

	Position description
Position Title	Project manager
Fixed Term Contract or EBA	Non-EBA
Status	5 year contract
Classification	Non-EBA
Remuneration (EBA only)	Non-EBA
Hours of Work	Full Time Employee
Region	Corporate
Primary Location	Fawkner Head Office but will be required to travel to other GMCT sites as and when required
Date PD Adopted	May 2019

1. Organisational environment

At The Greater Metropolitan Cemeteries Trust (GMCT) we believe in caring for our communities with dignity and compassion. Each year, we help more than 12,500 families, of all cultures and faiths, to plan and prepare for funeral, cremation, interment and memorial services.

GMCT is custodian of 21 cemeteries (including two greenfield sites) and memorial parks which are maintained in perpetuity, giving our families, communities and future generations' peace of mind. We are committed to maintaining these beautiful, restful and sustainable places to preserve and protect the memories and history they hold.

GMCT is comprised of three regions (north, east and west). Corporate functions and administration are conducted from the head office, located at Fawkner Memorial Park. The organisation employs approximately 200 staff. We recognise that our industry sector is not immune to change, and is being shaped by a number of trends. We are in a strong position to respond to these trends but require a workforce that is agile, resilient and up for change and innovation.

Our Vision

Lasting memories, peaceful places

Our Mission

We provide the final care for your loved ones, with dignity and kindness. We respect all peoples, our heritage, our communities and the environment.

2. GMCT Strategic Plan 2016 - 2021

Our 2017-2022 strategic theme – '*stepping up and reaching beyond*' - serves to articulate a commitment to our team and our stakeholders, to ensure we consistently strive to deliver beyond expectations, challenge perceptions of the industry, improve our service offering, and work with our communities. Our aspirational road map for the next five years will see GMCT focus on four fundamental pillars

- **Community connections** – we will lead and nurture strong connections with the communities we serve
- **Lasting stewardship** – we are stewards of the community assets we care for now and in perpetuity
- **Operational excellence** – our people will strive for excellence in everything we do, facilitated by innovative and effective technology, systems and processes
- **Change ready agility** – our culture is brave, innovative and collaborative, and aligns with our corporate values and strategic goals

These priority areas will underpin and inform initiatives and decision making over the next five years and ensure we are focused, transparent and accountable, while also allowing GMCT room to respond to new opportunities, challenges and changing needs and expectations.

3. Organisational context

As depicted below, GMCT currently includes 21 cemetery sites across metropolitan Victoria, and may acquire new cemeteries from time to time

- | | |
|-------------------------------|--|
| 1. Altona Memorial Park | 12. Northcote Cemetery |
| 2. Andersons Creek Cemetery | 13. Northern Memorial Park |
| 3. Burwood Cemetery | 14. Preston Cemetery |
| 4. Coburg Pine Ridge Cemetery | 15. Templestowe Cemetery |
| 5. Emerald Cemetery | 16. Truganina Cemetery |
| 6. Fawkner Memorial Park | 17. Werribee Cemetery |
| 7. Footscray Cemetery | 18. Williamstown Cemetery |
| 8. Healesville Cemetery | 19. Yarra Glen Cemetery |
| 9. Keilor Cemetery | 20. Plenty Valley – Yan Yean (greenfield site) |
| 10. Lilydale Lawn Cemetery | 21. Melton West (greenfield site) |
| 11. Lilydale Memorial Park | |

4. Professional standards

Our values

At the heart of our strategic plan remain our organisational values. GMCT values inform everything we do and provide the framework for how we conduct our business and how each person goes about their work, regardless of their role in the organisation.

Our values are a description of the way we see the world and what is most important to us. They are the basic principles that will guide and shape the way we think and act. This includes the way we provide services to our customers, the way we treat each other within the organisation and the way we relate to the wider community.

Our values are

Compassion

A staff member who demonstrates the GMCT value of compassion will

- try to see the situation from the other person's point of view
- respond with sensitivity and kindness to our customers, members of the community and our colleagues
- demonstrate willingness to provide help and support

Respect

A staff member who demonstrates the GMCT value of respect will

- show appreciation for the contribution of others
- seek to understand the priorities and needs of others
- provide high quality service
- demonstrate a 'can do' attitude

Sustainability

A staff member who demonstrates the GMCT value of sustainability will

- portray a positive image of the organisation to build reputation, even when things are difficult
- use the organisation's resources efficiently
- demonstrate concern for our environment
- identify better and innovative ways of doing things

Integrity

A staff member who demonstrates the GMCT value of integrity will

- communicate openly and honestly
- meet commitments to others and do what they say they will do
- deliver services in a professional manner
- accept responsibility for their own decisions and actions even when they make a mistake

5. Position organisational relationships

The Project manager role is an integral part of the Future built environment Directorate.

