



## Job Description

This form summarises the purpose of the job and lists its key tasks. It is not a definitive list of all the tasks to be undertaken as those can be varied from time to time at the discretion of the School, in consultation with the postholder.

**Job title:** Project Manager

**Department/Division:** Academic Registrar's Division

**Accountable to:** CRM & SRS Technical Programme Manager

### Job Summary

ARD Systems is the largest Business Led Technology team at the School, and the largest IT development group Schoolwide. The team are responsible for three of the School's main platforms, the Student Records System, SITS; the marketing platform, Marketing Cloud; and the enterprise platform, Salesforce. This is alongside other related applications, including Digitary, FormAssembly, TargetX, Informatica, Gearset, Elements, and S-Docs. Team members are also skilled users of other applications such as BusinessObjects and Tableau, and manage integrations between systems within the remit of the team. Collectively, these applications are used to provide solutions for end to end business processes, and end to end services. The work they do underpins the day to day running of the School, and the School's LSE2030 strategy, with the enterprise Salesforce platform a key enabler to much of the strategies successful delivery.

The vast majority of the solutions the team provide are student related. However, as the team focusses on providing generic solution components, these are re-used across multiple areas of the School, both student related and not. Over the last 5 years, this has seen the team become a delivery partner to all areas of the School, beyond the already extensive reach of the student lifecycle focused Academic Registrars' Division.

Solutions are provided across all three strategic pillars of Education, Research and LSE for everyone. All prospective students, applicants, students and all staff are users of the teams systems, alongside organisations, sponsors and parents, which is the largest user base in the institution and with plans to extend to all alumni.

Although the team have responsibility for systems, much of the focus is on business processes and services, and business analysis skill, logic and problem solving is the rich vein that permeates across the work of all team members, with communication and analytical skill as critical as technical competence.

The team's remit is therefore complex and diverse, and team members engage in delivering and supporting solutions to complex problems, and to complex interrelated processes, services and data. The team seek to streamline processes and deliver generic secure scalable solutions that can be tailored to a specific use case - driving return on investment via efficient use of the platforms, increased adoption through familiarity of use, and opportunity through assimilating services and data to enable insight. They do so by being leaders in their field.

The postholder will provide IT project management to ensure the team can maintain, enhance and deliver



solutions effectively. They will have specific responsibility for managing the maintenance and enhancement plans for the team.

The maintenance plan will continually evolve as the team delivers more solutions, and is critical for the team's first priority: maintaining a strong operational core. This includes working with the senior developers to understand tasks arising from new releases.

The enhancement plan is to enact planning for delivering enhancements to existing solutions through time boxed enhancement windows for significant process owners, our internal customers. The postholder will liaise with process/product owners about enhancements both on and off ARDS platforms undertaking process and business analysis, and helping them maintain a backlog of enhancements. They will also thereby be a conduit for increasing Salesforce capabilities across the School by identifying and managing opportunities for other tech teams to do more on the platform in relation to support and enhancements where applicable.

The role will also involve the project management of time boxed core service projects where required (particularly marketing cloud, forms and workflow and contact and opportunity management). They will be responsible for documenting solutions design and Single List of Projects (SLOP) outcomes, for maintaining the SLOP, organising communities of practice groups, and assisting with the project management of large change projects.

On a day to day basis, the postholder will project manage an agile approach to the delivery of maintenance and solutions, running daily stand-ups and weekly meetings with relevant team members to ensure deliverables are to time and quality; and ensuring there is effective transition to live, and project closure including lessons learned.

In a dynamic environment, all team members operate flexibly and the Continuous Improvement Project Manager will likewise be expected to take on tasks to help the team deliver. In particular this will include business analysis tasks, and conducting testing.

