## 1. Position Identification

<table>
<thead>
<tr>
<th>Position Number</th>
<th>997201</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Title</td>
<td>Director, Project Management Services</td>
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<tr>
<td>Department</td>
<td>Facilities Management</td>
</tr>
<tr>
<td>Reports to (title)</td>
<td>Executive Director, Facilities Management</td>
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<tr>
<td>Classification Level</td>
<td>ME 13</td>
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<tr>
<td>Current Incumbent</td>
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<tr>
<td>Date (last revised)</td>
<td>SEPTEMBER 18, 2015</td>
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## 2. Department Summary

- Provide a brief description of the mandate of the department.

The Facilities Management Department exists to ensure the orderly development, maintenance and operation of the University’s buildings, facilities, infrastructure and campus lands.

The current department mission statement states:

“As stewards of the campus (buildings, grounds and infrastructure), we foster and enrich an inviting and functional environment that welcomes and supports all who come here.”

## 3. Position Summary

- **Mandate or core purpose of role**
  
  To provide department leadership in advancing the development of the University’s buildings and infrastructure. The position provides strategic input to the Executive Director of Facilities Management, to assist with the alignment of department priorities with those of the University.

  The Director of Project Management Services directs and supports both major and minor capital project development in order to ensure timely and cost-effective delivery of University building initiatives.

- **Summary of roles, functions and areas of focus**
  
  The position is responsible for the design and implementation and administration of all capital construction projects; facility renewals & improvements; accessibility initiatives; interior planning & furniture; and capital project sustainability initiatives.

  The position is responsible for providing leadership for the
entire Project Management Services division, through the Associated Director – Project Management Services, Manager – Interior Modification Services, Project Officers, and all staff reporting to these positions. This position also provides leadership and expertise to project stakeholders, including academics, researchers, unit leaders, students and others throughout the design, implementation and construction process.

<table>
<thead>
<tr>
<th>4. Key Responsibilities and Expectations</th>
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<tr>
<td><strong>Key Responsibility</strong></td>
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| Strategic Leadership of Major and Minor Capital Construction / Renovation Projects | - Be a member of and provide leadership to the University’s Campus Planning Committee.  
- Prioritize projects based on strategic need in consultation with the Executive Director and AVP Financial Planning and Operations.  
- Establish and direct the orderly delivery of major and minor capital construction projects by ensuring their proper design, construction and contract administration.  
- Be responsible for overall project management including, but not limited to financial cost control, quality control, risk management, adhering to established schedules; make recommendations and implement measures for improvement as required.  
- Ensure that the University addresses universal accessibility in all its capital projects to improve the campus for those who have challenges.  
- Ensure designs meet client and stakeholder needs by consulting with Deans, faculty, researchers, department staff and administrative leaders on project-specific committees |
| Leadership in Construction Project Implementation and Contract Administration. | - Advise the University on construction / consultant / supplier contract administration and conflict resolution; negotiate with contractors / professional consultants / suppliers in solving complex problems related to completion of construction.  
- Interpret and administer construction contracts and where necessary liaise with internal and/or external legal council on matters of dispute.  
- Ensure accurate implementation of all acts, policies, regulations, statutes, and codes relative to the division, and provide technical advice to staff regarding |
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| Sustainability and Green Building Initiatives. | • Be a member of, and provide leadership to, the University’s Sustainability Advisory Committee.  
• Ensure high performance and green building initiatives, incorporated into all capital construction projects and facility renewal and improvement projects, are consistent with the University’s Sustainability Policy and Ministry requirements.  
• Assist in the development of metrics for the |
|-------------------------------------------------|----------------------------------------------------------------------------------|
| • Provide direction and critique of consultant project designs, and provide approval of designs at critical milestones of project development.  
• Ensure adherence to proper procurement procedures for appointing consultants and awarding construction contracts with adherence to government regulations.  
• Coordinate communication pertaining to the construction activities that include liaison with neighbourhood groups, funding agencies, government officials and other regulatory bodies and stakeholders in administering and enforcing applicable acts, policies, regulations, statues and codes.  
• Initiate and manage the construction tender process; evaluate and award contracts or, where applicable, make recommendation for final approval to the Executive Director.  
• Develop and negotiate contracts with architectural, engineering and other special consultants and suppliers; evaluate and award contracts or, where applicable, make recommendation for final approval to the Executive Director.  
• Provide direction and oversight to ensure capital projects are managed and procedures are adhered to, to ensure projects remain within approved budgets.  
• Oversee and direct furniture planning and logistics services to ensure successful delivery to the University community.  
• Provide specialized and customized presentations, reporting and analysis as required to support University planning and strategy work, and for reporting as required by the Executive Director in support of the VPFO and Board of Governors.  
• Ensure that building projects remain compliant and focused on Health and Safety initiatives. |
### 4. Responsibilities

| Provide leadership to Project Management Services staff, ensuring integration with the other divisions within the Facilities Management Department. | • Ensure all Project Management processes and procedures are developed and implemented in compliance with FGMT and University policy.  
• Contribute to the development of annual service plan objectives as part of the FMGT Leadership Team.  
• Ensure that the Project Management Services division aligns its priorities with those of the overall Department, VPFO and University.  
• Ensure the Project Management Services division maintains a focus on excellence in customer service.  
• Recruit staff with the skills, competencies and commitment to achieve the Department’s mandate.  
• Develop individual performance plans for direct reports  
• Coach and develop divisional staff so they are engaged and continuously improving their contributions to support the Department’s goals and overall performance and are able to respond to customer needs and expectations. |