Accountable to:	Manager built environment
Supervises:	Nil direct reports
Internal Liaisons:	Executive team, Director future built environment, Leadership team and all indoor/outdoor staff.
External Liaisons:	Contractors, visitors and all levels of government/government agencies.

6. Position context

The Project manager role will work collaboratively with peers focusing on supporting the organisation to implement nominated projects in a safe and strategic manner that positively influences GMCT's stakeholder experience.

7. Position objectives

The Project manager is accountable for the success of all nominated projects, including co-ordinating and overseeing all activities by contractors (and staff) engaged to undertake specific projects. This includes development of project management plans, execution and delivery of projects on time, on budget, and within scope in accordance with business strategic priorities. Throughout the lifecycle of each project, the Project manager tracks the project status, manages project teams and stakeholders to mitigate issues and risks.

The role requires flexibility and experience to deliver project outcomes via both agile and waterfall methodologies in line with current project management delivery practices.

This role requires good interpersonal and influencing skills, good problem-solving ability, and a high-level understanding of project management methodologies.

The Project manager must keep the Manager built environment informed on the status of works, including any potential risks, issues, variations or delays.

Objectives

- In consultation with Manager built environment, develop annual forecasts, budget bids, business cases and work plans, consistent with organisational strategic directions and objectives.
- Support the Manager built environment in the strategic development of the preliminary, investigation and feasibility programs, infrastructure programs and other civil construction works.
- Develop and maintain project plans in accordance with GMCT project methodology.
- Developing specifications and tender documentation in accordance with GMCT procurement policies, procedures and delegations.
- Oversee induction of external contractors and ensure all contractors perform in accordance with their contracts and GMCT policies and procedures.
- Ensure that a healthy and safe working environment is provided to all contractors, staff and visitors in accordance with GMCT OH&S policies and procedures.
- Provide accurate and timely advice and information to the Manager built environment on the status of the nominated projects.

- Handover, close and capitalise projects including asset identification.

8. Key responsibilities

- Managing multiple concurrent projects through full project lifecycles including feasibility, implementation and project close out
- Working with sponsors/stakeholders to initiate projects through project scope definition, success metrics and criteria, project budgets and funding, project prioritisation and resourcing requirements.
- Using risk frameworks, define project risks and appropriate mitigation strategies.
- Build implementation plans using either traditional or agile delivery methodologies.
- Help steering committee chairs facilitate effective and efficient steering meetings to drive project outcomes.
- Build, lead and coach multiple project teams throughout project lifecycles.
- Facilitate all operational checkpoint activities throughout the lifecycle of projects.
- Adhere to project methodology compliance standards and governance as set by GMCT.
- Define, develop and measure project success parameters as agreed within the business case.
- Lead evaluation panels for tender evaluations, helping non-technical members in their understanding against benefit criteria through appropriate query and investigation of products or suppliers being evaluated.
- Manages and tracks team velocity, financials, and other KPIs in relation to the plan and published progress reports.
- Promote, build and maintain good communication and working relationships within work units and across other GMCT departments.
- Work with the Manager built environment and executive and leadership teams to implement and uphold the GMCT Vision, Mission and Values and the objectives incorporated within strategic, annual and business plans related to the delivery of projects.
- Support the Manager built environment and executive and leadership teams in identifying and resolving any risks or issues relating to projects.
- Support the Program planner and Manager future planning in monitoring and evaluating achievements of productivity against negotiated targets and implement strategies to meet agreed targets.
- Participate in the preparation and development of the annual budget for the operational unit, including the capital expenditure budget.
- Ensure projects are delivered with budget and forecast parameters and provide input to anticipated cash flow.
- Report any injury, illness, asset of financial loss, hazard and near miss incident to their manager/supervisor within 24 hours of detection in accordance with GMCT procedures.
- Ensure that services delivered are effective, efficient, and client focused, and consistent with GMCT strategic objectives.
- Ensure that all activities comply with relevant legislative obligations.
- Regularly monitor, interpret, and evaluate financial output and outcome data.
- Oversee the performance of activities against KPI's in formalised contracts.

- Maintain accurate and up to date records of work undertaken in accordance with GMCT policies, procedures utilising GMCT methodology and EDRMS systems.