#### Duties and Responsibilities

1. Project manage the delivery of key maintenance tasks, taking a structured approach to the planning of these activities
2. Deliver enhancement and small 'core service' project solutions with an agile approach, tailoring the solution to the specific needs of the user.
3. Liaise with internal customers about their enhancement needs, advising where ARD Systems platforms can help, and identifying alternatives where they cannot; and performing small scale process and business analysis to enable this.
4. Enable process/product owners to maintain enhancement product backlogs in a consistent manner.
5. Working with the leadership group identify opportunities for other technology teams to deliver support and enhancements, or products on the Salesforce platform.
6. Be responsible for documenting the outcomes of the weekly solutions design meeting to ensure the team has a consistent record of decisions.



7. Assist the CRM & SRS Technical Programme Manager and the Head of Enterprise CRM & SRS in maintaining the Single List of Projects, the portfolio of the team's large project and core service work.
8. Develop plans that cover the full project lifecycle, reflecting all key deliverables and both internal and external project dependencies in line with the overall goals, objectives and timelines for the small project or enhancement. Provide key milestone information and details of a 'critical path' for the project. Work with other Project Managers to achieve this where relevant.
9. Work with the project team to document key project deliverables, including project setup, solution design documents, transition to live plans and project closure.
10. Project manage operations for the maintenance plan, conducting daily operational stand-ups, tracking tasks to ensure the maintenance operations run, and updating maintenance plans and documentation.
11. Plan the work of small project teams, working with business analysts, technical team members, operational team members and team leaders to document what is required for delivery - typically to break high level requirements into high level designs, through to low level designs with process diagrams, user stories, wireframes, etc to enable sprint planning and delivery.
12. Monitor the velocity of the team in delivering core services, and plan accordingly.
13. Manage relationships with other delivery teams (both internal and external) to ensure project objectives are clearly attributed and achieved and that system capabilities underpin operational service requirements. Delays and areas of concern with resourcing should be identified in a timely manner and escalated appropriately.
14. Manage stakeholder engagement throughout, including effective communications and management of expectations.
15. Undertake effective identification, reporting and escalation of project level issues and risks, and enable the prioritisation of core services projects by the leadership group.
16. Proactively facilitate the resolution of project level issues and risks, escalating in a timely fashion, seeking an agreed resolution and making recommendations as appropriate.
17. Establish and maintain appropriate light touch project level governance through the application of project control methods and tools, such as document management, change control, financial tracking and resource planning.
18. Assist the more senior Project Managers in the project management of large projects.
19. Undertake business analysis, training and testing tasks where required to aid delivery.
20. Contribute to the development and application of project management methods and tools across the School.
21. Organise the Community of Practice groups so users can share best practice.
22. Liaise with groups and individuals both within and outside the School, creating networks to share good practise and knowledge; attending conferences and user groups both nationally



and internationally

**Flexibility**

To deliver services effectively, a degree of flexibility may be required in the duties performed in order to meet the exigencies of service. Job roles may also naturally develop over time and ongoing substantial changes to a role will be discussed between line managers and their staff, with job descriptions updated as and when appropriate.

**Equity, Diversity and Inclusion (EDI)**

LSE is committed to building a diverse, equitable and truly inclusive university. All posts (and post holders) will seek to ensure diversity and inclusion, while opposing all forms of unlawful and unfair discrimination on the grounds of age, disability, gender identity, marriage and civil partnership, pregnancy and maternity, race, nationality, ethnic or national origin, religion or belief, sex and sexual orientation, or social and economic background.

**Ethics Code**

Posts (and post holders) are assumed to have a responsibility to act in accordance with the School's Ethics Code and to promote the principles and values that the Code enshrines. The Ethics Code clearly states that the whole LSE community, including all staff, students, and governors of LSE, are expected to act in accordance with the principles which are set out in the Code. As such you are required to read and familiarise yourself with it. The School's Effective Behaviours Framework is designed to support this Code. It sets out examples for the six behaviours that all staff are expected to demonstrate, these can be found on the following link: [click here](#)

**Environmental Sustainability**

The post holder is required to minimise environmental impact in the performance of the role, and actively contribute to the delivery of the LSE Environmental Policy.