Understanding of user expectations and current conventions of digital products
* Ability to multi-task and efficient time management skills
* Ability to communicate in non-technical language to others to obtain a clear understanding
* Interpersonal skills with the ability to build relationships and a willingness to help others and an understanding colleagues roles
* Anticipates and adjusts for problems
* A positive attitude to problem-solving
* Ability to prioritise urgent tasks, and keep all aspects of the job under control and work towards deadlines
* Ability to work independently and as part of a team
* Demonstrate assertiveness by creating win-win situations
* Timely decision making and ability to delegate / escalate when identifying risks factors and issues
 | * Up to date schedules with clear timelines
* Projects meet budgets and deadlines
* Key stakeholders continually briefed, updated and needs met
* Risk mitigation
* Continuous improvement
* Drives the accomplishment of overall goals with a focus on key front-list
* Involvement with expert media teams globally
* Active participation and attendance at select media events, sales conferences and meetings
* Development of creative and technical judgement
* Quality at every stage of the project
* Embraces Cengage core values and competencies
* Conscientiousness, persistence and reliability in record maintenance and communication
* Minimal communication problems due to effective communication
* Invoices processed accurately and on time
* Support provided to internal stakeholders
* Customer first focus
* Ability to build rapport; friendly, proactive communication
* Vendors adherence to Cengage standards

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| Project management methods(Agile and Waterfall) | 20% | * Implement Agile as a project management model where applicable and appropriate.
* Understand and document the differing influences and factors affecting the projects to support the decision making on which method to use for product management.
* Understand the requirements of each project to ascertain which Agile workflow is appropriate i.e. the direction of a project throughout the development lifecycle - “iterative” and “incremental”.
* Coach, educate and mentor fellow team members regarding the Agile manifesto.
* Implement Agile methods that could be used within the GPM Creative group’s workflow i.e. scrum and kanban and introduce tools to help support Agile development (task boards, retrospectives etc.).
* Foster, encourage and expose teams to different project management workflow methods and practice.
* Liaise with US Agile coaches, learn about Cengage Way principles and what could be applicable to the local GPM team.
 | * Applying the most appropriate working method to projects
* Mentoring skills
* A willingness to support and help others
* Ability to effectively collaborate and foster a team culture of continuous improvement by promotion of new technology opportunities
* Strong leadership interpersonal, communication and presentation skills for stakeholder interaction
* Ability to assert views constructively and persuasively in order to achieve better outcomes for the business
 | * Digital strategy
* Continuous improvement and improved efficiency
* Transition and use of Agile methodology
* Peers ability to utilise Agile methodology
* Correct project management methods used for each project
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| Continuous Improvement  | 5% | * Ensure that all processes are up to date and are in compliant with the documented process map on Inside.
* Conduct the six-monthly process audits.
* Ensure all changes to the processes are updated and documented.
* Ensure that all forms/template/checklists and other associated documents are up to date and consistent with the processes.
* Support Continual Improvement processes within GPM including supporting the audit process.
* Keep abreast with the continual changes in your field of expertise being the Agile and Waterfall methodology including any digital and technology developments. Share knowledge with manager and team.
* Actively seek opportunities to extend and enhance personal knowledge and skills in order to better support customers and colleagues.
 | * Problem-solving abilities with keen attention to detail and follow through
* A willingness to support and help others
* Excellent knowledge of the product process and workflow using both agile and waterfall methods.
 | * Continuous improvement and improved efficiency
* Self-initiated training and development of knowledge
* Demonstrated initiative for issue resolution and new ideas to add value to users
* Participation and contribution of processes improvement projects
* A positive attitude to problem-solving
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| Workplace Health and Safety | 5% | * Be aware of duty of care and act in a safe manner.
* Ensure all company WH&S policies and procedures are adhered to.
* Be familiar with property security, first aid and fire emergency procedures.
* Report any hazardous situations, incidents or accidents and take immediate action if applicable to reduce risk of injury.
* Participate in WH&S investigations when required.
 | * Ability to follow policies and procedures
* Ability to use initiative and take responsibility
* WH&S aware
* Analytical and problem-solving abilities
 | * Adherence to WH&S policies and procedures
* Increased WH&S awareness
* A positive attitude to WH&S
* Reduction of number of WH&S incidents
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**Direct reports:** N/A

**Main contacts:**

Internal: Creative Manager, Creative Group, Head of Production, team leads, senior production controllers, production controllers, senior project editors, project editors, publishing editors and senior publishing editors, Content Development Manager, development editors

External: Digital/Production Services groups (local and offshore), CL global contacts

**Education/qualifications/experience:**

* Proven project management experience of both delivery and coaching within waterfall and agile environments
* Previous experience using both waterfall and agile methodologies
* Experience converting teams from waterfall to agile delivery approaches
* Experience working on large and small projects
* Experience working with web or mobile based technologies such as HTML, CSS and content management systems.
* Experience using project management tools/software (Trello, Jira etc.)

**Core Cengage Competencies:**

* Speed: Proactively gets things done quickly, with a high quality of work. Overcomes barriers and continually finds ways to be more efficient.
* Focus: Identifies core business problems and opportunities; seeks and proposes solutions while avoiding distractions. Persists through achieving deliverables.
* Collaboration: Committed to helping others be successful; partners with key organizational stakeholders, individuals and teams outside own functional area to promote business alignment.