

1. IDENTIFICATION

Position No.	Job Title	Supervisor's Position	Fin. Code
14-13376	Manager, Project Management	Director, Capital Projects	
Department	Division/Region	Community	Location
Community & Government Services (CGS)	Capital Projects	Iqaluit	W.G. Brown Building

2. PURPOSE

<p>Main reason why the position exists, within what context and what the overall end result is.</p> <p>The Manager, Project Management (Manager PM) is responsible for the Leadership and Management of projects assigned to the Capital Projects Project Management Section and to support the Director, Capital Projects to achieve the objectives of the Division as defined in the Project Management Policy (PM Policy). The incumbent is accountable for the application of the PM Policy and CGS Project Management Process (PM Process) and is accountable to lead a team of project management (PM) staff that is responsible to consistently deliver major and technically complex infrastructure projects typically valued up to \$50 million dollars within schedule and budget and to meet agreed stakeholder needs.</p> <p>This is accomplished through extensive knowledge of the Project Management Body of Knowledge (PMBOK) and industry standards of Project Management as published by the PMI and extensive experience in the application of that knowledge in the direct planning and development of PM standards and processes of practice. The Manager PM is responsible for providing support and continuous training to PM staff. This position is located in the CGS head office in Iqaluit.</p>
--

3. SCOPE

<p>Describe in what way the position contributes to and impacts on the organization.</p> <p>This position's responsibilities are territorial in scope, interdepartmental in application through the provision of project management expertise to all Government of Nunavut (GN) departments/agencies, and requires that project management is conducted in a political, social, and cross-cultural setting, in accordance with government acts, policies, and directives.</p> <p>The Manager PM is ultimately accountable for the application of the PM Policy to the management of infrastructure projects to ensure that funding is spent in the most cost effective manner, to achieve the objectives of the business case, and to develop value through life-cycle analysis.</p>

The Manager PM has the equivalent Authority and Accountabilities of the Regional Project Manager as defined in the PM Policy, specifically:

- Is accountable to the Director, Capital Projects for project performance;
- Is ultimately accountable for all assigned projects, including the performance of PM staff, in accordance with the PM Policy and with the defined PM Process; and
- Provides guidance, coaching, and mentoring to PM staff.

In addition, the Manager PM is responsible to provide support to the delivery of the Authority and Accountabilities of the Director, Capital Projects as defined in the PM Policy, specifically:

- Provides support to the capital planning process in the evaluation and prioritization of potential projects across portfolios;
- Recommends and develops procurement strategies for projects;
- Maintains and promotes the documented project management methodology;
- Supports a consistent tendering and award process for projects;
- Monitors projects to ensure adherence to policy and methodology;
- Promotes post-project reviews, including the gathering of lessons learned;
- Maintains a database of project “as-built” costs and schedules, lessons learned, and performance evaluations of consultants and contractors;
- Coordinates the monitoring of performance benefits arising from and expected to arise from a project;
- Organizes ongoing project management training to project management staff, Clients/Sponsors, and other GN staff interfacing with projects; and
- Provides coaching and mentoring to project management staff.

The Manager PM liaises with external groups such as the Construction Associations and Architectural and Engineering consulting community and other Provincial and Territorial jurisdictions involved in infrastructure project delivery.

The responsibilities of this position have significant impact on:

- Public Safety and Security;
- The GN liability and Risk management;
- Regulatory compliance with the Fire Prevention Act and the Technical Safety Act;
- Compliance with the National Building Codes and Standards;
- Financial Administration Act and FAM;
- GN procurement Policy and the NNI Policy;
- The GN’s relationship with hamlets;
- Efficiency and effectiveness of infrastructure and services; and
- Meeting the basic needs of communities.

4. RESPONSIBILITIES

Describe major responsibilities and target accomplishments expected of the position. List the responsibilities that have the greatest impact on the organization first and describe them in a way that answers *why* the duties of the position are being performed. For a supervisory or management position, indicate the subordinate position(s) through which objectives are accomplished.

Through project team relationships, the incumbent is responsible to ensure the forming and functioning of multiple teams of CGS staff, client staff and consultants and contractors involved in successful project delivery frequently in excess of 20 members per team and lasting from months to multiple years.

