

SHEFFIELD HALLAM UNIVERSITY

PAY MODERNISATION

HERA ROLE PROFILE

Role Title	Assistant Project Manager FD164
Faculty / Dept	Estates Division, Facilities Directorate
Role Purpose	<ul style="list-style-type: none">• This role has a significant impact on the deliver of the estates projects, delivery of the capital plan and the improvements in the student and staff experience.• To be fully responsible for a range and variety of projects from inception to handover within the constraints of cost, time and quality, guided by the Deputy Head of Estates Operations.• To be Responsible<ul style="list-style-type: none">○ for managing the input of a range of consultants and professional external advisers,○ for preparing reports for the Governing Body○ for health and safety management○ The projects managed range in value from £500.00 to over £1million, several projects will be managed at the same time.
Key Duties <i>Please include 5 or 6 key duties or responsibilities</i>	<ul style="list-style-type: none">• To lead the team that prepares project briefs, specifications, working drawings, Health and Safety documentation.• To have full budgetary control of the project.• Responsible for conducting tender processes and tender evaluation, prepare cash flow statements, place orders with contractors and certify payments.• To be completely responsible for the delivery of projects.• Responsible for providing on-site supervision of construction project and maintenance work.• To ensure that brief and contract variations are managed in accordance with estates procedures.• To ensure compliance with stringent H&S requirements, including CDM regulations• Management of large multi disciplinary construction and consultancy teams.• To contribute to several projects at various stages of completion and prioritise project work under guidance of the Deputy Head of Estates Operations.• To prepare and issue regular progress reports to all concerned within the project.• Responsible for ensuring statutory compliance.

Communication – Oral

- Daily straightforward communication with colleagues e.g. regarding developments with projects. Ensure contractors and consultants provide the highest standards of H&S in line with the policies and procedures developed by the University.
- Daily communication with end user (client nominated) of a completed project with regard to building function/problems for between 3 and 12 months depending on the value of the project.
- Lead Health and Safety (H&S) induction to contractors at commencement of all projects assisted by SHU H&S service.
- Convey specialist information from specification to contractors at site meetings. For example; make on-site decisions to overcome unforeseen problems.
- Liaise with Sheffield City Council and consultants in an appropriate manner. For example, installation of temporary teaching accommodation at Collegiate Crescent requires detailed discussions with Sheffield City Council Planning and Development Department.
- Report every third week to all required departments in EDR Progress Meetings.
- Communicate at the site on a project: hold a weekly progress meeting with the builder, explaining what is still required, clarifying and explaining what needs doing.
- In consultation with Deputy Head of Estates Operations the role holder is required to negotiate with contractors, for example to agree final accounts following the end of a project which can be challenging particularly if there is a large difference between the expectations of the contractor and SHU.
- Negotiate with customers to agree solutions with respect to building, time and cost constraints e.g. changing the use of a room which impacts on building regulations and operational aspects of project such as storage requirements.
- With guidance, stop work on any site if unsafe work is being undertaken.
- Regular visits to site discussing progress with contractors and consultants.

Communication – Written

- Daily written communications to other team members, University staff and consultants regarding project progress, frequency as required by each individual project.
- Produce written documents for each individual project, including:
 - Project Definition Documents for client containing -
 - Interpretation of brief, requirements on both sides.
 - Scope of works (resources involved and compilation of technical responses).
 - Health and Safety documents including Project Risk Assessments and Project Health and Safety plans.
 - Costing and estimates.
- Write complex technical specifications for building works for contractors to work to, for example: writing detailed specification for installation of insulated stud partition walls.
- Compile Supervising Officers Instructions as confirmation of oral instructions on site, detailing budgetary changes.

- Provide written instructions for the following contractor operations:
 - permission to work on existing services,
 - access permit,
 - hot work permit,
 - application for out of hours working
- Prepare comprehensive documentation to ensure the following key stages of the project take place:
 - making good defects
 - acceptance of completed work
 - certification of practical completion
 - Contractor performance evaluation on completion of each project.
- Prepare reports regarding progress on projects. Detailing e.g. the financial position of the project and compiling updates detailing amount of money spent on a monthly basis.
- Compile progress reports every two weeks on a project - detailing written progress, what snagging issues have arisen and what is coming up.
- Issue Supervising Officer Instruction forms to contractors which detail either a change or addition to the agreed scope of works. These forms are used by the Contractor to show the costs of the additional work in order for payment of invoices to be approved.

Teamwork & Motivation

- Work within Project management team, line managed by Deputy Head of Estates Operations.
- Lead from inception to completion, the team assisting in the development and management of the project. This team will comprise of professionally qualified and technically competent consultants including but not restricted to architects, structural engineers, mechanical and electrical engineers, surveyors and planning consultants.
- Ensure the appointment of the team members is all in accordance with University policies and procedures, including compilation of the brief and subsequent description of duties.
- Monitor and co-ordinate the performance of the teams.
Ensure the teams deliver to schedule and undertake any necessary conflict management.
Compare the progress of the teams with the project plan and establish when objectives are not being met.
- Meet regularly to review and exchange information about the teams progress as compared to the project plan they are and to report on this progress as appropriate.

