**Position Family: Project Management**

*Cost/Schedule Control*

Senior Project Officer - Cost/Schedule Control [FIN.30007.4](#bookmark404)

Project Officer - Cost/Schedule Control [FIN.30007.3](#bookmark405)

*Project Management*

Project Director [PMN.70003.6](#bookmark406)

Project Manager (Large) [PMN.70002.5](#bookmark407)

Project Manager (Medium) [PMN.70002.4](#bookmark408)

Project Manager (Small) [PMN.70002.3](#bookmark409)

Project Manager (Very Small) [PMN.70001.3](#bookmark410)

*Project Office*

Project Office Manager [PMN.70004.5](#bookmark411)

 Senior Project Office Manager [PMN.70004.6](#bookmark412)

Senior Project Office Administrator/Coordinator [ITC.45041.4](#bookmark413)

Project Office Administrator/Coordinator [PMN.70004.3](#bookmark414)

Project Office Analyst [PMN.70004.4](#bookmark415)

# Position title: Senior Project Officer - Cost/Schedule Control Aon Position code: FIN.30007.4

**Level: 4**

**Responsible for**

Implementing and administering the system, based on the use of control and specialised software tools. Observing the strategies and description/procedures outlined within the cost/schedule control system description plan

# Report to

Project Controls Manager

# Supervises

May assist with Project Officer - Cost/Schedule Control

# Main activities

* + - Developing cost and scheduling policies and procedures to be followed which operate in accordance with the laid down costing/scheduling conventions
		- Administering the project directives in terms of laid down objectives
		- Generating and issuing reports for management review according to the cost/schedule reporting cycle
		- Assisting with the assessment of training required by employees to successfully utilise and understand the importance of cost scheduling, and conducting such training as required
		- Assisting in the development of the special project directives for the cost/scheduling plans
		- Establishing the cost/schedule reporting cycle and outlining inputs and outputs within the company
		- Establishing variance reporting thresholds
		- Determining the level of training required by employees to successfully understand the importance of costing/scheduling and assisting in the planning of the work packages

# Key skills

* + - Sound knowledge of costing/scheduling control systems, variance reporting and analysis of various performance elements
		- Detailed understanding of scheduling techniques and schedule impacts on the project, and cost accounts
		- Methodical and well-organised
		- Effective time management
		- Proven planning and administrative skills

# Internal contacts

Project Managers, Account Staff

# External contacts

External Suppliers

# Typical experience

Prior experience should include at least 10 years relevant industry experience (cost/control systems)

# Other comments

**Position title: Project Officer - Cost/Schedule Control Aon Position code: FIN.30007.3**

**Level: 3**

**Responsible for**

Supporting the implementation and administration of the system based on the use of control and specialised software tools. Observing the strategies and descriptions/procedures outlined within the cost/schedule control system description plan.

# Report to

Senior Project Officer Cost Control/Cost Control Manager

# Supervises

No supervisory responsibilities

# Main activities

* + - Implementing the cost and schedule policies to be followed, in accordance with the laid down costing/scheduling conventions
		- Administering the special projects in terms of laid down objectives
		- Generating and issuing reports for management review according to the cost/schedule reporting cycle
		- Generating variance reports as required
		- Assisting with the assessment of the training required by employees to successfully utilise and understand the importance of cost scheduling, and the conduct of such training as required
		- Assisting in the planning of work packages
		- Ensuring that sufficient lead time for the conversion of unplanned work packages to open work packages is allowed
		- Updating and modifying schedules and alerting relevant parties to any perceived cost or schedule blow-outs
		- Maintaining the status of cost accounts
		- Maintaining a responsibility assignment program

# Key skills

* + - Ability to utilise costing/scheduling techniques is beneficial though not essential
		- Sound computer literacy skills
		- Proven planning and administrative skills
		- Effective time management
		- Methodical and well-organised

# Internal contacts

Project Manager, Accounts staff

# External contacts

External Suppliers

# Typical experience

Previous experience in a defence related project

# Other comments

**Position title: Project Director**

**Aon Position code: PMN.70003.6**

**Level: 6**

**Responsible for**

Full accountability for strategic Projects from planning to market deployment. Acting as the focal point for the Services Division, in this role they will have the responsibility and full accountability of delivering multiple Services Projects on time, scope and budget and to the satisfaction of the customer and the Business Divisions.

# Report to

General Manager.

# Supervises

Project Managers, Projects Officers.