1. Specific management accountabilities and Capital Projects Division support responsibilities:

1.1 Directs the management of assigned projects:

- a) Participates in the Capital Planning Process (ICCP);
- b) Reviews existing policies and procedures affecting the PM function at CGS, recommends changes to improve effectiveness, and identifies the need for new policies or procedures;
- c) Assists with the development of CGS capital program objectives and performance indicators;
- d) Assists with developing plans (quality, risk, communication, staffing, etc.) to manage CGS capital program objectives and client expectations while meeting GN policies;
- e) Works with territorial PM staff to monitor cost, schedule, and technical performance of projects, considering CGS and client program constraints and objectives;
- f) Influences project procurement strategies, identifying advantages and disadvantages of a particular strategy for the benefit of the client and CGS program objectives;
- g) Contributes to the business case of a project, in accordance with the PM methodology;
- h) Manages the monitoring of performance benefits arising from and expected to arise from, a project; and
- i) Assists with the development and maintenance of a historical database of projects, including lessons learned and actual costs.

1.2 Manages financial resources by:

- a) Assists with the developing operational budgets for the Division and contributing to the overall departmental budget;
- b) Developing Capital budgets in conjunction with client departments;
- c) Drafting Requests for Decisions and reports for Financial Management Board as required;
- d) Authorizing divisional expenditures;
- e) Monitoring and reporting on expenditures and analyzing the use of financial resources for various activities annually; and
- f) Expending and reporting on approved capital plan resources as required.

1.3 Leads stakeholder management for assigned projects, particularly stakeholders represented by other Government departments and Hamlets by:

- a) Ensuring established processes for regular communications and consultations are followed by project teams; and
- b) Ensuring project teams remain on scope, budget and schedule.

1.4 Represents the CGS projects group to clients, other government departments, Hamlets and other external groups including both the public and private sectors by:

- a) Participating in association Annual General Meetings such as NAMA, NAM, NCIAC, Construction Associations; and

- b) Federal/Provincial/Territorial working groups reporting back to the Assistant Deputy Minister and Deputy Minister.

1.5 Reviews territorial PM workloads and assigns projects to directly reporting PM staff in consultation with the client.

Manages Human Resources by:

- a) Directing program delivery consistent with legislation, policy and standards;
- b) Ensuring goals and objectives of the GN are known to staff through regular and frequent contact;
- c) Providing leadership, direction and coordination to a multi-disciplinary team to communicate and interpret new initiatives in communities;
- d) Ensuring the development of annual individual employee work plans based on the annual business plan, completion of periodic performance reviews and an annual performance summary at year end;
- e) Participating in recruitment; employee retention initiatives; succession planning; vacancy management initiatives and grievance response for PM staff consistent with the collective agreement;
- f) Monitoring the Section's Inuit Employment Plan initiatives to assist in attaining the representative levels of employment;
- g) Reviewing staff work on a regular basis to ensure conformity to established quality standards and implementing coaching/mentoring and/or disciplinary action as required; and
- h) Building a strong team environment within a respectful, safe and values based workplace.

1.6 Leads and directs the activities of the Capital Projects Project Management section, including directing, coaching and mentoring and training of staff by:

- a) Ensuring development and implementation of individual annual employee training and development plans are in place; and
- b) Providing individual on-the-job mentoring and coaching at regular intervals.
- c) Assigning work, assessing performance and imposing progressive discipline as required

2. Specific responsibilities of the Manager PM as defined by PM Process:

For each assigned project, the Manager PM has the equivalent responsibilities of the Regional Project Manager as defined in the PM Process. In addition, the Manager PM is responsible to lead the Project Board. The Project Board is responsible to the Capital Projects Division and the Assistant Deputy Minister for the overall direction and management of the project, and for the desired outcome of the business case. The Project Board is composed of at least the Manager PM and the Project Sponsor.

