

SCHEDULE 1 – POSITION DESCRIPTION

Title:	Senior Project Manager
Location:	Hamilton
Reports to:	Project Director
Purpose:	To be responsible for the management of building projects within the region, to ensure that they are completed in all respects within agreed and approved budgets, within agreed timeframes and within agreed performance standards.

AREA OF RESPONSIBILITY: Business performance and development (broad grouping of activity)		
Key objectives (the desired outcomes for this area)	Key activities (activities required within the annual plan year)	Key performance indicators (how performance will be assessed)
<ul style="list-style-type: none"> Contribute to the strategic management of Greenstone Group 	<ul style="list-style-type: none"> Active member of the leadership team who contributes to the strategy and plans towards the success of the company's operations 	<ul style="list-style-type: none"> Business development objectives, targets and budgets achieved.
<ul style="list-style-type: none"> Business performance 	<ul style="list-style-type: none"> Drive business performance through planning and developing business plans. 	<ul style="list-style-type: none"> Business performance reported on time, accurately and in required format
<ul style="list-style-type: none"> Relationship management 	<ul style="list-style-type: none"> Leads business development and works effectively with the Management team to secure business development opportunities and grow revenue streams. Greenstone Group promoted at all opportunities. 	<ul style="list-style-type: none"> The Greenstone Group reputation remains strong industry wide. Client networks maintained.
AREA OF RESPONSIBILITY: Project management and delivery (broad grouping of activity)		
Key objectives (the desired outcomes for this area)	Key activities (activities required within the annual plan year)	Key performance indicators (how performance will be assessed)
<ul style="list-style-type: none"> Oversee the timely and successful completion of building projects within the region. 	<ul style="list-style-type: none"> Establish and maintain appropriate project structures, communication and reporting lines. Provide input into the feasibility and due diligence stages of the project in order to assess project viability and risk. 	<ul style="list-style-type: none"> Building projects completed in a timely and effective manner and within agreed outcomes - cost, quality and time (actual vs planned cost); achievement of plan and project specifications (actual vs plan). Post project completion, 360 client feedback completed and reviewed. Feasibility and due diligence milestones met in line with agreed timeline and expectations. Risks to project viability and/or the Greenstone

	<ul style="list-style-type: none"> For each building project: <ul style="list-style-type: none"> Assess and report on planning, title, financial, marketing, settlement (of sales), programme, geotechnical, and construction, statutory and other appropriate and brief specifics. Prepare scope of works and commissioning documents for all consultants Manage and coordinate production of design documentation Conduct value engineering exercise Approvals and consents managed Manage unit title programme Issue and administer procedures document Tender, evaluate and make recommendations on construction contract awards Issue and control all site documentation including: <ul style="list-style-type: none"> Site/Contract instructions Variations to design, scope and specifications All contract certificates Maintain cost, time and quality controls throughout design, documentation and construction periods. Project team meetings held and minuted. (Development, Project Control Group, Design, and Site meetings as well as any subcontractor meetings required) 	<p>Group identified and minimised</p> <ul style="list-style-type: none"> Reports completed for all building projects on time Works scoped and commissioning documents prepared for all consultants and task properly covered with no overlaps Value engineering exercise completed and cost savings identified Timely issuing of approvals and consents Unit title programme managed Procedure document administered and issued Construction contract awards tendered for, evaluated and recommendations developed Site documentation issued and controlled <ul style="list-style-type: none"> Project milestones met in line with agreed timeline. Performance report completed monthly detailing past month's performance and future targets, cost, programme quality, safety, relationships, resource planning and risks, variances to plan and actions to address. All design and documentation work checked for 100% accuracy prior to issue. Quality of agenda and minutes taken. Timely completion and circulation of minutes. Participant feedback – zero reasonable complaints. Action items followed up and addressed
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	<ul style="list-style-type: none"> • Ensure building project financial management requirements are met: <ul style="list-style-type: none"> - Provide cashflow assessment for the development period. - Manage project cost reporting and cost forecasting - Interface with financiers to manage bank drawdown process for payments to contractors and consultants. • Provide input into business development plan to develop a pipeline of new business development opportunities. • Ensure Greenstone Group policies and practices are implemented. • For each project prepare scopes of work and commissioning documents for all consultants ensuring that all tasks are covered and overlaps are avoided • Ensure all contractors, sub-contractors and consultants are aligned with Greenstone Group's vision, values and culture and 'the Greenstone Way' of operating and maintain <ul style="list-style-type: none"> - acceptable safety policies and procedures - adequate management policies and procedures - accept insurance covers 	<ul style="list-style-type: none"> • Cashflow assessment for development completed and updated on a monthly basis. • Drawdown process completed within budgeted parameters and timeframe. • Nil errors. • Database established and regularly updated to track business development opportunities and projects. • Business development pipeline in place and targets achieved or exceeded. • Greenstone Group policies and practices understood, signed off by employee and implemented. • Scopes of work and commissioning documents competed and no overlaps • Appropriate contractors, sub-contractors consultants appointed and pre-agreed targets met or exceeded. • 360 client feedback completed and reviewed. • Zero reasonable internal or external complaints.
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AREA OF RESPONSIBILITY: Risk management
(broad grouping of activity)