# Main activities

* + - Ensuring that Project Plans are developed by each Project Manager for each Project. Ensuring that Project Managers have prepared all baseline documents in accordance with standards and approved by all relevant parties. Ensuring that Contract Risks associated with Projects are appropriately managed and profit Opportunities maximised.
		- Overseeing project resourcing, ensuring project members skills are being effectively utilised on the prioritised tasks. Ensuring that the project schedule is optimised at all times. Maintaining all progress metrics.
		- Leading and mentoring Senior/Project Managers and Project Teams to successfully deliver projects.
		- Monitoring monthly status reporting and ensuring it is being conducted by the Project Managers.
		- Ensuring regular customer engagement is conducted and dealing with any critical customer affecting issues. Also ensuring the customer is delivering on responsibilities.
		- Maintaining Senior/Project Manager quality standards through effective training and mentoring.
		- Overseeing Project financials, ensuring that the Senior/Project Manager implements financial Project controls.
		- Ensuring that the Senior/Project Managers are managing issues in a timely fashion.
		- Ensuring that Project contracts are maintained, obligations are delivered, variations and EOT’s are maintained.

# Key skills

* + - Ability to plan and anticipate.
		- Ability to decide, delegate and control.
		- Strong communication skills.
		- Leadership skills.
		- Strong negotiation and influencing skills.
		- Proven commercial management skills in relation to Contract and Financial Project Management.
		- Proven knowledge of and strong understanding of Project Management Tools and Methodology.
		- Demonstrated ability to manage difficult customers in complex environments.

# Internal contacts

Business Divisions, Program Office, Project Managers, Project Teams, Commercial Managers, Finance and Administration, Sales and Marketing.

# External contacts

Customers.

# Typical experience

10 years of industry related proven record of successful complex Project implementation coupled with 10 years of successfully managing large Technical Project Teams and Project Managers in delivery.

# Other comments

Other titles: Senior Project Manager (RIN)

# Position title: Project Manager (Large)

**Aon Position code: PMN.70002.5**

**Level: 5**

**Responsible for**

Managing and overseeing special projects that address significant changes and developments that can effect either one business unit or the entire organisation.

# Report to

General Manager of relevant business unit.

# Supervises

Project Team consisting of specialists, team members and planning/administration staff.

# Main activities

* Developing project budget from project and resource plans, managing project through development and implementation stages according to budget.
* Designing and developing strategies and processes, in consultation with team members/stakeholders/business consultants, which will support the implementation of the project.
* Reviewing and responding to corporate policy issues, providing advice and establishing policies when required.
* Identifying key stakeholders and working pro actively to gain their support and endorsement by establishing contacts, conducting presentations/workshops and attending stakeholder meetings.
* Determining project resourcing requirements, recruiting staff and managing development and implementation of project on a day to day basis.
* Identifying risks effecting delivery of project outcomes and where necessary deploys contingencies to ensure completion of project.
* Identifying project dependencies and working with relevant departments to ensure plans can be carried out effectively and dependencies are resolved.
* Developing and managing regular project plan progress reports.
* Representing or having involvement with corporate projects, committees, change management programs as required.
* May mentor Junior Project Managers.

# Key skills

* Understanding of operations, procedures and policies related to the specific business area.
* Excellent communicator, with strong facilitation and conflict resolution skills.
* Project management skills and experience.
* Process re-engineering/business improvement/change management.

# Internal contacts

Executive Management. Business Unit Managers and other Project Stakeholder Staff.

# External contacts

Consultants, Suppliers, Clients.

# Typical experience

At least 5 years experience as a lower-level Project Manager or at least 5 years industry experience at a senior management level together with relevant tertiary education in a business related discipline.

# Other comments

**Position title: Project Manager (Medium)**

**Aon Position code: PMN.70002.4**

**Level: 4**

**Responsible for**

Managing and overseeing mid-level special projects that address changes and developments that can have a significant impact on a particular business unit or the business as a whole.

# Report to

General Manager of relevant business unit.

# Supervises

Project Team consisting of specialists, team members and planning/administration staff.

# Main activities

* Developing project budget from project and resource plans, managing project through development and implementation stages according to budget.
* Designing and developing strategies and processes, in consultation with team members/stakeholders/business consultants, which will support the implementation of the project.
* Reviewing and responding to corporate policy issues, providing advice and establishing policies when required.
* Identifying key stakeholders and working pro actively to gain their support and endorsement by establishing contacts, conducting presentations/workshops and attending stakeholder meetings.
* Determining project resourcing requirements, recruiting staff and managing development and implementation of project on a day to day basis.
* Identifying risks effecting delivery of project outcomes and where necessary deploys contingencies to ensure completion of project.
* Identifying project dependencies and working with relevant departments to ensure plans can be carried out effectively and dependencies are resolved.
* Developing and managing regular project plan progress reports.
* Representing or having involvement with corporate projects, committees, change management programs as required.