2.1 Project Monitoring and Control:

Purpose: To review the progress and performance of the project, take action to prevent and correct variances, identify areas in which changes to the plan are required and manage changes to the project baselines. This is achieved by:

- Monitoring ongoing activities and deliverables against the Project Management Plan and the project performance baseline,
- Early change detection,
- Preventive action in anticipation of project issues,
- Taking corrective action to address changes,

- Documenting and obtaining approval of the change, and
- Ensuring that only approved changes are implemented.

Responsibilities:

- The Manager PM provides guidance to the Project Manager/Officer, chairs the Project Board, and approves payments and changes within their signing authority.
- The Project Board responds to escalated issues and responds to change requests as required and in a timely manner.

2.2 The Project Initiation Phase:

Purpose:

- Organizes the PM Team,
- Starts the design process,
- Improves the accuracy of the cost estimate to class “C” or “D”,
- Generates new information in order to verify that the original Business Case, prepared as part of the Capital Planning Process, remains valid,
- Generates the Project Budget for the purpose of project funding appropriation, and
- Ensures compliance with GN Design Review Stages and Submissions and GN Good Building Practices.

Responsibilities:

- The Manager PM is responsible for guiding the Project Officer and leading the Project Board.
- The Project Board is responsible for timely approvals of key documents, such as the Project Charter, resolving escalated issues, and ensuring that the Project Business Case is justifiable.

2.3 Project Planning & Design Phase:

Purpose:

- Generate better project scope definition to enable preparation of a more accurate cost estimate; Complete the Project Management Plan, in preparation for the Project Construction Phase;
- Prepare drawings, specifications and other documentation for the procurement and construction of project installations;
- Resolve design issues prior to construction;
- Provide assurance to the client, TSD and the regulatory bodies that the project installations to be constructed are safe, environmentally acceptable and satisfy the required quality standards; and
- Confirm the Business Case and the Project Budget.

Responsibilities:

- The Manager PM is responsible for guiding the Project Officer, ensuring the completeness and quality of documentation submitted and leading the Project Board.

2.4 Project Construction Phase:

Purpose: To build the facility or infrastructure for which the project was undertaken:

- As designed,
- Within budget,

- To the required schedule, and
- Using NNI Content to the extent possible.

Responsibilities:

The Project Board participates in the Tender Evaluation & Contract Award process, and responds to escalated issues as required.

5. KNOWLEDGE, SKILLS AND ABILITIES

Describe the level of knowledge, experience and abilities that are required for satisfactory job performance.

Contextual knowledge :

- Knowledge of northern construction, economic, political, social, and cross-cultural conditions and practices and considerable experience managing project work in northern jurisdictions;
- Knowledge of construction procurement strategies and practices
- Knowledge of modern project management and delivery best practices
- Theories, principles and practices of financial administration and Human Resources management

Skills and abilities:

- Oral and written communication skills, particularly in a virtual environment;
- Stakeholder management and consensus-building skills;
- Interpersonal and negotiating skills;
- Conflict management skills;
- Management and leadership skills;
- Team building skills;
- Estimating skills to lead in the development of budgets for capital and O&M projects;
- Financial skills to control and report on CGS capital projects program;
- Leadership skills;
- Analytical skills to evaluate program results against objectives (i.e. schedule, budget, and quality);
- Decision-making and problem-solving skills to solve and initiate corrective action to problems encountered managing the CGS capital projects program;
- Computer skills (to operate various programs such as: word processing, spreadsheets, database systems, and project scheduling and information systems, ReCAPP);
- The ability to speak Inuktitut/Inuinnaqtun is considered an asset.

Qualification requirements:

Typically, the knowledge, skills and abilities would be attained through completion of a degree in a relevant discipline supplemented with project management training or Certification.. A minimum (8) eight years of progressively challenging project management experience on large commercial and/or institutional buildings and/or civic works. Direct experience managing the development and construction of infrastructure projects is required.

Demonstrated experience successfully managing projects of a similar magnitude and complexity is essential.

One year of progressive managerial experience is required

A combination of education and experience may be considered

6. WORKING CONDITIONS

List the unavoidable, externally imposed conditions under which the work must be performed and which create hardship for the incumbent. Express frequency, duration and intensity of occurrence of physical demands, environmental conditions, and demands on one's senses and mental demands.

Physical Demands

Indicate the nature of physical demands and the frequency and duration of occurrences leading to physical fatigue.

