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| Job Family | Information Technology | | | | |
| Job Sub-Family | Project Management/Program Management | | | | |
| Sub-Family Activities | Manage the overall coordination, status reporting and stability of project-oriented work efforts, ensuring that project goals and objectives are met within agreed upon time, scope and resource requirements. | | | | |
| Career Level | LEVEL 1 Developing Exempt Contributor | LEVEL 2 Intermediate Exempt Contributor | LEVEL 3 Senior Exempt Contributor | LEVEL 4 Expert/Integrator | LEVEL 5 Strategic Technical Advisor |
| Job Titles | Project Coordinator | Project Manager | Sr. Project Manager  Project Manager - Senior | Program Manager | Program Director  PMO Director  Chief Project Officer |
| Typical Roles and Responsibilities | 1. Provides project management support during project planning and execution. 2. Helps to define tasks and creates project schedule, team work plans and other project documents. 3. Identifies issues affecting work progress and recommends solutions. 4. Communicates schedule variances & potential scope changes in status reports 5. Performs cost/benefit analysis and other analysis for project or program | Everything from previous level, plus:   1. Manages all aspects of intermediate projects throughout the project lifecycle including project scope, schedule, resources, quality, costs and change. Intermediate projects are those with multiple customers, a moderate project team (possible in multiple locations), taking place across multiple departments or functions, involving moderately complex technology and vendors or implementation partners 2. Translates project requirements into project objectives and tasks, managing task assignment to project resources and reporting on and managing project scope throughout the project lifecycle 3. Develops detailed project schedules, project estimates, resource plans, and status reports 4. Defines, assembles, and manages project team to ensure project objectives are met 5. Manages and contributes to the effectiveness of a team that integrates multiple functions/ disciplines (matrix organization) 6. Manages team direction and project outcome 7. Sets and manages client expectations, managing and escalating issues and changes when appropriate 8. Interfaces with all areas affected by the project, including end users, services organizations, vendors and implementation partners 9. Conducts project meetings and is responsible for tracking and analysis of all project aspects 10. Measures progress toward goals & revises project objectives and documents applying change control procedures 11. Reviews project deliverables for accuracy and provides assistance and mentoring to others 12. Proactively apprises management of issues effecting project status and offers solutions to solve the issues 13. Identifies complex problems with multiple variables & risks 14. Generates alternatives and implements solutions with assistance | Everything from previous level, plus:   1. May lead multiple large unrelated projects or one very large project. Large projects are those with multiple customers, large project teams (usually in multiple locations), operating an enterprise-wide basis and involving multiple business units as well as IT departments; involving complex and interconnected technology and one or more vendors or implementation partners 2. Assists in project selection 3. Ensures goals & objectives of projects are being met 4. Assembles multiple interdepartmental and cross-functional project teams 5. Anticipates & prevents problems 6. Generate alternatives and implements solutions 7. Understands priorities in task execution/problem solutions 8. Provides customer satisfaction leadership, tracking and reporting for department 9. Anticipates how project team decisions impact the customer 10. Establishes and maintains quality and performance standards and measurements 11. Facilitates team meetings to ensure effective business decisions are reached; uses knowledge of team dynamics | Everything from previous level, plus:   1. Manages or consults on multiple large projects constituting a program to achieve specific business goals or objectives; works in a coordinated manner to ensure proper allocation of resources, individual project profitability and high client satisfaction 2. Accountable for delivering business results on corporate initiatives 3. Translates program requirements into individual project objectives 4. Tracks/reports progress of multiple projects 5. Influences team direction & results both internally and with the client base 6. Identifies opportunities for cross-competency area participation & contacts appropriate personnel 7. Determines competency area staffing mix to ensure best results 8. Balances resources, schedules & financial factors while solving complex problems with multi-discipline approach 9. Generates alternatives & implements creative solutions 10. Understands priorities in task execution/problem solutions 11. Provides customer satisfaction leadership for division 12. Works directly with the customer base to understand the level of support the team provides 13. Develops methods to measure customer satisfaction 14. Facilitates complex team meetings involving business and IT resources. Demonstrates credibility as a business partner to ensure business and technology decisions are reached to support business goals and objectives | 1. Advises IT leadership and/or business executives as ’s highest level resource for applying information technology to delivering strategic business results 2. May personally manage largest, most complex, most strategically important projects, e.g., comprehensive ERP implementation, data warehousing or CRM initiative, etc. 3. Creates and maintains corporate project management process 4. Sets corporate project management standards 5. Establishes and achieves strategic goals which have significant business impact 6. Establishes customer satisfaction process for 7. Responsible and accountable for overall customer satisfaction   *Advancement to this level is a case-by-base determination by Executive Leadership, based upon a sustained track record of extraordinary contributions and/or industry and professional credentials* |