# Key skills

* Understanding of operations, procedures and policies related to the specific business area.
* Excellent communicator, with strong facilitation and conflict resolution skills.
* Project management skills and experience.
* Process re-engineering/business improvement/change management.

# Internal contacts

Executive Management. Business Unit Managers and other Project Stakeholder Staff.

# External contacts

Consultants, Suppliers, Clients.

# Typical experience

At least 2 years previous experience as a Junior Project Manager or at least 5 years industry experience at a management level together with relevant tertiary education in a business related discipline.

# Other comments

**Position title: Project Manager (Small)**

**Aon Position code: PMN.70002.3**

**Level: 3**

**Responsible for**

Managing and overseeing smaller projects that address changes and developments that can have an impact on a particular business unit or the business as a whole.

# Report to

General Manager of relevant business unit or Senior Project Manager.

# Supervises

Project Team consisting of specialists, team members and planning/administration staff.

# Main activities

* Developing project budget from project and resource plans, managing project through development and implementation stages according to budget.
* Designing and developing strategies and processes, in consultation with team members/stakeholders/business consultants, which will support the implementation of the project.
* Reviewing and responding to corporate policy issues, providing advice and establishing policies when required.
* Identifying key stakeholders and working pro actively to gain their support and endorsement by establishing contacts, conducting presentations/workshops and attending stakeholder meetings.
* Determining project resourcing requirements, recruiting staff and managing development and implementation of project on a day to day basis.
* Identifying risks effecting delivery of project outcomes and where necessary deploys contingencies to ensure completion of project.
* Identifying project dependencies and working with relevant departments to ensure plans can be carried out effectively and dependencies are resolved.
* Developing and managing regular project plan progress reports.
* Representing or having involvement with corporate projects, committees, change management programs as required.

# Key skills

* Understanding of operations, procedures and policies related to the specific business area.
* Excellent communicator, with strong facilitation and conflict resolution skills.
* Project management skills and experience.
* Process re-engineering/business improvement/change management.

# Internal contacts

Executive Management. Business Unit Managers and other Project Stakeholder Staff.

# External contacts

Consultants, Suppliers, Clients.

# Typical experience

At least 3 years industry experience together with relevant tertiary education in a business related discipline.

# Other comments

**Position title: Project Manager (Very Small) Aon Position code: PMN.70001.3**

**Level: 3**

**Responsible for**

Ensuring preparation/completion of small projects to appropriate quality standards within time/cost constraints as well as meeting contractual requirements and company budget requirements.

# Report to

Corporate Professional Services Manager.

# Supervises

Consultants involved in Solutions Development/Systems Integration.

# Main activities

* Liaising with senior staff within client organisations regarding provision of computing services within negotiated contractual obligations for a program or group of projects.
* Drawing up a project plan for approval by the customer.
* Controlling system design and project planning activities related to large systems development.
* Maintaining and controlling cost, schedule and quality of project activities to run on budget, time and meet agreed customer requirements.
* Managing phases of software development including requirement analysis, system design, specification, development, testing and implementation.
* Managing installation/Field testing of developed systems.

# Key skills

* Ability to lead and manage professional staff, contractors and teams.
* Project/Program management of smaller projects/programs.
* Experience with a project management methodology.
* Ability to meet tight schedules and cost targets without compromising customer requirements.
* General business management.

# Internal contacts

Senior Management, Financial and Accounting staff, Technical Support Staff, Sales Management staff.

# External contacts

Major customers/Users at all levels within client sites.

# Typical experience

Tertiary level education with 2 - 3 years experience in a technical field, information technology, systems integration, consulting, development.

# Other comments

Organisations matching to Project Managers should differentiate according to relative sizes within their organisations and use data cuts to filter data appropriately to their organisation size. Internal relative size factors to consider are project budget, timeframes, complexity of client environment, number of integrated offerings.

# Position title: Project Office Manager

**Aon Position code: PMN.70004.5**

**Level: 5**

**Responsible for**

Assuming responsibility for the effective day to day running of a Project Office and acting as the first line of management for all Project Office staff, and/or drawing on knowledge of the most current tools, methods, procedures and equipment in Project Management to provide expert support and guidance on project management processes and procedures.