- 30% of the time spent in front of the computer and/or calculator can cause neck, back and eyestrain, including carpal tunnel syndrome within the wrists. Although a majority of the time for this position is spent of the computer, there is ample opportunity for the incumbent to get up and move around the office.
- Travel is via government vehicle (when in Iqaluit) or by air and sometimes on small aircrafts in adverse flying conditions and possibly for extended periods of times.
- There is the possibility of long periods away from home due to weather and flight availability.
- The incumbent may be expected to travel and reside in various communities for extended periods in order to perform resident inspection services.
- Accommodation in the communities is simple, sometimes lacking in the usual "hotel type" amenities and privacy.
- Carrying equipment and performing tests that require a level of physical strength is required.
- Travel by foot in harsh climate conditions, such as deep snow, icy roads and wet muddy areas are a normal occurrence. This combined with high winds may make a short walk very dangerous.
- Inspecting duties will require that construction sites be visited and hazards inherent in such sites must be recognized along with the proper procedures followed for safe site visits.

Environmental Conditions

Indicate the nature of adverse environmental conditions, to which the jobholder is exposed, and the frequency and duration of exposures. Include conditions that disrupt regular work schedules and travel requirements.

- Climatic conditions can vary, and extreme cold and wind conditions may have to be taken into consideration when visiting communities.
- Toxic fumes, hazardous chemicals, hazardous materials may be encountered at any inspection site.
- Loud noises, heavy equipment and other hazards are frequently encountered.
- Frequent winter storms and summer fog delay many airlines schedules that may strand a traveller for extended periods.
- In many hotels the dietary choices are limited and the choice of meals is not available.
Insects, dogs and other dangerous animals may be encountered.

Sensory Demands

Indicate the nature of demands on the jobholder's senses to make judgments through touch, smell, sight and hearing, and judge speed and accuracy.

- Loud noises on sites may make hearing difficult.
- Extreme cold and wind-chill require the incumbent to wear many layers of clothing, which may make movement difficult, inhibiting the use of some tools and requiring that extra precautions be taken to prevent frostbite.

Mental Demands

Indicate conditions that may lead to mental or emotional fatigue.

- 45% of the time, there is mental stress associated with meeting difficult schedules, extreme weather conditions, remoteness of project sites, meeting shipping dates, and changing political direction on projects.
- 45% of the time, the incumbent must deal with contractors, consultants, and the public in a regulatory and enforcement manner, where at times confrontational situations may contribute to high levels of stress.
- Contact with contractors is often difficult, as many have limited skills, experience, and require additional attention to ensure the project will be completed as per contract documents, on schedule, and within budget.
- Project Officer may encounter individuals who become belligerent and behave in a threatening manner; the ability to use persuasion and tact and a professional approach is required.
- Decisions made in enforcing the Codes and Regulations may have a serious impact financially on contractors and building owners. This may lead to confrontations that are threatening and the possibility of physical and verbal threats.
- Project Officer may be required to participate in a crisis management situation when infrastructure components fail unexpectedly (such as building fires, fuel spills, and water system failures).
- Due to operational requirements and occasional insufficient staff levels, Project Officer is expected to carry significant workloads and at times required to work extended days.
- Project Officer is required to simultaneously manage multiple projects (that are driven by multiple client groups), which have difficult financial and scheduling constraints. As example, the Project Officer must maintain contacts with a variety of client departments, consultants and contractors.
- Each client department has individual priorities and is not conscious of individual project officer workloads. The client demands result in competing priorities for the Project Officer.

7. CERTIFICATION

<p>_____ Employee Signature</p>	<p>_____ Supervisor Title</p>
<p>_____ Printed Name</p>	<p>_____ Supervisor Signature</p>
<p>_____ Date:</p>	<p>_____ Date</p>
<p>I certify that I have read and understand the responsibilities assigned to this position.</p>	<p>I certify that this job description is an accurate description of the responsibilities assigned to the position.</p>
<p>_____ Deputy Head Signature</p>	
<p>_____ Date</p> <p>I approve the delegation of the responsibilities outlined herein within the context of the attached organizational structure.</p>	