Senior IT Project Manager

Complex Software and/or Infrastructure Projects

Background

Complex software and infrastructure projects require strong leadership across governance, planning, execution, stakeholder coordination, risk management, and delivery control in order to succeed. In manufacturing, retail, logistics, and enterprise IT environments, such projects often involve multiple technical and business stakeholders, demanding timelines, cross-functional dependencies, vendor coordination, operational constraints, and significant implementation risk.

Within this setup, the Senior Project Manager is responsible for leading the overall project from mobilization through execution, deployment, and stabilization. The role is intended to ensure that scope, planning, dependencies, risks, resources, vendors, and delivery momentum are managed in a structured and proactive way across the full lifecycle of the project.The role is not only about general project coordination. It is a senior delivery leadership role with responsibility for creating direction, structure, control, and follow-through across business stakeholders, technical teams, vendors, and project governance, ensuring that the project is driven with clarity, discipline, and execution strength.

Purpose of the Role

The purpose of the Senior Project Manager role is to lead and control complex software and infrastructure projects across business and IT and ensure that delivery is structured, realistic, aligned, and executable.

The role must ensure that the project is established with the right governance, delivery model, planning structure, decision paths, reporting approach, and management discipline to support successful execution. This requires the Senior Project Manager to create clarity around scope, priorities, milestones, ownership, dependencies, delivery risks, and critical decisions throughout the project lifecycle.

The Senior Project Manager must create confidence that the project is being run with proper control and transparency, and that risks, blockers, delivery gaps, resourcing challenges, and organizational issues are identified early and managed with sufficient structure and escalation.

Overall Responsibility

The Senior Project Manager is accountable for:

- leading the overall software or infrastructure project across business and IT
- establishing and maintaining the governance, delivery structure, and operating rhythm of the project
- coordinating project teams, stakeholders, vendors, and decision forums across the full project landscape
- ensuring that scope, priorities, dependencies, risks, and resources are managed transparently and proactively
- driving execution, decision-making, and follow-up across all major project areas
- ensuring that the organization is prepared for implementation, deployment, stabilization, and handover into operations

The role must ensure that the project is not managed as a disconnected set of activities, but as an integrated and actively controlled delivery model with clear ownership, strong follow-through, and realistic planning.

Key Responsibilities

1. Establish the overall project setup and governance

Define and structure the overall project model, including governance, team structure, management cadence, escalation model, and reporting logic.

This includes:

- defining the project scope, structure, and delivery model
- establishing governance forums, roles, and decision paths
- clarifying responsibilities across project leadership, team leads, vendors, and stakeholders
- setting the cadence for planning, follow-up, reporting, and escalation
- ensuring alignment between business governance and technical delivery governance

2. Drive scope clarification, prioritization, and project alignment

Lead the clarification of what the project includes, what the priorities are, and how scope boundaries are controlled across the lifecycle.

This includes:

- aligning scope across business, IT, and delivery stakeholders
- clarifying critical priorities, constraints, and sequencing needs
- maintaining visibility of scope changes and emerging delivery demand
- supporting stakeholders in making scope and priority decisions
- ensuring that project ambition remains aligned with timeline, resources, and delivery capacity

3. Lead integrated project planning and milestone control

Establish and maintain a realistic integrated plan across the full project landscape, including major milestones, dependencies, environments, procurement elements, and transition readiness.

This includes:

- driving creation and maintenance of the master project plan
- aligning detailed work plans and key milestones across all delivery areas
- ensuring visibility of critical path items and delivery dependencies
- following up on slippage, sequencing issues, and planning realism
- supporting re-planning where timing, scope, resources, or readiness shift

4. Coordinate teams and cross-functional execution

Ensure that all delivery teams and stakeholders are managed as part of one integrated project and that cross-functional issues are surfaced and resolved.

This includes:

- coordinating technical teams, business representatives, and delivery partners
- identifying and managing interdependencies across software, infrastructure, testing, deployment, security, and operations
- following up on actions, interfaces, and cross-functional blockers
- ensuring consistency in planning, status reporting, and execution discipline
- supporting alignment where local decisions affect broader project outcomes

5. Lead stakeholder management and decision-making
Drive structured engagement with senior stakeholders, business owners, operational representatives, technical leads, and vendors to support alignment and timely decisions.

This includes:

- preparing and facilitating key governance and decision forums
- ensuring that the right stakeholders are engaged at the right time
- managing escalation paths where alignment cannot be reached at working level
- supporting resolution of conflicts, bottlenecks, and ownership gaps
- ensuring that decisions are documented, communicated, and followed through

6. Manage project risks, issues, and dependencies
Establish strong control over the risk and dependency landscape of the project and ensure that problems are surfaced early and managed actively.

This includes:

- maintaining the overall project RAID structure
- identifying critical delivery risks and cross-team issues
- tracking dependencies across business, technology, vendors, procurement, and operations
- supporting mitigation planning and management action
- escalating threats to timeline, quality, scope, budget, or readiness when needed

7. Ensure implementation and operational readiness
Lead the project toward implementation readiness by ensuring that preparation, transition, technical validation, operational handover, and user readiness are managed with sufficient attention and structure.