# Report to

May have dual reporting lines, Program Manager/Project Director, Finance Director, Professional Services Director.

# Supervises

Project Office Administrator/s or employees in this role may act as individual contributors providing expert advice.

# Main activities

* Advising on and supporting the principles for the successful management of projects throughout the project life cycle. Setting and controlling project criteria, including guidelines and limitations.
* Providing support in tracking and reporting progress and performance of one or more projects, producing and maintaining plans regarding time frames and Resourcing, providing process administration support, contributing to quality control and preparing budgets.
* Agreeing and producing detailed project plans with the project team(s), anticipating resource usage and availability, scheduling for optimum efficiency and maintaining metric data and estimating models.
* Providing generic or specific advice and support for the development of business cases, project plans and audit reports.
* Proactively streamlining and automating manual project management processes and procedures.
* Reporting the progress and anticipated problems within project(s) to Senior Management, including actual and forecasted costs and revenue, profitability and resource planning.
* Recruiting, selecting and training Project Office Staff.

# Key skills

* Management, leadership, planning, analysis and communication skills.
* Expert project management skills, coupled with a developed understanding of the project life cycle, project documentation, project standards and methodologies.
* Ability to understand the relationship of specialised technical roles within the context of the overall project.
* Ability to work according to strict deadlines and manage various demands.
* Accuracy, attention to detail, and highly organised.
* Ability to prioritise and use initiative.
* Negotiation skills.

# Internal contacts

Project Staff at all levels, Senior Management, Finance & Administration Staff.

# External contacts

Clients, Suppliers, Industry Associations.

# Typical experience

8 - 10 years of experience, coupled with relevant tertiary qualifications.

# Other comments

**Position title: Senior Project Office Manager Aon Position code: PMN.70004.6**

**Level: 6**

**Responsible for**

Assuming responsibility for the effective day to day running of a Project Office and acting as the first line of management for all Project Office staff, and/or drawing on knowledge of the most current tools, methods, procedures and equipment in Project Management to provide expert support and guidance on project management processes and procedures.

# Report to

May have dual reporting lines, Program Manager/Project Director, Finance Director, Professional Services Director.

# Supervises

Project Office Administrator/s and other Project Office Managers, employees in this role may act as individual contributors providing expert advice.

# Main activities

* Advising on and supporting the principles for the successful management of projects throughout the project life cycle. Setting and controlling project criteria, including guidelines and limitations.
* Providing support in tracking and reporting progress and performance of one or more projects, producing and maintaining plans regarding time frames and Resourcing, providing process administration support, contributing to quality control and preparing budgets.
* Agreeing and producing detailed project plans with the project team(s), anticipating resource usage and availability, scheduling for optimum efficiency and maintaining metric data and estimating models.
* Providing generic or specific advice and support for the development of business cases, project plans and audit reports.
* Proactively streamlining and automating manual project management processes and procedures.
* Reporting the progress and anticipated problems within project(s) to Senior Management, including actual and forecasted costs and revenue, profitability and resource planning.
* Recruiting, selecting and training Project Office Staff.

# Key skills

* Management, leadership, planning, analysis and communication skills.
* Expert project management skills, coupled with a developed understanding of the project life cycle, project documentation, project standards and methodologies.
* Ability to understand the relationship of specialised technical roles within the context of the overall project.
* Ability to work according to strict deadlines and manage various demands.
* Accuracy, attention to detail, and highly organised.
* Ability to prioritise and use initiative.
* Negotiation skills.

# Internal contacts

Project Staff at all levels, Senior Management, Finance & Administration Staff.

# External contacts

Clients, Suppliers, Industry Associations.

# Typical experience

10+ years of experience, coupled with relevant tertiary qualifications.

# Other comments

**Position title: Senior Project Office Administrator/Coordinator Aon Position code: ITC.45041.4**

**Level: 4**

**Responsible for**

Performing day to day tasks associated with the provision of project management and project administration support to one large or several smaller projects.

# Report to

May have dual reporting lines, Project Office Manager, Program Manager/Project Director, Finance Director.

# Supervises

No supervisory responsibilities.

