



Role Profile

The Role			
Role Title:	Project Manager - Privacy and Personalisation: 2 year FTC	Reporting to (job):	Head of Digital Marketing Performance and Head of Data & Insight
Legacy job titles covered by this role profile:	n/a	Jobs that typically report into this role:	None
Function / Org Unit	Engagement & Income Generation: Digital Marketing, Mass Engagement & Fundraising and Data & Insight, Customer Engagement	Job Number: <i>(to be assigned by Reward)</i>	
Base and travel	Hybrid - SouthEast Hub (Horsham), London Hub and/or Home	Band <i>(to be assigned by Reward)</i>	C2
Role Dimensions			
Number of direct reports	0	Manager/Individual Contributor:	Individual Contributor
Number of dotted line reports	0	Budget (Operating/Capital)	Budget (£'000ks)
Total No of Reporting Staff (include all direct and indirect reports)	0	Decision Making Authority &	Makes recommendations on how to deliver the project outcomes and benefits. This includes the project

		Responsibility for Resources	<p>design, resourcing, supplier approaches, solution designs, etc.</p> <p>The post holder takes input from many sources, combined with their own analysis of the business environment to provide the Heads and project stakeholders with strong recommendations. Although a collaborative approach is taken, it is their judgement that drives the final recommendation.</p> <p>The job holder manages and owns the project budgets.</p>
Working Environment	Desk based / DSE User		
Role Purpose	<p>This role ensures the projects deliver their expected outcomes and benefits. There are two main cross-organisation projects this role manages:</p> <ul style="list-style-type: none">• The Demise of 3rd party Cookies: the objective is to develop new ways to find audiences, and new ways to measure performance in view of the demise of third party cookies and the growth of privacy-first marketing• Personalisation: the objective is to optimise and personalise each micro-moment of interaction across channels, to grow income, revenue and engagement <p>This role plans the work that needs to be done, when and who's going to do it. It looks at the risks involved with the work, and manages/mitigates those risks. It ensures the work is carried out to the required standard, and ensures the project runs to time and within budget.</p> <p>The role works with the Head of Digital Marketing Performance and Head of Data & Insight across digital channels, across RSPCA products and across the customer lifecycle. The main areas covered within the projects include digital marketing, CRO, connecting data sources, defining measures and tracking, digital media opportunities, getting the most from digital agencies, creating digital partnerships, IT and system change, and data protection.</p>		

	<p>The role creates and manages proactive, enthusiastic and delivery oriented project teams within a matrix environment. It builds and sustains key stakeholder relationships, takes ownership of project delivery and drives business satisfaction with delivered results.</p> <p>The role controls and reports on project deliverables, progress against milestones, budget, resources, risks & issues in accordance with the project governance framework already in place.</p>
Principal Accountabilities	<p>Project Delivery</p> <p>Leads the management of both projects working within a Waterfall / Agile methodology to deliver agreed outcomes and benefits.</p> <p>Is responsible for the successful delivery of projects on time, to budget and to the required standard in line with the standard project management methodology.</p> <p>Monitors and reports on progress through all stages of delivery, from definition to handover into BAU and live operations.</p> <p>Ensures the projects and documentation are delivered within the defined governance process, with control and to the expectations of key stakeholders.</p> <p>Communications</p> <p>Manages the expectations of key stakeholders throughout the life cycle of projects.</p> <p>Creates and maintains a well-structured, professional project environment where each member fully understands their role and responsibilities within the project and is encouraged to deliver great results. (Project teams will draw upon of a cross section of specialist staff from across the organisation, from Directors downward and from external partners and agencies.</p> <p>Ensures enabling workstreams deliver to the plan and standards, to ensure benefits for, and alignment with, Project requirements.</p>

	<p>Control</p> <p>Role models the appropriate functional governance, and instils strong disciplines within matrix teams.</p> <p>Tracks benefits and outcomes, highlighting any deviation to the Heads.</p> <p>Proactively identifies and manages project risks; and monitors and drives the resolution of issues.</p> <p>Manages cross project dependencies to mitigate risks to the Society.</p> <p>Maintains control of the Project scope through effective reporting, communications and change control processes, consulting with key stakeholders as necessary.</p> <p>People Management</p> <p>Provides strong leadership to project resources, agencies, media owners, and partners, defining work, that project objectives and benefits are clearly articulated and quality, cost and timings are met. Provides support to less experienced members of the team.</p> <p>Role models audience, strategically aligned, insight driven decision-making across a breadth of digital products, services and channels, keeping performance and innovation central to discussions.</p> <p>Budgets, bidding and invoicing</p> <p>Effectively manages and controls individual or multiple project budgets and expenditure forecasts, taking accountability for resources allocated and providing regular updates to the Heads.</p> <p>Manages the PO/invoice and payment processes for relevant activity.</p>
<p>Key Interfaces</p>	<p>Exerts influence across the workstream stakeholders - communicating and managing the benefits and outcomes, and influencing the adoption of change across the organisation. This is not easy and requires a creative and flexible approach to influence senior staff. This role therefore involves negotiation across multiple parties.</p>