This includes:

- maintaining visibility of readiness activities across teams and stakeholders
- supporting coordination across design, build, test, deployment, security, training, and operations
- ensuring that local and central readiness gaps are identified and managed
- validating readiness checkpoints before implementation or release decisions
- supporting realistic go-live or handover readiness assessments

8. Drive project reporting, transparency, and management control
Provide structured and decision-useful reporting to leadership and governance forums across the project lifecycle.

This includes:

- maintaining project-level status reporting and management dashboards
- reporting progress, risks, dependencies, budget impacts, and readiness to senior stakeholders
- preparing material for steering committees, governance meetings, and executive reviews
- ensuring that reporting reflects actual delivery conditions and not only formal status
- improving transparency where confidence, control, or visibility is weak

9. Lead implementation, deployment, and stabilization support
Ensure that the project remains controlled through implementation, go-live, infrastructure transition, or production deployment, and that leadership focus continues beyond technical completion.

This includes:

- supporting planning and coordination for deployment, cutover, migration, or rollout
- ensuring project oversight during implementation and transition periods
- following up on critical business and technical issues during stabilization
- supporting prioritization of post-go-live actions and ownership transfer
- ensuring that the transition into support or operations is structured and controlled

10. Drive overall project momentum and execution discipline
Act as the central force that maintains direction, follow-through, and pace across the full project.

This includes:

- driving action follow-up across stakeholders, teams, and vendors
- maintaining pressure on unresolved decisions and commitments
- identifying where momentum is being lost and intervening early
- strengthening execution discipline across meetings, reviews, and reporting forums
- ensuring that the project moves forward in a structured and credible way

Expected Deliverables
The Senior Project Manager is expected to produce and maintain deliverables such as:

- project charter and scope overview
- project governance model and operating structure
- integrated master plan and milestone overview
- team and vendor dependency overview
- project RAID log
- stakeholder map and governance forum structure
- project reporting pack and dashboard material
- steering committee and management status material
- decision log and action tracking overview
- readiness overview across business, technical, and operational areas
- deployment, rollout, or handover management input
- stabilization follow-up and transition summary
- lessons learned and closure documentation

Key Interfaces
The Senior Project Manager will work closely with a broad range of stakeholders across the project, including:

- Executive Sponsor
- Steering Committee
- Senior Business Stakeholders
- IT Leadership
- PMO Lead
- Technical Leads
- Infrastructure Leads
- Software Delivery Leads

- Test Lead
- Deployment / Cutover Lead
- Security Lead
- Operations / Service Transition Lead
- Enterprise Architect / Solution Architect
- Business Process Owners
- Functional Business Leads
- Site / Operational Leadership
- Super Users / Key Users
- Implementation Partners
- Vendor Delivery Leads

Required Profile

Experience

The ideal candidate brings strong senior experience from large and business-critical software and infrastructure projects where governance, planning, execution control, and stakeholder management have been central to success.

Preferred experience includes:

- proven experience as Senior Project Manager, Delivery Lead, or similar in complex enterprise environments
- strong experience leading software implementation, application transition, or infrastructure delivery projects across business and IT
- experience with multi-team delivery models and technically complex project landscapes
- experience from manufacturing, logistics, retail, supply chain, enterprise application, or infrastructure environments
- strong background in governance, planning, milestone control, vendor coordination, and dependency management
- experience managing implementation partners, suppliers, and mixed internal-external delivery setups
- experience driving implementation readiness, deployment preparation, and stabilization support
- experience handling steering-level reporting, escalations, and management decision support

Preferred background

Strong candidates may come from backgrounds such as:

- enterprise project management
- software implementation leadership
- infrastructure transition management
- application delivery management
- IT operations and service transition leadership
- technical and business project delivery leadership

Competencies

The role requires a person who is:

- highly structured and execution-oriented
- strong in governance, planning, and delivery control
- credible with senior stakeholders and technical teams
- confident in escalation, prioritization, and decision facilitation
- able to create clarity across complexity and moving parts
- persistent in follow-up and focused on momentum
- calm under pressure and able to manage competing priorities
- pragmatic and delivery-focused without losing end-to-end perspective
- strong in stakeholder alignment and cross-functional leadership
- capable of translating ambiguity into structured action

Success Criteria

The Senior Project Manager will be successful when:

- the project is structured, controlled, and actively managed across its full scope
- governance, planning, and cross-team coordination function effectively
- scope, priorities, risks, dependencies, and resources are visible and managed proactively
- stakeholders are engaged, aligned, and responsive in the required decisions and actions
- delivery issues and structural blockers are surfaced early and handled with proper leadership attention
- implementation, deployment, and readiness activities are coordinated realistically across the project
- senior stakeholders have clear visibility into progress, risks, and readiness
- the organization reaches go-live, transition, or handover with strong control, prepared stakeholders, and a managed move into operations