# Main activities

* Identifying, implementing and maintaining efficient administrative support to project(s).
* Providing administrative support in tracking and reporting progress and performance of one or more projects, maintaining plans regarding time frames and resourcing, providing process administration support, contributing to quality control and maintaining budgets.
* Ensuring that time sheets are logged correctly and on time for all project team members.
* Coordinating project meetings and telephone conferences as requested, arranging travel where applicable and producing minutes and action logs for each meeting.
* May assist with the production of detailed project plans within the project team (s).
* Preparing professional presentations, maintaining document templates, controlling version and document distribution and maintaining employee training information in order to track skill levels within the project.
* Proactively streamlining and automating manual administrative processes and procedures associated with project(s).
* Providing administrative support for the development of business cases, project plans and audit reports.
* Identifying anticipated problems with project(s) from an administrative perspective, including actual and forecasted costs and revenue, profitability and resource planning and reporting them to Management.

# Key skills

* Strong planning, analysis and communication skills.
* Excellent administrative skills, coupled with a general understanding of the project life cycle, project documentation, project standards and methodologies.
* Ability to work according to strict deadlines and manage various demands.
* Accuracy, attention to detail and highly organised.
* Ability to prioritise and use initiative.
* Excellent negotiation skills.

# Internal contacts

Project staff at all levels, Finance and Administration staff.

# External contacts

Clients, Suppliers, Industry Associations.

# Typical experience

At least 5 years of administrative/personal assistant experience, with at least 1 year spent in an IT/Research & Development department.

# Other comments

**Position title: Project Office Administrator/Coordinator Aon Position code: PMN.70004.3**

**Level: 3**

**Responsible for**

Performing day to day tasks associated with the provision of project management and project administration support to one large or several smaller projects.

# Report to

May have dual reporting lines, Project Office Manager, Program Manager/Project Director, Finance Director.

# Supervises

No supervisory responsibilities.

# Main activities

* Identifying, implementing and maintaining efficient administrative support to project(s).
* Providing administrative support in tracking and reporting progress and performance of one or more projects, maintaining plans regarding time frames and Resourcing, providing process administration support, contributing to quality control and maintaining budgets.
* Ensuring that time sheets are logged correctly and on time for all project team members.
* Coordinating project meetings and telephone conferences as requested, arranging travel where applicable, and producing minutes and action logs for each meeting.
* Preparing professional presentations, maintaining document templates, controlling version and document distribution, and maintaining employee training information in order to track skill levels within the project.
* Proactively streamlining and automating manual administrative processes and procedures associated with project(s).
* Providing administrative support for the development of business cases, project plans and audit reports.
* Identifying anticipated problems within project(s) from an administrative perspective, including actual and forecasted costs and revenue, profitability and resource planning, and reporting them to Management.

# Key skills

* Planning, analysis and communication skills.
* Excellent administrative skills, coupled with a general understanding of the project life cycle, project documentation, project standards and methodologies.
* Ability to work according to strict deadlines and manage various demands.
* Accuracy, attention to detail and highly organised.
* Ability to prioritise and use initiative.
* Negotiation skills.

# Internal contacts

Project Staff at all levels, Finance and Administration Staff.

# External contacts

Clients, Suppliers, Industry Associations.

# Typical experience

2 - 5 years of administrative/personal assistant experience, with at least 1 year spent in an IT/Research & Development department.

# Other comments

**Position title: Project Office Analyst**

**Aon Position code: PMN.70004.4**

**Level: 4**

**Responsible for**

Conducting analysis and reporting required to ensure the efficient provision of project management and project administration support to one large or several smaller projects.

# Report to

May have dual reporting lines, Project Office Manager, Program Manager/Project Director, Finance Director.

# Supervises

No supervisory responsibilities.

# Main activities

* Tracking, analysing and reporting progress and performance of all IT project activities within the organisation.
* Assist with the development of business cases, project plans and audit reports.
* Tracking and providing analysis on actual and forecasted costs and revenue, profitability and resource planning for overall project portfolio.
* Maintaining project scheduling to ensure adequate resources are available for all projects at relevant times, and to ensure priority deadlines will be met.
* Assisting with development of, and maintaining, metric data and estimating models.

# Key skills

* Excellent planning and analysis and skills.
* Understanding of the project life cycle, project documentation, project standards and methodologies.
* Ability to work according to strict deadlines and manage various demands.
* Good written and verbal communication skills.
* Ability to prioritise and use initiative.

# Internal contacts

Project Staff at all levels, Finance and Administration Staff.

# External contacts

Clients, Suppliers, Industry Associations.

# Typical experience

2 - 5 years of general experience in IT or in a general analytical/reporting role.

# Other comments