Liaison & Networking

- Required to liaise with colleagues and teams in other faculties and departments e.g. Liaise with SHU H&S section on relevant areas of compliance with legislation, for example
 - fire risk assessments
 - means of escape
 - working at height
 - confined spaces, etc.
- Within Project context, establish communication channels and protocols - to ensure effective communication and collaborative working both within project context and on day to day matters. To influence the way we work with other SHU departments leading to improved efficiency for the University and enhance the student experience.
- Liaise with internal departments e.g. consult with Student Academic Services regarding exam timetables when working on a project that stretches over the examination period - establishing when exams are taking place and schedule the proposed work accordingly.
- Required to liaise with external organisations and contacts e.g.
- Liaise with Sheffield City Council when project requires planning permission e.g. temporary teaching accommodation at Collegiate Crescent.
- build relationships with various departments within Sheffield City Council i.e. Planners, Highway Engineers, Building Control, etc.
- Networking, forming links with similar bodies through external courses and conferences, e.g. CDM updates, asbestos awareness, confined spaces and sharing knowledge.

Service Delivery

- To have first line responsibility for the management of a variety of projects from inception to handover within the constraints of time, cost and quality.
- Provision of refurbishment projects ranging in value from £500 to £1million. A variety of projects will be worked on at any one time.
- The role holder will translate the wishes of the client into a briefing document. This document will aim to satisfy the needs of the client and ensure that there is minimum disruption to areas beyond the project boundary.
- Large complicated projects can be long in duration and it's essential that effective and regular communication routes to all stakeholders are established.
- The role holder actively seeks feedback from all customers and acts accordingly with regards to their requirements and promotes a customer focused service of the highest standard.
- Leads and manages outsourced functions provided by highly qualified and technically competent consultants and contractors.
- Ensure our internal teams and external consultants and contractors comply with the University's control of contractors procedures, delivering the highest standards of Health and Safety.
- Ensure compliance with SHU financial procedures.

- Produce detailed programmes of work and financial cost plans. Monitor and report on progress against these plans for the duration of the project.
- Ensure 12 month defects liability periods are used to remove identified defects within the project.
- Carry out Post Occupancy Reviews to ensure systems and procedures can be altered in order to provide project delivery of the highest standard.

Decision Making Processes & Outcomes

Independent Decisions:

- Regular monitoring of site Health and Safety can lead to stopping of work activity due to continued poor performance or a large and serious breach of prescribed standards. However if the decision will entail a significant delay in the progress of a project the role holder will seek guidance/assistance from the Deputy Head of Estates Operations or a Project Manager.
- Make operational decisions during the planning stage concerning programming of works to avoid exam periods and ensure safe access routes around the University.
- Choose appropriate materials and finishes for all projects. Impact can be on the long-term use and maintenance of University buildings with significant cost and Health and Safety impact. Decisions are influenced by the cost allocated to each project, the cost and use of materials, how easily maintained and ultimately the preference of the end user or client.

Collaborative Decisions:

- Liaise with clients in order to develop the project brief, ready for construction.
- Develop the programme of works for projects, taking into account the affect on all the University's stakeholders, not just those specific to the project.
- Selecting contractors and consultants for specific projects with the procurement section. Role holder inputs on suitability and whether the tender is accurate.

Advisory:

- Interpret and then provide advice on specific regulations concerning the project e.g. DDA legislation.
- Advise clients on the most appropriate solutions to project issues e.g. room layouts, position of services, etc.

Planning & Organising Resources

- Plan and prioritise own workload on a daily basis.
- Plan and organise projects by examining client brief and decide what resources are needed (people, time, money, space). Ascertain what external consultants will be required e.g. architects, etc.
- Plan for small to medium projects:
 - Produce Project Definition documents (PDD's) which set out the details of the work, budgets and timescales - to be agreed by the customer.
 - Plan the resources needed for the project and procure work to contractors and/or consultants to agree detail of the work.
 - Take into account the impact of other Estates projects and make adjustments as necessary.

- Manage the interface between contractor and customer.
- Planning for some projects can be one year in advance. Will prepare programmes detailing what needs to be done and when to achieve the outcome as agreed with the customer. Priorities are based on various factors including:
 - External e.g. the need to submit planning applications in advance
 - Own knowledge of the construction process (what must be done and in what order).
 - Knowledge of what is happening in the University e.g. planning projects to be completed before examinations/graduation.
 - Plans are impacted by site conditions and unforeseen problems and the role holder will have to re-evaluate the plan and change accordingly.
 - Project plans are monitored by the role holder.
 - The role holder will have contingency plans for each stage of the project to deal with any problems encountered.