Key objectives (the desired outcomes for this area)	Key activities (activities required within the annual plan year)	Key performance indicators (how performance will be assessed)
<ul style="list-style-type: none"> • Ensure material risks identified and mitigation strategies in place to protect Greenstone Group in terms of risk, reward and reputation. 	<ul style="list-style-type: none"> • Prepare and implement risk management profiles and plans for building projects. • Assess all aspects of settlement and completion 	<ul style="list-style-type: none"> • Risk management profiles and plans completed and reviewed every X months. • Strategy is in place to ensure project and budget is not impacted • Risk matrix completed and reviewed every X months.
	<ul style="list-style-type: none"> • Ensure the appropriate Greenstone Group Director is aware of any key issues before they occur. 	<ul style="list-style-type: none"> • Proactive liaison with Directors on a timely basis.

<ul style="list-style-type: none"> • Ensure building projects are administered effectively and comply with all legislative requirements. 	<ul style="list-style-type: none"> • Monitor and complete compliance checklist. • Manage plans and activities to ensure business compliance with all relevant internal and external statutory and regulatory requirements. • Ensure all work is carried out in a safe but performance results focussed manner. 	<ul style="list-style-type: none"> • Compliance checklist completed and reviewed monthly. • 100% compliance with legislation and legislative bodies. • Nil administrative breaches. • Zero claims or potential claims against Professional Indemnity Insurance. • 100% compliance with OH&S Health and Safety requirements. • Zero harm incidents • All third party consultants, contractors and sub-contractors have acceptable safety policies, quality management and insurance cover.
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AREA OF RESPONSIBILITY: Leadership
(broad grouping of activity)

Key objectives (the desired outcomes for this area)	Key activities (activities required within the annual plan year)	Key performance indicators (how performance will be assessed)
<ul style="list-style-type: none"> • Develop a sustainable workforce and a supportive work environment. 	<ul style="list-style-type: none"> • Ensure appropriate resources and capability levels are in place to execute building projects in the Auckland region. • Where necessary, recruit and manage and train team in the Auckland consultancy. 	<ul style="list-style-type: none"> • Team structure is in place which is effective, scalable and generating right outcomes. • Team recruitment targets versus actual targets met.
	<ul style="list-style-type: none"> • Ensure business strategies and project plans are translated into clear role requirements (i.e. job descriptions, competencies, KPIs) and relevant stretch objectives. 	<ul style="list-style-type: none"> • Job descriptions, competencies, development plans, KPIs and bonus targets completed and signed off within one month of team member commencing with the Greenstone Group. • Job descriptions, competencies, development plans, KPI's and targets reviewed on a bi-annual basis. • At least 100% of one-on-ones meetings, mid-year and annual performance reviews for direct reports completed by due dates.
	<ul style="list-style-type: none"> • Create a best work environment by proactive team management, individual career growth and development, team building and fun. • Remain up to date with all procedural and new product training publications 	<ul style="list-style-type: none"> • Plans and activities are in place which focus on building an effective team. • Positive feedback from team members. • Team retention. • Regular attendance at scheduled training and other partnership events

AREA OF RESPONSIBILITY: Leadership
(broad grouping of activity)

Key objectives (the desired outcomes for this area)	Key activities (activities required within the annual plan year)	Key performance indicators (how performance will be assessed)
<ul style="list-style-type: none"> Protect intellectual property Ensure Greenstone Group's vision, values and culture is embedded as a meaningful part of the business. 	<ul style="list-style-type: none"> Building project key person risk profiled, managed and reported Demonstrate values personally Build strong relationships with the internal and external team with conflict resolved professionally and positively. 	<ul style="list-style-type: none"> Key person risk managed to an acceptable level. Positive feedback from team members. Zero reasonable complaints.
<ul style="list-style-type: none"> Build a strong network of clients, prospective business partners, consultants, contractors and others to ensure Greenstone Group is promoted wherever and whenever possible. 	<ul style="list-style-type: none"> Proactively identify and manage key stakeholder relationships via 3Ms – map, manage, measure. Represent Greenstone Group effectively with potential commercial partners, investors, clients etc. 	<ul style="list-style-type: none"> Relationships that strengthen Greenstone Group are developed and enhanced. Positive feedback from clients, contractors and others.
<ul style="list-style-type: none"> Develop and maintain productive, high-trust working relationships with existing and prospective business partners and clients to realise opportunities for market development, increased market share and competitive strength. 	<ul style="list-style-type: none"> Regularly and effectively communicate with stakeholders, shareholders and clients. 	<ul style="list-style-type: none"> Increase in market development opportunities realised. Increase in market share (5%/pts) and competitive strength realised. 360 client feedback completed and reviewed.

DIRECT REPORTS

- Project Managers

KEY RELATIONSHIPS AND STAKEHOLDERS

- Clients
- External Consultants, Contractors and Subcontractors
- Senior Project Managers
- Project Directors
- Divisional Director
- Managing Director
- Other staff of Greenstone Group