PEA Job Description

1. Position Identification

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<thead>
<tr>
<th>Position Number</th>
<th>991836, 992472, 992473, 992704, 991948, 992362</th>
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<tbody>
<tr>
<td>Position Title:</td>
<td>Project Manager 4</td>
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<tr>
<td>Department:</td>
<td>Facilities Management</td>
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<td>Reports to:</td>
<td>Associate Director, Project Management Services</td>
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<tr>
<td>Number of Direct/Indirect Reports</td>
<td>Direct___3-6___ Indirect_______</td>
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<tr>
<td>Classification Level</td>
<td>SG17</td>
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<tr>
<td>Last Updated</td>
<td>April/2017</td>
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2. Position Summary

As stewards of the campus, Facilities Management (FMGT) fosters and enriches an inviting and functional environment that welcomes and supports all who come here. Facilities Management’s customers include Deans, departments, faculty, staff and students. The department’s branches work together as a team to ensure a high standard of customer service delivery, as well as the provision of capital projects, and effective, efficient and safe performance for the operation and maintenance of campus buildings.

Reporting to the Associate Director, Project Management Services (PMS), the Project Manager 4 (PM4), manages all phases of project management to successfully deliver project assignments that meet defined objectives and satisfy client expectations. The PM4 is assigned a diverse range of projects at any given time that may vary in complexity and/or risk, but is appropriate for their level of experience and expertise.

Projects assigned to this position are usually of high complexity and/or risk, with multiple factors contributing to their increased complexity and/or risk including project scope requiring definition, a larger and varied number of stakeholders, a higher degree of ambiguity, an alternate form of delivery, multidisciplinary project team, greater exposure, interdependencies with other projects and programs, and approvals required from the Board of Governors etc. Project values range up to $100M and include new construction or renovation projects, building assessments, or feasibility studies. This position may also manage a program of projects. Because of the nature of the project assignments, the PM4 usually manages fewer projects for a longer duration (e.g. up to 3 years). When managing projects this position uses project management and industry best practices, and established departmental and university policies, processes, procedures, systems and templates to oversee the day-to-day management of projects.

The PM4: may chair project and site meetings; prepares Project Briefs/Project Charters/Project Plans; prepares, tenders and participates in the selection of consultants and contractors; manages project construction; administers projects; recommends payment of invoices; tracks and reports on project progress including that of consultants and contractors; and, resolves client, project, technical and contractor issues, informing their supervisor of complex situations they are working to resolve. The PM4 guides other project team members providing technical and project related guidance to enable them to fulfill their responsibilities. Exemplifying excellent customer service, this position liaises with clients, user groups,
stakeholders, consultants, contractors and FMGT staff to maintain positive relationships and facilitate the smooth implementation of projects.

Additionally, the PM4 may at times: manage projects of lower complexity and/or risk and value; plan projects of lower complexity and/or risk and value overseeing their implementation or turning them over to other PMS staff members for implementation; and, review project plans and related documentation developed by other PMS staff members prior to and during construction. This position also provides leadership within PMS by: coaching, mentoring and training PMS staff; evaluating the performance of project team members; participating in the hiring of PMS staff; and, researching and advising on the development and maintenance of departmental and university policies, standards, procedures, tools and templates. The PM4 may also act as a department representative.

This position’s involvement in projects requires flexibility to work weekends or after hours in accordance with project schedules; work requires physical, sight and hearing abilities ensuring safety and conducting site visits where there is exposure to height conditions, noise, untidy and potentially hazardous site conditions during construction and/or including exposure to weather conditions.