### 5. Other Factors

| Decision Making – describe the type and complexity of decisions made by this role and what kind of support is available in the form of supervisory coaching, existing procedures and precedents or other resources. | This position is responsible for guiding all functions of the Project Management Services division of Facilities Management.  
• Assists the Executive Director in the development and implementation of an annual Service Plan for FMGT that establishes priorities, goals and actionable objectives that are correlated to institutional objectives. The Director is expected to execute the annual plan components related to his unit with periodic guidance and quarterly performance management reviews.  
• The Director of Project Management Services ensures capital project compliance and alignment with all other FMGT divisional functions.  
• Makes independent decisions related to managing competing priorities and to adjusting the work flow of the unit.  
• Makes project-related decisions, including planning, programming, development and design decisions related to maintenance, renewal and capital projects, in collaboration with ED FMGT, VPFO and project management representatives. |
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<td>stakeholders.</td>
<td>Design aesthetic and building technology decisions require broad technical expertise and training, as well as judgment in trading off project quality, complexity, budget and schedules.</td>
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<tr>
<td>Decisions are guided by university policy, industry regulations, standards and best practices, as well as established FMGT processes and procedures. The impact of poor decisions could weigh heavily on the Department’s and University’s reputation.</td>
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<tr>
<td>Decisions require the ability to synthesize academic needs and practices.</td>
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<tr>
<td>Decisions generally are strategic and analytic in nature, and may require immediate attention to problem solve major project issues that could result in significant financial or scheduling impacts.</td>
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<td>The Director of Project Management Services makes decisions on the direction and management of all capital projects, consultant and contractor procurement, and deals directly with senior government and municipal officials.</td>
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<td>Seeks assistance on related decision-making with the ED FMGT if/when project goals are expected to fall short of targets.</td>
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<td>Ensures the Executive Director remains advised of all politically sensitive and complex project issues.</td>
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Human Relations –
*describe the key internal and external contacts and relationships for the role and whether they are focused on information exchange, influence or behaviour change.*

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<tr>
<td>Collaborates and strategizes with key internal contacts such as the Executive Director, FMGT Leadership Team, VPFO, AVPFO, Deans and Directors to deliver on key responsibilities.</td>
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<td>Provides leadership and expertise to project stakeholders, including academics, researchers, administrative leaders, students and others throughout the project implementation and construction process.</td>
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<td>Collaborates with Project Planning Services Director and staff to ensure project objectives are met.</td>
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<td>Works internally with other members of the FMGT Department and University Units such as Campus Planning and Sustainability Office, Purchasing, Community Relations, Legal Counsel, Occupational Health &amp; Safety, Security, Systems &amp; Technology, in long-term planning and strategy.</td>
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<tr>
<td>Negotiates, influences and collaborates with key external contacts such as Ministry officials, local municipal officials from Oak Bay and Saanich,</td>
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| Accountability – describe the initiative, independence required in this position and the impact of decisions on individuals, units/departments or the university. | professional consultants and their associations, construction associations, and other consultant and construction industry-related organizations.  
  - Strategic negotiating skills are required as are skills for resolving difficult or conflict situations.  
  - Provides information required for the preparation of media releases by University Communications. Responds to media inquiries and concerns of the general public as requested by the Executive Director.  
  - Decisions of this position affect the ability of the Department and University to function and attain strategic and academic goals. Good decisions result in the alignment of department priorities with those of the university, better facilities that meet academic needs, which in turn result in the University’s ability to operate and to attract faculty, students and staff.  
  - Impact of immediate decisions on large scale building projects may result in high risk to the University due to cost, schedule or operational implications.  
  - Many decisions made by the Director impact on the Department’s and University’s image in the community and across the University sector such as the way services are procured, buildings designed, and sustainability initiatives are incorporated.  
  - Decisions made by this position may impact the University on a day-to-day basis.  
  - Autonomously manages the Project Management Services unit’s resources to achieve unit, department and university maintenance, renewal and capital project planning objectives  
  - Independently cultivates and manages relationships with multiples internal and external stakeholders to achieve unit and department objectives  
  - Additionally this position has accountabilities for the University’s universal access in all capital projects as well as interior furniture planning and logistics. |

