



Te Papa Job Description

Effective Date: 11 March 2010

Job Title: **Senior Project Manager**
Directorate: Experience
Reports to: Director Experience
Direct reports: To be determined
Number of staff: To be determined

TE PAPA'S MISSION & CONCEPT

The Museum of New Zealand Te Papa Tongarewa is a forum for the nation to present, explore and preserve the heritage of its cultures and knowledge of the natural environment in order to better understand and treasure the past, enrich the present and meet the challenges of the future.

Te Papa's concept is founded on the principles of unified collections, the narratives of culture and place, the idea of forum, the bicultural partnership between Tangata Whenua and Tangata Tiriti, and the multidisciplinary approach to delivering a national museum for diverse audiences.

Within this concept, matters of concern to Te Papa are expressed within the framework of:
Papatūanuku – the earth on which we all live
Tangata Whenua – those who belong to the land by right of first discovery
Tangata Tiriti – those who belong to the land by right of the Treaty of Waitangi

ROLE OF DIRECTORATE

The Experience Directorate is responsible for producing Te Papa's exhibitions, community and special events, education programmes and information services.

JOB PURPOSE

To manage the development and delivery of a programme of long-term exhibitions on time, to budget and within the approved parameters.

KEY RESPONSIBILITIES

1. Project planning, including task scheduling, resource analysis, budgeting, tendering, contract management and risk assessment
2. Lead project delivery including relationship management, team leadership, and financial management
3. Project monitoring and reporting
4. Procurement
5. Manage project completion

ACTIVITIES & MEASURES

1. Project planning, including task scheduling, resource analysis, financial planning and risk assessment.

Main Activities	Success Measure
<ul style="list-style-type: none">Ensure project plans and research plans are in placeIdentify and secure all project resources and assign team roles	<ul style="list-style-type: none">All project planning (including stakeholder management and communication planning) is undertaken and research plans are in placeTeam assembled, secondments negotiated and formalised with managers of other divisionsIndividual team members understand and agree on their roles, deliverables and timelines
<ul style="list-style-type: none">Prepare project timelines aligned with the Experience Division's business plans.Prepare project budgets aligned with the Experience Division's agreed business and financial plansCarry out risk assessment. Implement project risk and issues registers.	<ul style="list-style-type: none">Detailed timelines for the project and each aspect of development are in placeDetailed approved budgets, cashflows and cost plans are developed and maintained.Risk and issues registers are in place and being reported on a weekly basis

2. Lead project delivery including relationship management, team leadership, financial management

Main Activities	Success Measure
<ul style="list-style-type: none">Exhibition and product delivered within scope to Te Papa standards and within Te Papa policies and guidelinesLead cross-organisational teams to deliver assigned exhibitions/product	<ul style="list-style-type: none">All exhibition phases including Concept Development, Concept Design, Developed Design, Documented Design are delivered within the agreed timelines and budgetsThe exhibition opens on time to budget and meets visitor satisfaction targetsAll team members understand their deliverables, are committed to the delivery timeframes and take ownership of the end results.Exhibition teams function efficiently and effectively and proactively problem solve issues that ariseSchedules for objects, conservation work, text, graphics and interpretation are completedDesign, media and label briefs are completedMarketing, Events, Education, IT, Funds Development and Commercial logistics are coordinated within the exhibition timeframes

- Manage incoming exhibitions logistical requirements
- Construction drawings are completed and audited
- Exhibition production (graphic, text, multimedia, conservation work) and construction activities are completed on time to budget
- Installation/de-installation is completed on time to budget
- International freighting agreements are negotiated and in place
- Contract/legal/insurance requirements are met for incoming exhibitions
- All international courier and security arrangements with New Zealand police are negotiated and in place

3. Project monitoring and reporting

Main Activities	Success Measure
<ul style="list-style-type: none"> ▪ Prepare project progress documentation and lead the formal presentations of the project to peer review and management teams ▪ Generate management and financial reports monitoring the development and delivery of the project ▪ Maintain project financial spreadsheets, and authorise payment of invoices 	<ul style="list-style-type: none"> ▪ Presentations are made to management on agreed dates and approvals obtained ▪ Provide weekly reports on the project plan progress against identified key milestones, resource requirements and interdependencies ▪ Ledgers maintained and all invoices approved in a timely manner ▪ Provide financial and variance reports on a monthly basis to Finance

4. Procurement

Main Activities	Success Measure
<ul style="list-style-type: none"> ▪ Develop and implement a procurement strategy for each project ▪ Manage external consultants and contractors 	<ul style="list-style-type: none"> ▪ Develop and implement a procurement strategy for each project ▪ All contracted work is based on a detailed brief/scope of work ▪ Contract relationships are managed in such a way that timelines and budgets are met as well as production values