### 3. Key Responsibilities and Expectations

<table>
<thead>
<tr>
<th>Key Responsibilities</th>
<th>Expectations:</th>
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<tr>
<td>% of time</td>
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<tr>
<td><strong>Under the oversight of their supervisor:</strong></td>
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<tr>
<td>Project Planning</td>
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<td>- Meet with clients, user groups and stakeholders for the planning of projects, including analysis of needs assessments, and development of Project Briefs/Project Charters/Project Plans to define project scope, deliverables, schedule, budget, sustainability initiatives, risks, success measures, communication needs etc.</td>
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<td>- Review project delivery methods, as may be determined necessary to suit the project conditions.</td>
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<td>- Validate and gain acceptance and sign-off of the project scope with the client and stakeholders.</td>
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<td>- Manage the planning process, and liaise with project clients, user groups and stakeholders in the development of site design, environmental matters, and consultant, contractor and client requirements.</td>
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<td>- Establish the initial project requirements including identifying resources required for the project i.e. consultants, contractors (e.g. external suppliers), internal resources (FMGT Shops, Interior Planners, Maintenance and Operations), and campus departments (University Systems, Campus Security, etc.). Collaborate to ensure requirements are based on accepted university standards, departmental standards and needs, and client and user group needs and priorities.</td>
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<tr>
<td>- Liaise with project consultants, contractors, clients, user groups, university stakeholders, and FMGT Maintenance and Operations staff throughout the planning and design phase to ensure project documents fully encompass the intended scope of work, and comply with departmental needs and university standards.</td>
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<tr>
<td>- Liaise with FMGT Project Planning Services to ensure design solutions incorporate building and architectural standards, and comply with departmental consulting and construction</td>
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procurement practices, as well as university policies, regulations and departmental procedures.

- Liaise with FMGT Interior Modifications Services to ensure project design solutions incorporate university standard interior design strategies, finishes, fixtures and equipment.
- Coordinate closely with the UVic Campus Planning and Sustainability Department during project development to ensure projects conform with the Campus Plan and permit requirements, and that parking, cycling and pedestrian requirements are incorporated in project designs.
- Contribute to implementation of the University’s Sustainability Action Plan by ensuring requirements are incorporated into project documents, processes and procedures; identify and coordinate project initiatives by ensuring high performance and green building standards are incorporated into projects.
- Plan projects of lower complexity and/or risk and value overseeing their implementation or turning them over to other PMS staff members for implementation.
- Review project plans and related documentation developed by other PMS staff members prior to and during construction.
- Make recommendations to ensure code and safety considerations are integrated into all plans.

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<th>Design Review</th>
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<td><strong>15%</strong></td>
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<td>Act as internal resource by providing project planning information, recommendations and support to staff across FMGT.</td>
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<td>Oversee the project design delivery process, review design options with the client and user group, request revisions, undertake value analysis processes as may be required, and make recommendations to the Associate Director for approval based upon alignment with project requirements.</td>
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<td>Oversee the design review; check consultant design documents for accuracy, completeness, appropriateness, and conformance to department and university policy and standards, contract requirements, external regulatory requirements etc.</td>
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<td><strong>25%</strong></td>
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<td>Manage projects during the development of contract documents, tender phase, and administer the project during the construction phase.</td>
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<td>Apply for and obtain Building Permits, and lead and participate in Development Permit applications and community engagement processes.</td>
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<td>Manage the tendering of projects, participate in tender openings, prepare letters of approval, and coordinate the consultant preparation of contract documents.</td>
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<td>Participate in construction meetings, monitor the inspection processes for quality assurance, review and recommend monthly progress payments, process change orders and other routine construction administration documents and procedures.</td>
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<td>Participate in consultant meetings; monitor the process and consultants minutes and reports for accuracy and comprehensiveness. May chair site meetings. For smaller projects conduct site meetings with contractors and prepare site review reports.</td>
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<tr>
<td>Liaise with key university stakeholders, clients and user groups, and FMGT Maintenance and Operations staff throughout the construction phase to ensure project revisions, scope, schedule and spending is fully managed.</td>
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- Prepare service requests to in-house trades and Purchase Requisitions / Orders for external goods and services.
- Ensure projects are delivered:
  - With the least disruption to client operations.
  - Through the complete project life cycle; from initial concept to post-construction warranty.
  - Managing the project scope, schedule and budget.

**Administration 10%**
- Responsible for day-to-day monitoring and administration of projects.
- Maintain up-to-date best practices and implement standard university project management workflow procedures, forms and templates for managing construction projects.
- Maintain up-to-date Project Briefs/Project Charters/Project Plans that ensures proper and adequate scheduled review of project milestones, budgets and consultant submittals with university stakeholders.
- Enter and track project information in the in-house capital project software.
- Manage and comment on quality control of deliverables from outside professional service providers. Maintain records of consultant and contractor performance.
- Coordinate post project reviews and oversee/impart the implementation of lessons learned from reviews into future capital planning processes.
- Ensure safety regulations, policies, procedures and guidelines are upheld.