9. Key capabilities

Essential capabilities	
Capability	Proficiency level
Accountability and results focus – Plans effectively and takes accountability for behaviour and results	Advanced
<ul style="list-style-type: none"> • Build engagement and alignment with project sponsors and team members to co-design scope and achievable delivery plans to realise expected benefits • Articulates the what, why, how and when of the GMCT strategy to helps others to understand it • Develops team objectives, roles and responsibilities in line with overall GMCT objectives, and with clear timelines and measures of success • Supports team to plan, manage and prioritise workloads to effectively and consistently deliver on individual and team • Objectives to expected standards and in the right way at the right time • Drives a culture of high performance within team • Develops plans according to customer/stakeholder requirements and GMCT context, and effects the key drivers that deliver on the strategic objectives • Regularly reviews plans and performance, and revises according to risks or impacts • Communicates regularly with team members regarding GMCT progress and updates, and ensures all team members • Understand the impact of their role and responsibilities on the broader business • Holds team to account for their behaviour and results • Role models accountability, and accepts / owns the responsibility for decisions, actions and behaviour of self and team 	
Capability	Proficiency level
Profession specific – Knowledge, skills and experience that are required for non-industry professions	Advanced
<ul style="list-style-type: none"> • Highly developed knowledge, understanding and application of this capability • Can apply knowledge outside the scope of own role • Is able to coach or teach others on this capability • Has a long-term perspective • Helps develop materials and resources in this capability area • Able to manage multiple projects to schedule and budget, and identifies, manages and rectifies issues if they arise • Allocates projects within team according to strengths and capabilities • Coaches and supports others to build project management, asset management and infrastructure development capability 	
Capability	Proficiency level
Innovation – Actively seeks out ways to create and take	Advanced

advantage of opportunities to improve business performance and the customer experience	
<ul style="list-style-type: none"> • Takes a broad view when analysing complex and ambiguous situations • Recognises patterns and draws linkages between ambiguous data or situations • Reads the situation well and knows when to allow time to work through complexity and when to move quickly on decisions or solutions • Uses innovative thinking during decision making and planning, by applying learning from industry research and/or knowledge and experience gained from working outside of GMCT • Plans for the future whilst balancing the need to be agile today • Adopts an open-minded approach to maximise opportunities whilst minimising and mitigating risk • Encourages and supports team to take measured risks to implement new initiatives and approaches to deliver growth • Coaches and develops the innovative thinking and approach in others • Creates a supportive environment for generating and testing creative and innovative ideas 	
Capability	Proficiency level
Change agility and resilience – Maintains composure and focus under pressure and quickly adapts to change	Advanced
<ul style="list-style-type: none"> • Identifies and addresses resistance to change • Supports other team members during time of change • Communicates key information and wider reasons for change • Gains support and generates enthusiasm for change • Recognises when to ask for support when face with challenges • Remains calm and engaged under pressure • Consistently demonstrates emotional self-management 	
	Proficiency level
Collaboration – Builds and maintains positive relationships to enhance productivity and increase customer satisfaction	Advanced
<ul style="list-style-type: none"> • Initiates and maintains networks to enable the achievement of business objectives • Builds and maintains positive, productive relationships with key stakeholders to influence their strategy and decision making processes • Seeks and values diverse contributions, experiences and ideas of others • Utilises the expertise of the wider GMCT team to ensure the best outcome is achieved • Looks for opportunities to facilitate collaboration between others • Role models teamwork and collaboration. 	
Capability	Proficiency level
Emotional Intelligence	Advanced
<ul style="list-style-type: none"> • Positively influences the way others feel and consistently demonstrates respect, dignity and compassion • Anticipates emotional needs and reactions of others, and prepares/addresses needs accordingly 	

- Supports others to resolve internal and external conflicts in a calm and effective manner
- Responds effectively to others' inappropriate behaviour
- Facilitates challenging conversations effectively
- Supports others to express emotions in a way that is respectful to the feelings of others
- Coaches and support team to develop their emotional intelligence and to balance the emotional needs of others with the operational needs of the business