5. Manage project completion

Main Activities	Success Measure
<ul style="list-style-type: none">Plan for exhibition openings and closings	<ul style="list-style-type: none">Full consultation has taken place with internal and external interest groups in the opening and closing of every exhibitionAppropriate cultural arrangements are made for openings and closing of all exhibitionsHost training is completed and specific operational plans are put in place when required
<ul style="list-style-type: none">Co-ordinate an ongoing maintenance regime	<ul style="list-style-type: none">In co-operation with Building Operations an agreed Maintenance Plan is in place within 1 week of opening for short term exhibitions and within 6 weeks of a long term exhibition
<ul style="list-style-type: none">Ensure project information is compiled in a form that can be used by others	<ul style="list-style-type: none">All project documentation is compiled and filed including: object changeover information; 'as built' design drawings; graphic files; materials and finishes lists and cleaning instructions; final text file; list of all contractors/contacts; copyright information; warranties, and guarantees
<ul style="list-style-type: none">Ensure that lessons learnt are noted for future benefit	<ul style="list-style-type: none">Debriefs held and information minuted for future use
<ul style="list-style-type: none">Provide wrap report of assigned revenue generating exhibitions	<ul style="list-style-type: none">Report on assigned exhibitions and the final accounts are prepared within 8 weeks of exhibition closing

DELEGATED AUTHORITY

Budget authority as per Te Papa delegations.

KEY RELATIONSHIPS

The Senior Project manager is required to develop and maintain effective working relationships with the following:

- Director Experience
- Exhibition Steering Group members
- Group Manager Product Service and Delivery
- Group Manager Product Development
- Manager of Collection Services
- Manager Building Operations
- Manager Technical Services
- Manager Iwi relationships
- Lead Designer
- Management Accountant
- HR Business Solutions Advisor
- Manager Information Technology and Development
- Software Development Manager

SKILLS, KNOWLEDGE AND EXPERIENCE

Job Specific competencies:

- Prince 2 or PMI qualified or another recognised qualification / membership / advanced training in project management
- 10 plus years senior project management experience
- Proven ability to deliver complex, multidisciplinary projects on time and to budget with widely accepted results
- Proven project analysis skills (the monitoring of progress in key results areas and to deadlines, risk and issue management, ensuring delivery of performance standards)
- Excellent planning and organising skills

Experience in external supplier/contractor management to include:

- Preparation of written design briefs, product or content supply briefs etc
- Managing Requests for Information ("RFI") and Requests for Proposals ("RFP") / tender processes
- Drafting and negotiating contracts
- Proven contractor and supplier management.

Exhibitions budget management experience to include:

- Developing cost plans and cash flows;
- Maintaining expenditure control;
- Preparing budget reports.

Relationship management skills to include:

- Managing complex delivery teams and multiple external contractors;
- Demonstrated ability to build and maintain formal and informal teams and relationships across formal and informal lines of accountability
- Understanding of appropriate communication requirements on tikanga, iwi and museological matters;
- Competence as a negotiator and facilitator

High level of competence in, Microsoft Project, Excel, Word, Outlook

Desirable

- Experience in the development of exhibitions and/or projects with iwi and other community groups
- A track record as a consultant or contract project manager
- Experience in organising inward and outward freight and customs documentation and clearances

GENERIC COMPETENCIES

Being Accountable

Being accountable is taking responsibility for the delivery of the work you are involved in, and maintaining integrity and ethical standards.

- puts the interests of Te Papa first, ahead of their own and their team's interests
- holds others accountable for delivering on their promises and commitments
- publicly supports organisational decisions, even if they held a different view before the decision was reached
- manages resources and people effectively to achieve results
- actively identifies areas of learning for self and others

Building Relationships

Building Relationships is working to build or maintain ethical, friendly, warm relationships or networks of contacts with people who are, or might someday be, helpful in achieving work-related goals.

- motivates, encourages and sustains the co-operation of others
- models good relationship management practices
- takes responsibility for repairing dysfunctional or damaged relationships
- assists others to build relationships and networks
- makes it easy for others to work with them and their team

Customer Service

“Customer Service” is the desire to help or serve others, to meet their needs. It means focusing one’s efforts on discovering and meeting the consumer or client’s needs.

“Customer” includes internal and external colleagues, clients, visitors, or anyone that the person is trying to help.

- encourages a customer service ethic
- works with internal and external stakeholders in ways that positively grow Te Papa’s reputation
- leads a customer centred approach to decision-making
- uses knowledge to think through what would be best for the client, and acts accordingly
- understands the viewpoint and objectives of different customers and how these can, at times, conflict with the interest of the organization

Communicating Effectively

Clear and confident communication and presentation of information in ways that are appropriate to the audience.

- works to achieve buy-in from others by taking the time to communicate ideas clearly
- is confident and articulate in presenting information and arguments in a range of forums
- uses analogies and examples familiar to the audience to clarify points and concepts, maintains interest, and evokes desired responses

Management

- constructively deals with under-performance
- sets challenging objectives for self and others
- constructively removes obstacles that get in the way of others achieving objectives
- delivers honest and constructive feedback to others
- creates an environment of openness, trust and knowledge-sharing
- promotes co-operation and collaboration, and develops staff in order to ensure Te Papa’s ongoing achievement
- provides effective and efficient management of physical and financial Te Papa resources
- drives process improvement
- manages stakeholder expectations through quality relationships