**Procurement & Contract Management 20%**
- Maintain comprehensive knowledge of relevant legislation, regulations, policies, guidelines and best practices to ensure procurement and contracting procedures and documents align with industry and university standard practices and procedures.
- Write Request for Proposals for consulting services, and liaise with the Purchasing Department as may be required for consultant procurement. Sits on proposal evaluation teams.
- Manage consultant teams to ensure delivery of full scope of services, and evaluates performance.
- Negotiate and administer contracts and resolve conflicts and problems related to completion of construction; liaise with the Associate Director to resolve difficult contractual disputes.
- Prepare consultant and contractor contract documents as required for provision of project related services.

**Leadership 10%**
- Ensure that project team members perform the tasks associated with their project role and responsibility, and that they produce deliverables that conform to the required standards.
- Evaluate performance of project team members and provide input to the Associate Director on staff performance.
- Contribute in the interview and selection of new project management staff.
- Participate in the orientation of new staff members.
- Coach and mentor staff in aspects of the profession such as leadership, project management methodology, industry standards, people skills and navigating politics.
- Identify and recommend the related training required to ensure the effective application of project management and leadership principles.
- Conduct training while teaching both hard and soft skills required for the successful planning, execution, delivery and
support of projects. Qualify project management training vendors and monitor their delivery and effectiveness.

- Assist Associate Director to complete project reviews to assess the health of a project, or lead a small team in doing so, and report on findings.
- Provide leadership to assist PMS staff to turn troubled projects around.
- Provide leadership, research or advice for the development or updating of university policies and related standards and procedures, tools and templates.
- Participate as departmental representative in cross-department initiatives (e.g. Financial Information System) and industry events and conferences.
- Keep up to date with project management, industry and university changes, best practices, standards, policies, regulations etc.

4. Classification Factors:

**Problem-Solving:**

This position uses their advanced knowledge and understanding of all phases of project management and project management best practices, as well as construction and industry best practices, to implement a range of moderate to high complexity and/or risk new construction and renovation projects. Advanced expertise is required to: carry out in-depth analysis of complex, ambiguous, interdependent and unique capital planning and renovation issues; investigate and recommendation alternative construction delivery methods; ensure conformity with university policies, departmental practices and all manner of legislative and regulatory frameworks; and, procure and manage a variety of contracts including those for architectural and engineering consulting services. Their work is guided by university policy, and departmental guidelines, work flow procedures, forms and templates.

When problem solving this position: manages the project team to ensure members carry out their responsibilities and the team meets project objectives; determines priorities on delivery of a project; arranges terms of delivery and purchase with contractors and suppliers; provides direction and decisions on estimates; and, resolves schedule and/or supply problems with contractors or suppliers. Reasoned, calculated and considered analysis with an understanding of design and technical priorities is required for advice and project decision making at milestones. Decisions are generally analytical in nature, and may require immediate attention to resolve issues that could have financial or operational impacts for university departments or faculties.

Review of design and specifications requires understanding of contract documents, roles and responsibilities of service providers to determine responsible parties and provide clear direction to expedite solutions. Design meetings and site meetings generally involve a detailed discussion of problems regarding construction, planning, design, and university policies. In these meetings, various decisions are made with various user groups, design consultants, or contractors, to determine implications of options and objectives.

The PM4 administers contracts and resolve conflicts and problems related to completion of construction, liaising with the Associate Director to resolve challenging contractual disputes. Consultant disputes require detailed background analysis, and a clear approach combined with an experts understanding of legal aspects of consultant engagement. May also negotiate contracts.

**Responsibility for Financial & Material resources:**
Under the oversight of their supervisor, the PM4 completes financial activities for renovation projects up to $100M in value such as:

- Identify resources required for delivery of assigned capital projects.
- Develop and manage the budget; track and report on expenditures, forecasted costs, commitments and cash flow. Maintain and update financial documentation.
- Validate, review and recommend payment on all project related invoices, by checking against project commitments.
- Review with, and recommend to, the Associate Director, purchases and capital project procurements requiring tendering.
- Prepare and maintain financial reports for internal reporting and reporting to the Ministry of Advanced Education, the Board of Governors, UVic Executive, and the Associate Director of Project Management Services.
- Ensure systems are in place and maintained to protect University property, buildings and infrastructure.