The Person	
Personal Attributes and Key Competencies	<p>Leadership: Listens to stakeholders and takes on board what they say, makes sense of complex situations and works to get things done. Strives for compromise and to overcome any hurdles. Motivates and encourages others, is collaborative and builds trust and respect from others. Is effective at communicating with others at all levels.</p> <p>Planning: Demonstrates a systematic approach – organising a sequence of activities and resources to achieve objectives, identifying all the tasks which need to be done and estimates using all available information. Prioritises based on project outcome and benefit.</p> <p>Reporting and communication: Excellent and articulate oral and written reporting and communications, with the ability to translate technical and new digital concepts clearly to non-digital colleagues. Must be able to adapt communication style depending on the audience. This role needs excellent attention to detail and the confidence to nurture long-term relationships with third party agencies to deliver value and results.</p> <p>Accountability: Proactively accepts accountability and encourages it in others.</p> <p>Results driven: Works with stakeholders to understand and define requirements, and makes every effort to meet them - putting the long-term needs of the customer, and performance and objectives, at the heart of the decision making process.</p> <p>Commercially astute: Works in an open and honest way; is fully aware of the contracting relationships and framework for the projects and how to use agencies and external partners to deliver; knowing when to collaborate and when to assert decisions.</p> <p>Information gathering: Gathers information, analyses and processes it quickly then uses it to make sound decisions.</p> <p>Decision-making: Confidently makes decisions for the good of the project - based on available evidence.</p>

	<p>Proactive and adaptable: The project environment is rapidly changing, with the market driving deadlines. This role needs to be prepared to anticipate change and adapt plans as necessary.</p> <p>Problem solving: This role needs to be comfortable with conflict and handles problems in a positive, pragmatic and tenacious way, to build support with stakeholders and avoid unnecessary delays. This goes beyond the normal communications planning and requires a personal commitment to build a relationship of trust.</p> <p>Objectivity: This role challenges us to get beneath the surface to test assumptions and the validity and relevance of arguments.</p>
Essential Key Skills, Qualifications & Experience	<p>Certification in an industry standard project management methodology</p> <p>Proven successful delivery of complex projects for multiple business functions</p> <p>Extensive experience of stakeholder management, identifying, addressing and resolving differences between individuals and/or interest groups</p> <p>Proven experience leading a project team through matrix management</p> <p>Experience of using project management tools to manage development activity</p> <p>Extensive experience creating Gantt charts, including resource levelling, dependency chains and critical paths</p> <p>Experience in controlling, reconciling and reporting on projects</p> <p>Experience of analysing complex data to produce useful management information</p> <p>Experienced in budget forecasting and management and of leading process improvements.</p> <p>Experienced in GDPR, PECR, data protection and databases.</p>

	<p>Specific to these two projects</p> <p>Experienced in strategic and operational omni-channel marketing including across a broad range of digital marketing activity, personalisation and finding and measuring audiences in a cookieless environment.</p> <p>Experienced in using data and modelling to find and scale new audiences, to predict behaviours and actions, and to develop personalised, one-on-one personalised communications across digital touchpoints.</p> <p>Experienced in, and an active interest in, digital innovation, new channels and the latest techniques.</p> <p>Experienced in the Google suite, including across the GCP, GCM and GA4. Experienced in CMSs and the Salesforce suite, including across NPSP and SFMC.</p>
Desirable Key Skills Qualification & Experience	Knowledge of Ecommerce functions and requirements.
Personal commitment to:	<p>Adhere to the Society's charitable objectives, which are to promote kindness and prevent or suppress cruelty to animals.</p> <p>Take care of their own health and safety and that of others who may be affected by their acts and omissions.</p> <p>Uphold the RSPCA's core values</p> <p>Cooperate with Society policies and procedures</p> <p>Understand and comply with any Society Code of Conduct.</p>
RSPCA Core Values	<p>Our values for our employees, volunteers, trustees, branches and future members of our Community Engagement Programme guide everything that we do.</p> <p>They also guide how we work to rescue and care for animals and how we work with individuals, families, communities and other organisations.</p>

	<p>We are compassionate: we care deeply about the lives of animals, we have empathy for people, we act with kindness and consideration at all times</p> <p>We are inspirational: we are life changing, we inspire by taking the lead, we speak up when others don't, we take brave decisions, we change animals' lives for the better.</p> <p>We are committed: we never give up, we have energy and determination, we rescue animals from cruelty and neglect, giving them new opportunities and supporting others in doing so, and advocate for all animals at risk of harm.</p> <p>We are expert: we have expert knowledge which we willingly share, we act on the basis of evidence, we underpin our decisions and actions with science, data and experience.</p> <p>We act with integrity: we are honest and trustworthy, we act with integrity, we do what's right.</p>
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