| **Functional/Technical Expertise: Project Management Tools, Templates and Methodologies**  *Demonstrates knowledge of project management tools, templates and methodologies* | 1. Demonstrates basic understanding of project management processes by using corporate-supplied project management tools and templates 2. Knows and uses project management and development methodologies as appropriate to the project | Everything from previous level, plus:   1. Demonstrates basic understanding of project management processes by using corporate-supplied project management tools and templates 2. Knows and uses project management and development methodologies as appropriate to the project | Everything from previous level, plus:   1. Demonstrates advanced understanding of project management processes by training others on project management tool and template usage 2. Knows and uses project management and development methodologies as appropriate to the project | Everything from previous level, plus:   1. Demonstrates expert understanding of project management processes by setting direction for project management tools and templates 2. Uses portfolio management tools on a department level 3. Guides others in the use of project management and development methodologies | 1. Demonstrates expert understanding of project management processes by setting standards for project management tools and templates on a company-wide basis and by developing new program management and project management processes 2. Uses and manages portfolio management tools company-wide 3. Provides project management and development methodologies |
| **Functional/Technical Expertise: Project Estimation**  *Demonstrates ability to identify and estimate project requirements* | 1. Provides project-level estimates with assistance | Everything from previous level, plus:   1. Develops detailed project schedules, project estimates, resource plans, and status reports | Everything from previous level, plus:   1. Provides estimates and estimation standards on a single complex project or on multiple unrelated intermediate projects | Everything from previous level, plus:   1. Provides direction in project selection for multiple related projects using estimations 2. Sets estimation standards for a department or multiple departments | 1. Provides estimation tools and training 2. Maintains estimation database 3. Establishes standards and process for scope creation |
| **Functional/Technical Expertise: Project Communication**  *Demonstrates ability to communicate project status and implications to stakeholders* | 1. Interfaces with internal project team members and management teams 2. Communicates project implications internally 3. Communicates and presents project status to project team, management, and customer with assistance 4. Completes templates to standards with assistance 5. Prepares written status reports for client review with assistance 6. Fosters open communication 7. Demonstrates strong listening skills | Everything from previous level, plus:   1. Interfaces with both internal and external project team members and management teams 2. Clearly and broadly communicates project implications both internally and externally 3. Clearly communicates and presents project status to project team, management, and customer 4. Completes templates to standards 5. Prepares written status reports for client review 6. Fosters open communication 7. Demonstrates strong listening skills | Everything from previous level, plus:   1. Interfaces with both internal and external project team members and management teams 2. Mentors others and trains project teams in application of project processes 3. Facilitates communication which maintains clear and concise project deliverables and receivables 4. Ensures the timely flow of information to the appropriate client/team 5. Prepares status reports for department 6. Fosters open communication | Everything from previous level, plus:   1. Interfaces with both internal and external project team members and management teams 2. Mentors and coaches others in application of project processes and methodologies 3. Discusses and presents business information to senior management 4. Provides communication direction for division 5. Assists with template content and standards | 1. Interfaces with both internal and external project team members and management teams 2. Develops communication classes and processes 3. Develops written procedures that have broad business impact 4. Develops process, standards, and templates for 5. Has the ability to change the thinking of or gain the acceptance of others in sensitive situations |
| **Functional/Technical Expertise: Project Management Discipline**  *Demonstrates knowledge of the principles and techniques of the project management discipline* | 1. Demonstrates fundamental awareness of the elements of the project management discipline:  * Integration * Scope * Time * Cost * Quality * Human Resources * Communications * Risk Management * Procurement | Everything from previous level, plus:   1. Knows and applies the elements of the project management discipline at a level of rigor appropriate to the project: and the environment  * Integration * Scope * Time * Cost * Quality * Human Resources * Communications * Risk Management * Procurement | Everything from previous level, plus:   1. Knows and applies the elements of the project management discipline at a level of rigor appropriate to the project: and the environment  * Integration * Scope * Time * Cost * Quality * Human Resources * Communications * Risk Management * Procurement | Everything from previous level, plus:   1. Guides others in the use of the elements of the project management discipline:  * Integration * Scope * Time * Cost * Quality * Human Resources * Communications * Risk Management * Procurement | 1. Guides others in the use of the elements of the project management discipline:  * Integration * Scope * Time * Cost * Quality * Human Resources * Communications * Risk Management * Procurement |
| **Functional/Technical Expertise: Documentation Skills** | * Completes templates to standards * Assists project management personnel with status report preparation and distribution | Everything from the levels below plus:   * Completes templates to standards * Prepares written status reports for client review. | Everything from the levels below plus:   * Ensures the timely flow of information to the appropriate client/team * Prepares status reports for department | Everything from the levels below plus:   * Assists with template content and standards | * Develops process, standards, and templates for company |