Initiative & Problem Solving

- Pro-actively deal with complaints from University regarding contractors and their conduct/behavior e.g. if there are reports of sexism or racism, would handle this either informally or formally through the site manager depending on the severity of the complaint.
- Produce a risk register to anticipate problems e.g. when planning work on a building that has characteristics that may indicate the presence of asbestos, and know that will have to deal with the asbestos if it is present. In this way, attempt to foresee problems and deal with them.
- Difficult problems arise that need immediate action e.g. power failure in a P.C. Laboratory at Psalter Lane during teaching following a refurbishment of the room. Had to arrange immediate site meeting with contractor and sub-contractor to find best solution to enable classes to run as programmed.
- Manage all consequences, in conjunction with the client, consultant and contractor teams, of "unforeseen" issues.
- Ensure projects remain on budget by devising alternative solutions when encountering unforeseen problems.
- Dealing with all feedback, including complaints and striving to provide excellent customer service on all projects.
- Evaluating and monitoring contractor and consultant performance on a regular basis.

Analysis & Research

- Undertake research through liaison with manufacturers, researching publications and the internet.
- Undertake research into how well building components will perform in different environments e.g. lighting systems. Decide on which one to use based on looking at performance (from statistics provided by manufacturer and talking to representatives) weighing the benefits of one particular product with others.
- Undertake research into the history of a building before work is started, to identify e.g. load bearing walls, to be able to alert contractors to known hazards. Will do this by consulting experts within the Estates Department and

by looking at past plans - a Health and Safety file is produced whenever a building is worked on and role holder will use this.

- Undertake post occupancy reviews. programmed approximately 12 months after practical completion. Analyse the available data and convert this analysis into actions to further improve the service.
- Analyse tender returns from tendered projects and have input into the chosen one - not necessarily the cheapest - but best value, after research on previous projects undertaken for SHU and external work.
- Research other consultants and contractors via internet, technical library and word of mouth before Procurement analyse and include on our approved list of contractors.

Sensory & Physical Demands

- Required to undertake lifting and carrying of e.g. ladders.
- Uses standard office equipment and some hand tools.
- Physical demands include - working at heights (e.g. top of building, lowest basements, plantrooms, cellars).
- Confined spaces (e.g. crawling and walking through service spaces) - every six months.
- Awareness in all environments, smell, taste, touch, sight and hearing on certain projects, especially in the older University buildings or areas of greater risk of injury or harm.

Work Environment

- Generally work in a stable office environment 75% of time, 25% on site.
- Required to work outside in less stable and often hazardous environment such as building sites (daily).
- Will wear a full range of PPE (Personal Protective Equipment) e.g. shoes, hard hat, visibility vest.
- Role holder will view all risk assessments carried out by the contractors and ensure that they have been prepared correctly (project specific in nature) and are being followed.
- Role holder has an overall Health and Safety responsibility for each project, leading the induction, forming the H&S project plan and accident investigation if required.
- Role holder writes risk assessments on the risk outside of the site itself - i.e. the risk that the project has on the wider community up to the site boundary of the public and student/contractor interface.
- Role holder must perform site inspections on a regular basis to ensure all risk assessments/method statements are being adhered to. There is a set procedure to follow regarding site inspections, based upon documents provided by the University Health and Safety Department.

<p>Pastoral Care & Welfare</p>
<ul style="list-style-type: none"> • Role holder is required to show sensitivity to staff, for example, after occupation of an office post project completion, the role holder becomes the first point of contact to the customer or client - for the duration of the defects period (between 3 and 12 months). • Show sensitivity to students as required.
<p>Team Development.</p>
<ul style="list-style-type: none"> • Advise and assist placement students of standard procedures followed in office e.g. production of construction programmes. • As overall contact between contractors and the end user, the role holder must ensure the team put together - architects, specialists and other technical people are motivated and pursue the same end goal. • Role holder leads induction of the principle Contractors team and must incorporate motivation and development throughout the project during site visits.
<p>Teaching & Learning Support</p>
<p>N/A</p>
<p>Knowledge & Experience</p>
<ul style="list-style-type: none"> • Role holder must have or be working towards a relevant professional qualification e.g. BSc Building Surveying. • Knowledge is updated and experienced through various ways: <ul style="list-style-type: none"> ○ Reading trade publications and journals. ○ Through staff development review and undertaking courses, both internally and externally, for example, attended course regarding the updated CDM (Construction, Design Management) Regulations. ○ Attend seminars and CPD organised by professional bodies e.g. Royal Institute of Chartered Surveys Asbestos Seminars. • The role holder should have a minimum of two years construction experience, including: <ul style="list-style-type: none"> ○ Working knowledge of construction, H&S legislation, including for example, CDM regulations, working at heights, asbestos, confined spaces etc. ○ Have refurbishment project management experience and experience of construction contract supervision. ○ Experience of using professional IT packages, for example, Microsoft Project, Excel and Word.