Preferable capabilities

Capability	Proficiency level
Leadership – Provides direction and purpose, and empowers, motivates and inspires others to achieve their potential	Advanced
<ul style="list-style-type: none"> • Actively leads team to high performance through coaching, mentoring and development activities • Inspires others by setting and clearly communicating strategy to drive team members to achieve personal and team objectives • Allocates resources and delegates tasks / projects in a way that supports and stretches team members to achieve desired individual and team outcomes • Rewards and recognises team and individual successes • Motivates team members by linking individual and team work to the achievement of GMCT objectives • Empowers team members to develop their capability and careers • Demonstrates courage by taking on tough challenges and leading through change • Coaches others to be leaders • Adapts leadership style to get the most out of individuals and teams • Models GMCT Values, and creates an environment of excitement and energy that drives high performance 	
Capability	Proficiency level
Customer Centricity – has the customer experience at the forefront of every decision and action	Intermediate
<ul style="list-style-type: none"> • Acts as GMCT advocate with community and customers • Understands customer needs and uses this knowledge to deliver the right solutions for them in the right way, at the right time • Uses customer satisfaction information to improve the customer experience • Consistently looks at issues from the eyes of the customer • Actively seeks feedback and insight from the customer when problem solving 	
Capability	Proficiency level
Commercial acumen – Understands the GMCT business and industry, and executes business plans to maximise performance and deliver on strategic	Intermediate
<ul style="list-style-type: none"> • Actively manages the impact of own performance on business and commercial outcomes 	

<ul style="list-style-type: none"> • Uses a detailed understanding of GMCT offerings, industry and legislative changes, and competitor activity to identify and act on opportunities for self/team/business • Creates, interprets and analyses financial information for successful operation of the business 	
Capability	Proficiency level
Operational Excellence	Intermediate
<ul style="list-style-type: none"> • Reviews and informs on lessons learnt and provides opportunities • Adopts lean principals where applicable • Balances the day-to-day operational requirements of the role with meeting the emotional needs of the team • Shares ideas for improvements with manager and team, and demonstrates initiative where appropriate/safe to do so • Continually searches for ways to improve efficiency, effectiveness and productivity in own role / within immediate team • Consistently adheres to safety and risk guidelines and standards and escalates issues where required 	

10. Corporate involvement

GMCT is a values-based organisation and seeks to cultivate a culture founded on quality of service delivery, responsiveness, collaboration and respect for others. It is an environment that requires all team members to maintain high standards of work.

All GMCT employees are required to

- Maintain the highest standards of integrity and behaviour in line with GMCT Values and Code of Conduct.
- Uphold and enhance the reputation of GMCT.
- Participate in the development and review of organisational initiatives and assist in the delivery of organisational goals.
- Participate in regular performance management planning and review processes with immediate manager.
- Undertake identified training and development activities/programmes.
- Provide regular and /or ad-hoc reports to immediate manager when required in an agreed format for the purpose of monthly supervision, team meetings and six monthly and annual individual development reviews.
- Attend Regional and Team meetings as required.
- Maintain confidentiality at all times.
- Comply with all GMCT policies and procedures.
- Understand and adhere to all OH&S policy, legislation, regulation, risk management strategy, policy and procedure.
- Be responsible for effective risk management including incident reporting, and ensuring that management is aware of risks associated with business operations.
- Assist their manager in the identification, development and maintenance of the health and safety improvement action plan.

- Develop agreed and measurable success measures to support the health and safety management action plan and health and safety management strategy.
- Assist their manager in the input of risks, hazards or environmental risks into the risk register database.
- Implement hazard management practices in their daily activities.
- Report any injury, illness, asset or financial losses, hazard and near miss incidents to their manager/supervisor within 24 hours of detection in accordance with GMCT procedures.
- Comply with health and safety practices in accordance with the OH&S Regulations 2007, Victorian WorkCover Authority Codes of Practice and GMCT Safety Management Plan 2014.
- Comply with all other Commonwealth and State legislation relevant to the organisation.
- Undertake other duties as directed by immediate manager not specifically mentioned in this document, but within the capacity, qualifications and experience normally expected from persons occupying positions at this classification.

11. Key selection criteria

Applicants must address the following criteria in writing to be considered for this position

All selection criteria are essential unless marked as 'desirable'

Qualifications & experience

- 10+ years project management experience, construction management or relevant industry experience.
- Desired PMI, PRINCE or other project management certification.
- End to end product/project scope management including scope, benefits and change definition.
- A track record as a coach, mentor, and developer of talent.
- Ability to independently manage operational aspects of ongoing projects and serves as a liaison between project teams, steering committees/control groups and operational teams.
- An ability to drive to big picture goals and milestones while valuing and maintaining a strong attention to detail.
- Demonstrated capabilities in people management, strategic planning, risk management, change management.
- Full understanding of the project lifecycle.
- Self-motivated individual that possesses excellent time management and organisational skills.
- Strong cross-functional collaboration skills, relationship building skills and ability to achieve results without direct reporting relationships.
- Strong oral and written communication skills and the ability to present a polished, professional, and diplomatic image to all stakeholders.

