

TERMS OF REFERENCE

Title: Project Manager (Digital Switch Over)
Project: *Digital Switch Over for Television Jamaica, from Analog to ATSC 3.0*
Duration: 18 months initially, renewable subject to satisfactory performance
Supervisor(s): Group Chief Technology Officer, CTO & General Manager, Television Services

1. General Background

Television Jamaica Limited (TVJ), an Over The Air (OTA) broadcaster, in Jamaica, is transitioning from Standard Definition (SD) operations to High Definition (HD) services and from NTSC analogue transmission services to ATSC 3.0 transmissions. The government has announced a Digital Switch Over (DSO) start date of January 2022 and an Analogue Switch Off (ASO) date of January 2023.

TVJ is a part of a media conglomerate, the RJRGLEANER Communications Group (RG), which includes the platforms of television (4 stations), radio (4 stations) print (2 national papers) and a six-year-old global OTT network.

The broadcast entities within the group own and maintain a transmission network of 24 towers across the island with a digital microwave link backhaul system and a set of analogue and digital-ready transmitters. At last assessment, the network served more than 85% geographic coverage for television. The network has equipment as old as 30 years and will require modernization as well as transformation to a new format. Some research and analysis of what is required to transform the network to the new standard has been done and is to be verified and updated.

Jamaica is a mountainous island with two cities, three municipalities and hundreds of townships.

TVJ is the market leader in the island with latest media surveys showing the channel is accessible and watched daily by 80 per cent of the population.

The DSO execution must improve this to 95% accessibility in urban centres and 90% in rural ones. The process must commence in earnest in 2021.

TVJ seeks to engage a Project Manager for this project who will work alongside the team of stakeholders at TVJ, and RG led by the Group's Chief Technology Officer and supported by the TV Services General Manager.

2. Functional Responsibilities

The Project Manager will have the overall responsibility for the successful implementation of the project within the approved framework of authority. The responsibilities include but are not limited to:

- Establishing solid working relationship with the project committee (Executive, Senior Management and Consultants), client and key stakeholders.
- The management of communication and ensuring stakeholders are aware of project activities, progress, and exceptions. Advising the client on issues that may impact the achievement of their outcomes.
- Developing and maintaining project plans; managing the delivery of key results, taking responsibility for overall progress and use of resources and initiating corrective action where necessary; advising the Project Board of any deviations from the plan; identifying and managing risks so that maximum benefit to client and stakeholders is achieved; monitoring and evaluating performance of service providers.
- Advise the project sponsors on issues that may impact the achievement of their outcomes (including issues of sustainability and post project requirements such as maintenance).
- Manage the information flows between the Project Board and the project.

Delivery and Performance

- Implement approved project plans (including the establishment of milestones) within tolerances set by the project board.
- Manage the overall delivery of the works, taking responsibility for overall progress and use of resources and initiating corrective action where necessary.
- Liaise with and manage where appropriate external suppliers/subcontractors.
- Authorize Work Packages.
- Advise the Project Board of any deviations from the plan.
- Identify and manage risks so that maximum benefit to client and stakeholders is achieved.
- Prepare a comprehensive implementation plan for the DSO activity for TVJ.
- Make recommendations of best practices in operating a Digital Broadcast System.
- Prepare Network Design (Transmission, Support, Network Management) and prepare RFP for acquisition of equipment for End-to-End Network Buildout, short list of equipment vendors.
- Propose technical aptitude or skill required for support systems.
- Prepare, present credible budget and implementation and timeline for DSO.
- Prepare organizational structure required for support Digital Broadcasting Network.

- Monitor and evaluate performance of service providers.
- Manage and review both Health and Safety and Environmental Practices during the delivery of the project to those requirements defined by relevant local regulations.
- Manage and complete assurance processes on engagement level as per QA policies.

Reporting:

- Prepare/adapt the following plans for approval by the Project Board: Project Initiation Documentation; Implementation Plans; Request for Proposals (RFP) and other relevant plans.
- Prepare the following reports:
 - I. Status Reports
 - II. End Stage Reports
 - III. Operational Checklist
 - IV. End Project Report
 - V. Handover Report
- Manage budgets, cash flow and obligations to ensure that deliverables are met and payments to contractors and personnel are received on time.

Knowledge Management:

- Actively interact with other Project Managers, Industry practitioners, Regulators and Broadcast community to share case studies, lessons learned and best practice on the subject matter and implementation.
- Complete lessons learned as per reporting format.
- Incorporate lessons learned from others as per planning format.
- Provide complete documentation on network installed.

Personnel Management:

- Lead and motivate the project team.
- Ensure that behavioural expectations of team members are established.
- Ensure that performance reviews are conducted.
- Select, recruit and train team as required by project plans.

COMPETENCIES

Managerial - Management professional with strong project management acumen; prior project management experience with financial responsibility more than USD \$5.0 million.

Commitment – Committed to high ethical standards.

Professionalism - Working knowledge of state-of-the-art broadcast standards and access and interaction with global television transmission expertise.

Planning and Organizing - Ability to plan work assignments, juggle competing demands and work under pressure of frequent and tight deadlines, and with minimal direction/supervision.

Communications/Negotiation - Excellent communication (spoken and written) skills, with the capability to articulate the project's strategic goals into sound operating plans and processes; excellent written and oral advocacy and negotiation skills; charisma necessary to effectively focus and motivate employees, clients, partners, and stakeholders.

Technology Awareness - High proficiency with computers in particular MS Word, MS Excel, MS Outlook, MS Project, and the Internet. Advance knowledge of working with Internet based applications and languages. Comfort in communicating, planning, managing and operating in a virtual environment.

Teamwork – Ability to lead and support teams in a complex multi-national, multi-cultural environment.

EDUCATION

- Advanced University Degree (Master's or equivalent) in Engineering, or other relevant discipline. An additional 5 years of relevant work experience in combination with a relevant first university degree (Bachelor's or equivalent) may substitute for the requirement for a Master's degree.
- Project Management Training

CERTIFICATIONS

- PMP – preferred.

EXPERIENCE

- Experience in the implementation of Broadcast Digital Switch Over projects for transmission and broadcasting studio interfaces
- Experience in managing projects in the international development field is required.
- At least 7 years-experience in project development and management.
- Experience in monitoring, reporting, development, and coordination in

either public or private sector organizations is asset.

- Experience in the delivery of projects that specifically relate to Broadcast is desirable.
- Experience in project and team management and skills development.

Language:

- Fluency in English is required.

If interested, please send proposal including detailed curriculum vitae, references, listing of prior experience, availability, minimum requirements and expected compensation terms and conditions to:

**TVJ DSO Evaluation
Committee Television**

Jamaica Limited
RJRGLEANER
Communications Group,32
Lyndhurst Road,
Kingston, Jamaica
Attention: Mrs. Claire Grant, General Manager

or send email to: claire.grant@televisionjamaica.com

Please confirm delivery of email through the General Manager's office at

876-733-2605 Proposal Evaluation Process

1. Proposals must be submitted no later than September 30, 2021.
2. Proposers will receive written confirmation of the Receipt of their Proposal
4. Proposal will be objectively evaluated and ranked
5. The top five (5) ranked proposals will be asked to do a presentation to an Evaluation Committee. The presentation will be done two weeks after advisory is sent and each short-listed proposer will have one-hour to present and up to a further 60 minutes for questions.
6. The preferred proposer will be advised by November 1, 2021.