| **Functional/Technical Expertise: Communications Skills** | * With assistance and direction, clearly and broadly communicates project information * Clearly communicates and presents project status and project metrics to project team, management, and customer * Fosters open communication * Demonstrates strong listening skills * Ability to interface with external and internal project team members and management | Everything from the levels below plus:   * Clearly and broadly communicates project implications * Clearly communicates and presents project status to project team, management, and customer * Fosters open communication * Demonstrates strong listening skills  * Ability to interface with internal and external project team and management * Presents to project team, management, and customer | Everything from the levels below plus:   * Mentors PMs to improve communications * Facilitates communications between projects * Ensures the timely flow of information to the appropriate client/team * Presents to management | Everything from the levels below plus:   * Mentors PMs and Sr. PMs to improve communications * Able to present to all levels of management * Provides communication direction for department * Discusses and presents business information to senior management influencing directions / decisions / outcomes. | Everything from the levels below plus:   * Develops communication classes and processes * Develops written procedures with broad business impact * Has the ability to change the thinking of or gain the acceptance of others in sensitive situations |
| **Functional/Technical Expertise: Scope** | Assists with scope completion and communications | Everything from the levels below plus:   * Translate project requirements into project objectives and tasks, managing task assignment to project resources and reporting on and managing project scope throughout the project life * Actively participates and contributes to the effectiveness of a team that integrates multiple functions / disciplines (matrix organization) * Influences team direction and project outcome | Everything from the levels below plus:   * Mentors PMs to improve scope understanding | Everything from the levels below plus:   * Mentors PMs and Sr. PMs to improve scope understanding * Set and manage client expectations * Manage and review project objectives according to the scope statement throughout the project life. | Everything from the levels below plus:   * Establishes standards and process for scope creation |
| **Functional/Technical Expertise: Problem Solving** | * With assistance, identifies complex problems and risks * Generates alternatives and implements solutions with direction | Everything from the levels below plus:   * Identifies complex problems with multiple variables & risks * Generates alternatives and implements solutions with direction | Everything from the levels below plus:   * Anticipates & prevents problems * Generates alternatives & implements creative solutions * Understands priorities in task execution / problem solutions | Everything from the levels below plus:   * Balances resources, schedules & financial factors while solving complex problems with multi-discipline approach. * Generates alternatives & implements creative solutions * Understands priorities in task execution / problem solutions | Everything from the levels below plus:   * Drives resolution across organizations * Negotiates compromises * Brings closure to issues. |
| **Functional/Technical Expertise: Teamwork** | * Actively participates and contributes to the effectiveness of a team | Everything from the levels below plus:   * Actively participates and contributes to the effectiveness of a team to integrate multiple functions / disciplines * May influence team direction. | Everything from the levels below plus:   * Acts as a role model in sharing ideas, solutions and information to keep others informed, solve problems, and increase technical awareness/ability in team members. | Everything from the levels below plus:   * Sets high standards for personal interaction with internal / external teams * Significantly influences team direction * Works to resolve conflicts & barriers within a team. | Everything from the levels below plus:   * Facilitates resolution of complex team issues, builds consensus, and maintains project focus. * Develops teams that get results. |
| **Functional/Technical Expertise: General Technical Skills** | * Able to understand client's needs and assist project teams | Everything from the levels below plus:   * Technical background to be able to understand client's needs and manage project team to successfully meet those needs. * Technical background in the proposed project solution * Ability to understand and lead technical resources | Everything from the levels below plus:   * Technical background to be able to understand client's needs and manage project team to successfully meet those needs. * Technical background in the proposed project solution * Ability to understand and lead technical resources | Everything from the levels below plus:   * Technical background to be able to understand client's needs and manage project team to successfully meet those needs. * Technical background in the proposed project solution * Ability to understand and lead technical resources | Everything from the levels below plus:   * Technical background to be able to understand client's needs and manage project team to successfully meet those needs. * Technical background in the proposed project solution * Ability to understand and lead resources from across the Company’s technical disciplines (infrastructure architecture, infrastructure management, performance, security) |
| **Functional/Technical Expertise: Risk** | * Low | * Low/Medium | * Higher | * Program Level risk * Multiple projects under program umbrella | * Establishes programs to manage and track risk |
| **Functional/Technical Expertise: Complexity** |  | * Low (up to 10 project resources) | * Higher (Multiple projects with up to 10 project resources per project) | * Project Selection (may be part of the Governance process) * Negotiates project details * Multiple projects under program umbrella | * Establishes and manages company-wide tools and programs. |
| **Functional/Technical Expertise: Certification / Training** |  | * Certification or degree desired | * Certification or degree desired | * Certification or degree required | * Teaches certification classes * Broad knowledge of all subject areas |
| **Functional/Technical Expertise: Experience** | 0-1 year | 1-3 years | 3-5 years | 5-10 years | 10+ years |