

<b>Role Title</b>	<b>IT Project Manager</b>
<b>Role Purpose</b>	<b>To scope, plan and deliver to time, cost and quality, discreet work packages aimed at introducing systems and business change into Direct Wines</b>
<b>Skills, Knowledge and Experience (including People know how and experience)</b>	<ul style="list-style-type: none"> <li>• Graduate or equivalent education qualification and / or Prince 2 or equivalent qualification</li> <li>• Recent Project management or extensive project coordination experience</li> <li>• End to end delivery of a range of projects – Software development, infrastructure, business change</li> <li>• Experience of managing external IT suppliers</li> <li>• Expert in use of Microsoft project</li> <li>• Financially literate and able to identify and track and control both costs and benefits arising from the project.</li> <li>• Experience of chairing Exec level steering groups</li> <li>• Evidence of commercial focus in identifying and delivering business benefits</li> <li>• Experience at working both independently and in a matrix managed collaborative environment.</li> <li>• Excellent written and verbal communication skills. Good presentation skills</li> <li>• Good influencing and negotiating skills</li> </ul>
<b>Influencing others (relationships)</b>	<p>Project managers do not line manage large teams, they achieve their objectives by the leadership of ‘virtual’ teams of seconded staff. Hence influencing and communication skills are essential.</p> <p><b>Internal</b></p> <ul style="list-style-type: none"> <li>• Senior management and Executives across the company</li> <li>• Internal and external IT / Web developers</li> <li>• IT management within Direct Wines</li> <li>• All departments throughout the organisation impacted by the specific project</li> </ul> <p><b>External</b></p> <ul style="list-style-type: none"> <li>• Technology solution providers</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Chairing project team meetings</li> <li>• Charing project steering group meetings</li> <li>• Presentations to senior management / exec / wider staff</li> <li>• Verbal / Email / Written reports</li> </ul>

<b>Complexity of thinking (problem solving)</b>	<b>Problem Solving</b> <ul style="list-style-type: none"><li>• Able to confirm project scope with executive level sponsors and break down the activities and resources required to deliver that scope.</li></ul> <b>Negotiations</b> <ul style="list-style-type: none"><li>• Ensure that Project sponsors / Exec understand the impact of scope changes / project deliverables</li><li>• Ensure that 3<sup>rd</sup> party suppliers are clear on what is required and when</li></ul> <b>Decision Making</b> <ul style="list-style-type: none"><li>• Will be on a daily basis, as needed to deliver the project objectives – will need to strike a balance between project cost / time and the benefits being delivered.</li><li>• How to mitigate risks to project delivery, by replanning, acquiring backup resources, changing scope of the project (with sponsor approval) altering deadlines etc</li></ul>
---	--

1	Accountabilities & Examples of Key Activities	Performance Measures
	Confirmation of project scope (deliverables) and creation of a costed and resourced plan to deliver.	
		<ul style="list-style-type: none"> <li>• Project scope signed off by sponsor</li> <li>• Work breakdown structure / gantt chart produced, project timeline agreed by Steering Group</li> <li>• Critical path activities identified and tracked closely.</li> <li>• Resources identified and acquired following discussion with senior management (negotiating / influencing skills!)</li> <li>• Costs for project delivery – including ongoing costs – included in business case and signed off by Steering Group</li> <li>• Critical success factors identified at start of project – and communicated to Steering Group.</li> </ul>

2	Accountabilities & Examples of Key Activities	Performance Measures
	Management of project team (may be virtual) – ensure each member is aware of their tasks and when they have to be delivered by	
	<ul style="list-style-type: none"> <li>• Includes management of 3<sup>rd</sup> party deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>• Tasks clearly identified and dependencies explained</li> <li>• Monitoring of progress towards deliverables and resolution of any delays.</li> <li>• Line management proactively kept abreast of any delays or additional resource requirements.</li> <li>• Regular team meetings to ensure that all staff involved are aware of progress and next steps.</li> <li>• Regular meetings with 3<sup>rd</sup> parties to review their plans and deliverables</li> <li>• Clear project objectives given to project coordinators / business / process analysts as appropriate.</li> <li>• Feedback on project work given to line managers for PDR purposes.</li> </ul>

3

Accountabilities & Examples of Key Activities	Performance Measures
Ensuring project deliverables are handed over	<ul style="list-style-type: none"> <li>• Benefits / change as stated in business case are delivered</li> <li>• Adequate training given on new systems / processes</li> <li>• New MI / SLAs in place</li> <li>• New support arrangements in place internally or with 3<sup>rd</sup> parties (to prevent project team being 'stuck' with this).</li> <li>• Formal sign off from Project Sponsor / Steering Group</li> </ul>

4

Accountabilities & Examples of Key Activities	Performance Measures
Ensure that risks / issues / dependencies that may impact project delivery to time, cost, quality are identified and managed	<ul style="list-style-type: none"> <li>• Risk / issues log maintained, mitigating activities proactively identified</li> <li>• Escalate to Sponsor / Steering Group / IT senior management any issues that require their activity to manage / resolve</li> <li>• Ensure that cross project dependencies identified to IT senior management</li> </ul>

5

Accountabilities & Examples of Key Activities	Performance Measures
Ensure that project reporting and governance is carried out on their projects and that the purpose of this is constantly communicated to the wider Direct Wines business.	<ul style="list-style-type: none"> <li>• Weekly project reports showing progress to plan, issues, , risks, upcoming milestones.</li> <li>• Any changes to scope identified, their impact assessed, and signed off by Steering Group.</li> <li>• Business case produced and signed off by Sponsor / CIO</li> <li>• Key milestone documents produced, to include some or all of ; Project mandate (scope), business requirements, functional and technical, specifications, to be process, sign off criteria, test plan, implementation plan</li> </ul>