

Process

<i>Doc Name:</i>	Junior Project Manager Training Process
<i>Date:</i>	June 2020
<i>Endorsed By:</i>	Directors
<i>Doc Code:</i>	PROC012

01. INDEX

02. OVERVIEW	Page 1
03. STAGE 1 – SYSTEMS, PROCESS AND SHADOWING	Page 2 – 3
04. STAGE 2 – MINOR WORKS	Page 4
05. STAGE 3 – SMALL PROJECTS	Page 7

02. OVERVIEW

➤ **What is the Junior Project Manager Training Process (JPMTTP)?**

The Junior Project Manager Training Process (JPMTTP) is the process of introducing new Junior Project Manager to our business, and ensuring they adjust to the performance aspects of their new job quickly and smoothly. It is the process through which a Junior Project Manager learns the RJA systems, processes and culture of the Project Management role - ensuring attitudes, knowledge, skills, and behaviors and learnt that are required to function effectively as a Project Manager.

03. STAGE 1 – SYSTEMS, PROCESSES AND SHADOWING

➤ First Day

1. The first day of the Junior Project Manager's role should be referred to the "**PROC003 – Onboarding Process**". This process for Onboarding is required to take place following all steps.
2. Project Management Manual is assigned to the Junior Project Manager to read and make notes on. It is expected that the Project Management Manual will be read a number of times over the first 2-3 weeks, and constantly referred to during the training of the Junior Project Manager.
3. The first day will also begin the "Shadowing" process whereby the Junior Project Manager is assigned to one or more Project Managers of a more senior level. The Project Manager will then work through their daily routine with the Junior Project Manager, explaining systems and steps as they go. This provides a "real life" account for the role of the Project Manager, and all that the role entails. This mentoring program allows the Junior Project Manager to see tasks occur as required, and adopt the theory of the Project Management Manual to actual scenarios

➤ First Week

1. Training for business applications and work systems.
2. Meeting key stakeholders from various departments that the employee will work with, plus senior management if possible.
3. Site visits will be undertaken with one or more Project Managers. During these site visits, the Junior Project Manager will be required to watch and observe the Project Manager to understand about specific site issues and how these are dealt with.

➤ During the first few weeks or months

1. Further clarify the Junior Project Managers role in the company. It is noted that the role is a development role. The role will see constant learning of new tasks, new processes, new issues and how to overcome these issues both on and off site.
2. Jobpac training – initial Jobpac training is to be undertaken via the Project Manager with more specific Jobpac Training to be booked in with the Finance Director after the first 3 weeks.
3. Microsoft Project training – initial training to be undertaken via the Project Manager with more specific training available externally should this be required.

➤ After 3 months and up to 12 months

1. Create employee goals, KPIs and milestones, and setup the PDR process. Ensure the employee has a clear expectation of job expectations for the next 9 months.
2. Feedback from the Junior Project Manager to the Project Manager to understand their perceptions of the job and if it aligns with their initial expectations.
3. Job tasks can start to be allocated from the Project Manager to the Junior Project Manager. It is to be noted that no cost information (such as orders and forecasts) are to be undertaken by the Junior Project Manager at this time. Job tasks can include items such as the following.
 - Sourcing information and products
 - Calling Site Foreman for daily hours update
 - Sending orders (not creating them)
 - Follow up on emails that have been sent (chasing)
 - Follow up on reports and assisting with the weekly report to understand them
 - Supervised adjustment of MS Project programs with the Project Manager
 - Visits to logistics centres to undertake audits or reports

04. STAGE 2 - MINOR WORKS

The Project Manager will undertake a review with the Junior Project Manager after 6 months to ensure they are tracking towards their training goals and KPI's. A further review after 12 months of commencing employment will be undertaken to look at the Junior Project Managers progress in the role and their ability to function. The review will ascertain if minor projects can be allocated to the Junior Project Manager at this time. To achieve this, the Junior Project Manager must understand the basics of:

- Jobpac – writing orders, forecasting, undertaking variations
- Microsoft Project – ability to write and alter programs and track progress
- RJA file server system – understanding of the structure
- Accounting processes – general understanding of balancing funds
- RJA's culture – how to obtain the best out of site teams
- RJA's culture – how to manage clients expectations
- Suppliers and contractors – the crucial role they play
- General understanding of the various trades

Once the Project Manager assesses that the Junior Project Manager has an understanding of all of the above items (after a minimum of 12 months of employment) the Junior Project Manager will be allocated minor works projects. These will include various maintenance or small works for clients under the Project Managers supervision. The Junior Project Manager should see minor works as an opportunity to continue their learning process, whilst also shadowing the Project Manager. Combining these 2 processes allows the Junior Project Manager to place into practical situations what they are leaning from the Project Manager.

The Project Manager will also re-set the KPI's with the Junior Project Manager. KPI'S will be assessed with the Junior Project Manager every 6 months to assess their performance.

05. STAGE 3 – SMALL PROJECTS

As the Junior Project Managers understanding of Projects increases, the size and quantity of projects they will run will increase. Under the guidance of the Project Manager, the Junior Project Manager's development can progress as rapid or as slow as the team will allow. There is no time-frame set on how quickly a Junior Project Manager can develop, it is up to how quickly the learning process takes place. It is important to note that no matter how rapidly a Junior Project Manager develops an understanding of how to run a project at RJA; experience is something that cannot be rushed. Every project that any Project Manager runs will increase their experience level with the learning that is undertaken and the different ways tasks are achieved.

Learning will never stop as a Project Manager, from a Junior to a Senior level.

Related Resources, Tools and Links

- PROC003 – Onboarding Process
- TEMP010 – Onboarding Schedule Template

Contact & Further Information

For further assistance please contact your direct manager.

Process Owner

Directors – RJA

Note: This document does not form part of any contract between you and RJA. It summarises the guidelines and procedures to be followed when undertaking the onboarding process of a new employee. Review in accordance with applicable legislation, and is not intended to create any additional legal rights or obligations. Any reference to obligations or requirements of the Company in this document is not intended to give rise to contractual obligations binding on the Company. This document may be varied from time to time.