- Strong sense of personal responsibility and accountability for delivering high quality work.
- Decision making; proven ability to work independently and to provide advice on a broad range of issues.
- Capacity to organise resources – human, physical - to optimise efficiencies in unit operations.
- Understanding of, and commitment to, OHS practices which ensure a safe and healthy working environment for staff and the public.
- Attention to detail which ensures accurate and up to date records are maintained.
- Ability to work well as part of a team.
- Ability to act autonomously and make decisions.

Skills/abilities

- Strong communication with a variety of stakeholders across organisational levels – listening, emotional intelligence and providing answers.
- Highly level of personal drive, ability to work independently as well as part of a team and take direction when required.
- Ability to gather and assimilate information, including the production of effective documentation.
- Ability to maintain a professional approach at all times.
- Ability to think ahead and anticipate problems, issues and solutions.
- Ability to work under pressure and meet deadlines.
- Demonstrated skills in analysis and reporting.
- Exceptional relationship and communication skills, including the ability to provide authoritative advice and to manage relationships, influence and negotiate at senior levels.
- Extensive knowledge of and proven experience in strategic stakeholder engagement.
- Excellent written communication and interpersonal skills, including demonstrated ability to prepare and deliver technical and business papers, reports and proposals for all levels of GMCT and particularly for the Executive and Trust.

Technical skills

- Relevant experience in project management methodology.
- Highly proficient in Microsoft Office applications.
- Experience with dedicated project management software such as; MS Project, CAMMS, PMO 365.
- Understanding of construction and infrastructure.
- Experience with industry software such as; AutoCAD, 3D modelling, Adobe.
- Exposure to team collaboration tools such as; Trello, Slack, SharePoint (desirable).
- Current driver's licence.

Other requirements

- Ability to flex and adapt with changing business priorities and needs, including context switching across multiple initiatives.
- Experience working with program planners, financial officers, landscape architects, GIS, asset databases, business analysts and contract consultants.
- Experience working in environments that are commencing a transition to a digital environment and an agile way of working, and appreciate the challenges this can present.
- Able to identify when and assist in transition of projects into operational status.
- Influential to internal and external stakeholders, with excellent written and verbal skills.

Relevant physical requirements

Requirements	Frequency of Occurrence (tick where appropriate ✓)				Comments
	Rarely 0% to 5%	Occasionally 6% to 33%	Frequently 34% to 66%	Regularly 67%-100%	
Weights and Forces					
Lifting from floor to waist (<5 kg per item)		✓			
Lifting at waist height (<5 kg per item)		✓			
Lifting waist to shoulder (<5 kg per item)		✓			
Carrying		✓			
Pushing (trolley weighing up to 50kg)	✓				
Pulling (trolley weighing up to 50kg)	✓				
Moving equipment and/or furniture	✓				
Holding or supporting	✓				
Above shoulder	✓				
Whole Body and Lower Limb Movement					
Standing		✓			
Sitting - at desk		✓			
Sitting - vehicle		✓			
Walking			✓		
Walking - whilst carrying	✓				
Walking - on uneven ground			✓		
Climbing - stairs			✓		
Climbing - ladders			✓		
Driving - passenger vehicle			✓		
Computer - desktop		✓			
Computer - laptop			✓		
Squatting	✓				
Kneeling	✓				
Upper Body and Upper Limb Movement					
Reach - forward (>30cm from body)	✓				
Reach - side (>30cm from body)	✓				
Reach - above shoulder	✓				
Gripping or grabbing	✓				
Bending neck - looking up		✓			
Bending neck - looking down		✓			
Rotating neck		✓			

Requirements	Frequency of Occurrence				Comments
	Rarely 0% to 5%	Occasionally 6% to 33%	Frequently 34% to 66%	Regularly 67%-100%	
Bending spine - forward		√			
Bending spine - backward		√			
Twisting spine to side		√			
Writing with pen or pencil		√			
Typing			√		
Sensory					
Hearing - holding direct conversation and telephone			√		
Hearing - alarms , signals, disturbance		√			
Visual - read printed material, signage				√	
Visual - read computer screens				√	
Visual - driving				√	
Other					

I have read and understood the requirements of this role

Employee

Signature **Print Name** **Date**

Manager

Signature **Print Name** **Date**