**Responsibility for Human Resources:**

The PM4 provides ongoing supervision to major development and construction project team members including staff who themselves supervise other staff. This position also provides evaluations of project members’ performance and contributes in the interview and selection of new project management staff.

The PM4 identifies and recommends the related training required to ensure the effective application of project management and leadership principles; conducts training, teaching both the hard and soft skills required for the successful planning, execution, delivery and support of projects; and, qualifies project management training vendors and monitors their delivery and effectiveness.

Additionally, this position coaches and mentors staff in aspects of the profession such as leadership, project management methodology, industry standards, people skills and navigating politics.

**Impact of Decisions and Actions:**

The PM4 manages projects from planning through to completion, as well as significant operational impacts, such as cost and risk. This position advises on expenditures and scope refinements, to ensure projects are completed on budget and on schedule. Impact of decisions on large scale building projects may result in lowering the risk to the University due to cost, schedule or operational implications. Decisions made and actions taken by this position impact on the department’s and university’s image across the University sector provincially and nationally such as the way services are procured, customer issues are effectively managed, and sustainability initiatives are incorporated. As well, decisions of this position affect the ability of the University to function on a day-to-day basis and meet long-term objectives. Good decisions result in better facilities, which in turn result in the University to operate efficiently and to attract faculty, students and staff. Completing capital projects on time, including building and space renovation and new building construction, allow programs to be delivered as planned.

**Independence:**

The PM4 leads project planning, design, procurement contract management and administration, and in so doing makes decisions on the management of projects through all phases and guides project clients and stakeholders through the process to successful delivery of the project. Decisions are guided by industry standards, regulations, best practices, as well as university policies and department processes and procedures. Project objectives are determined by this position in conjunction with clients, user groups, stakeholders and senior managers. As well, this position determines priorities in accordance with the Associate Director and department priorities, and in response to project urgencies. The PM4 ensures the
Associate Director remains advised of all sensitive and complex project issues, and ensure collaborative decision making. Work is reviewed and evaluated based on results. The PM4 also provides advanced expertise for development and updates to university policies and related departmental standards and procedures, tools and templates.

5. Summary of qualifications:
Degree in Architecture or Engineering and 12 years of experience, or Architectural Technology diploma and 15 years of experience, successfully leading project teams from initiation to close.

Experience should include a variety of renovation projects of high complexity and/or risk with values $100M. Experience should also include:

- Leadership of multidisciplinary project teams.
- Human resource management including performance evaluation, coaching and mentoring.
- Interaction with all manner of regulatory agencies.
- Management of budgetary and financial resources in project delivery.
- Selection and management of architectural and engineering consultants.
- Stakeholder analysis, communication plans and risk management plans and roles and responsibilities matrix Provision of strategic advice and briefings to clients, stakeholders and senior management.
- Provision of strategic advice and briefings to clients, stakeholders and senior management.
- Management of a program of projects.

An equivalent combination of education, training and experience could also be considered.

Preference may be given to applicants with experience gained in a post-secondary or similarly large, complex and unionized environment.

Required advanced knowledge of:

- Project management methodologies and best practices, and related policies, guidelines and tools.
- Technical knowledge relevant to new construction and renovation projects.
- Legal aspects of construction and contract law, complex procurement and contract management processes for architectural, engineering or construction related services.
- High performance building systems and design, LEED-Gold requirements and processes, and other sustainable and green building practices.
- Public sector procurement guidelines, standards and policies.

Required skills include:

- Ability to review, investigate, analyze multi-faceted problems and innovate positive solutions that resolve a variety of complex client, project and technical issue within a diverse project team.
- Ability to multi-task, working with variable needs and associated timelines in an efficient, effective and flexible manner.
- Excellent interpersonal and communication skills, both written and oral
- Exceptional facilitation, negotiation, conflict and dispute resolution, and stakeholder relation skills.
- Ability to critique consultants’ design, construction documents, specifications and construction contract and tender documents.
- Service excellence approach to project delivery that ensures client’s project objectives are met, positive relationships are maintained, and implementation is smooth.
Assets include:
- Professional Project Management professional (PMP)
- LEED Accredited Professional (LEED AP)
- Gold Seal Certification

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<th>Employee's Signature:</th>
<th>Date:</th>
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<tbody>
<tr>
<td>Manager's/Supervisor's Signature</td>
<td>Date:</td>
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