| Financial and Resource Management – describe the key financial dimensions of the job such as budgets, material assets and resources managed. | This position oversees, approves and guides an annual operating budget of approximately $1.6M, not including capital project values.  
  - At any given time, this position oversees the design and development of capital projects having a value of between $25M and $100M. |
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| and signing authority. | • Oversees the development of construction budgets, construction schedules and records; receive and assess invoices and progress draws; analyze change orders, compares against budgets and approves, or where applicable, make recommendation for final approval to the Executive Director  
• The position has single transaction signing authority for $30,000.00 (under review).  
• Assists and supports the Executive Director’s management decisions regarding the allocation of funding to address priorities and pressures on resources.  
• Negotiates contracts with architectural, engineering and other special consultants and suppliers; award contracts or, where applicable, make recommendation for final approval to the Executive Director.  
• Ensures University financial policies are adhered to  
• In collaboration with the FMGT Leadership Team, guides Project Management Services staff in review of financial efficiency and improvements.  

| Supervisory Responsibility – identify the number of reports and classify by type (full and part-time employees, volunteers, grant-funded, student or contract roles) as well as relationship (formal, dotted-line or informal; direct vs. indirect). | • This position has nine direct reports consisting of an Associate Director, a Manager, two Senior Project Officers, four Project Officers and one Administrative Assistant.  
• Eight full time staff report to one of the eight direct reports, Manager Interior Modification Services.  
• Independently responsible for the recruitment, supervision and performance management of all direct reports.  
• This position is also responsible for contracting and supervising additional resources as required to address project complexity and/or to meet timelines.  

| Safety – describe the mandate for ensuring safety for self or others. | • Safety for department staff is provided by a dedicated “Health and Safety Coordinator” position within the department.  
• Ensure policies on Health and Safety are adhered to.  
• Project Management Services is responsible for maintaining all University building construction projects in a safe manner for students, staff, and all visitors.  
• Ensure systems are in place and standards are established and maintained to protect University property, buildings and infrastructure.  
• Ensure hazardous materials contained in existing buildings are properly and safely handled by specialty /
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<tr>
<th>licensed consultants and contractors, to ensure the health and safety of staff and building occupants during construction projects.</th>
<th>• Responsible for ensuring a safe working environment for self, reports and visitors.</th>
</tr>
</thead>
</table>
| **Equity – describe the contribution to the Equity Plan, fairness to women, aboriginal peoples, visible minorities and persons with disabilities.** | • As supported by the Project Management Services division, hiring procedures in FMGT take into account and address the University’s commitment to fairness to women, aboriginal peoples, visible minorities and persons with disabilities.  
• Director responsible for ensuring equity in both divisional team staffing and engagement of the University community. |

### 6. Summary of qualifications and job specific competencies

| Qualifications and experience | Preferably a University Degree in Engineering or Architecture, with eight years directly relevant experience in a senior administrative role responsible for all aspects of planning, design and construction contract administration. Three to five years of management / supervisory experience. An equivalent combination of education, training and experience could also be considered. Experience and abilities to include:  
• Able to provide effective briefings, seminars, presentations, to both small and large audiences.  
• Extensive knowledge of capital project planning, design, construction and project administration.  
• Experience in change management.  
• Able to lead staff and build team approach in a department.  
• Expertise in legal contract writing, demonstrated knowledge of legal aspects of construction contract law. |
| Key job-specific competencies | The Director of Project Management Services must possess the following competencies:  
• Strategic and creative thinking for planning, project delivery alternatives, project design, and for development of new processes and procedures within the division.  
• Innovative thinker and advanced problem solver; commitment to learning and development to ensure goals of state-of-the-art design and advanced building technologies. |
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| • Self-management and drive, results orientated, be able to accelerate issues to resolution. |
| • Effective coaching and mentoring, able to identify and respond to staff professional development needs. |
| • Strategic leadership of staff, including recognition and disciplinary action where warranted. |
| • High degree of judgment, initiative and discretion. |
| • Fair and equitable and lead by example. |
| • Attention to quality and detail to ensure projects are delivered within scope, on time and on budget. |
| • Effective communication abilities to maintain sound external relations with municipal and provincial regulators, the construction industry, and the professional consulting community. |
| • Strong teamwork skills are essential as is the ability to communicate effectively (both written and oral) |
| • Relationship building skills required to work with department staff, consultants, contractors and client groups. |

### 7. Unusual working conditions

- Construction site visits from time to time require good physical, sight, and hearing skills. This position will be subject to exposure to height conditions, noise, untidy, and potentially hazardous site conditions and occasional exposure to unpleasant weather conditions.
- Attendance at meetings where confrontational situations are reasonably common.
- Immediate decision making with high risk to the University can lead to occasional high level of stress.
- Departmental workloads can require overtime work on a regular basis.

Please attach the reporting structure for the role.

Date of Completion September 18, 2015

Signature of Incumbent: _____________________________

David Perry
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Signature of Executive Director: ________________________________

Ron Proulx