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Sample Job Family Guide

Product Management

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# General Description

Product Managers work with key stakeholders and product teams across business and technology to develop and convey product vision, and deliver end-to-end customer experience. Product Managers manage the life cycle of the product; they conceive, define, deliver, monitor, refine, and retire products to maximize business results. Product Managers require a unique mix of skills, including: strong time management, organization and prioritization; excellent communication both verbally and written; and the ability to lead through collaboration with effective stakeholder management. The Product Manager must also be able to work effectively with a wide range of teams, from business leaders to delivery teams, driving product success while promoting the self-organizing culture that makes agile delivery organizations successful.

Product Managers have a wide range of responsibilities, falling into two main categories: Business Management and Product Delivery Management. Business Management responsibilities include: Establishing and maintaining relationships with key business stakeholders; performing (internal or external) customer research; performing competitive analysis; facilitating and driving alignment among key stakeholders; working within and managing the product budget; making dynamic prioritization decisions; developing and refining business and pricing models; bringing the product to market; and continually refining the product while in market. Product Delivery Management responsibilities include: development (in collaboration with the business) and communication of the product vision, definition, & roadmap (based on desired and defined business outcomes).

Product Managers collaborate closely with product delivery teams, including Agile Team Members, Delivery Managers, and Analysts, to ensure product decisions are informed by product vision and budget, as well as give feedback to Product Owners on sprint demos and other reviewable features; collaborate and coordinate with other Product Managers across the organization to avoid duplication, manage dependencies, and assist with work synchronization; coordinate with Architects to align product and platform architectures and capabilities to agreed goals for nonfunctional requirements and serve as advocates for nonfunctional requirements; and collaborate and coordinate with innovation teams to manage the flow of new ideas and product capabilities into one or more product lines.

Individuals serving in these roles must have excellent communication skills and the ability to clearly communicate to business, operations, and technology audiences. Product Managers must have a sound understanding of technology and operations and their importance to achieving business objectives, an entrepreneurial spirit, independent and creative thinking skills, and must be able to lead through collaboration rather than authority. Lastly, the Product Manager is experienced in budgeting and financial management.

There are three types of Product Managers at the City of San Antonio represented in three job series. This job family guide describes the responsibilities and competencies for each job series.

1. **Product Manager** — A Product Manager is responsible for end-to-end ownership of a business capability or value stream defined as a product (e.g., claims management, customer acquisition, lead generation, payroll), with the goal of maximizing business results. These products are usually customer-centric, focusing on delivering and sustaining end-to-end customer experience.
2. **Platform Manager** — The Platform Manager is responsible for end-to-end ownership of a technology platform or IT services, which are managed as products. These platforms usually enable products and support digital business (e.g., information systems platforms, such as ERP, or data and analytics platforms, such as data management), and are generally used by the business or used by other product managers.
3. **Portfolio Manager –** A portfolio manager manages a collection of platform managers and is responsible for end-to-end ownership of multiple business capabilities or value streams defined as a set of products with the goal of maximizing business results.

# Job Progression

The following section is intended to serve as a general guideline for each relative dimension of work complexity, responsibility and education/experience within this job series. Moving from left to right across the Job Progression table, key points are provided in **bold** to highlight the changes across each Job Series level. This table is not intended for use as a checklist to facilitate promotions or to define specific responsibilities as outlined in a position description. Actual responsibilities and experiences may vary.

| Title | ***Product Manager I*** | ***Product Manager II*** | ***Product Manager III*** |
| --- | --- | --- | --- |
| ***Job Family Summary*** | | |  |
| *Work Complexity* | 1. Responsible for end-to-end management of a low to moderately complex product. 2. Manages a small to medium portfolio of products, with a moderately complex and small group of stakeholders. 3. Ensures delivery groups provide the right levels of service and support to deliver the overall product. 4. Works with Delivery Managers and may work with all levels of the organization to facilitate IT investment decision making. 5. Works with key stakeholders to provide a holistic view of product. | 1. Responsible for end-to-end management of a **moderately-complex to complex** product. 2. Manages a **medium to large portfolio** of products with a **complex and moderately large group of stakeholders.** 3. Ensures delivery groups provide the right levels of service and support to deliver the overall product. 4. Works with Delivery Managers and **all levels of the organization** to facilitate IT investment decision making. 5. Works with key stakeholders to provide a holistic view of product. | 1. Responsible for end-to-end management of **a complex to highly complex** product. 2. Manages **a large portfolio of products** with **a highly complex and large stakeholder group**. 3. Ensures delivery groups provide the right levels of service and support to deliver the overall product. 4. Works with Delivery Managers and all levels of the organization to facilitate IT investment decision making. 5. Works with key stakeholders to provide a holistic view of product. |
| ***Typical Job Family Responsibilities*** | | |  |
| ***Business Acumen and Enterprise Knowledge*** | 1. Solicits information on enterprise direction, goals and strategies to inform development of product strategy. 2. Understands the basic key financial drivers and dynamics driving business growth, and the organization's business goals. 3. Promotes decisions and recommendations for product strategy that are clearly linked to enterprise and business unit strategies and financial goals. 4. Is sensitive to rapidly resolving issues that arise among products and platforms in a way that balances product and enterprise goals. | 1. Solicits information on enterprise direction, goals and strategies to inform development of product strategy. 2. Understands **the key** **financial drivers and dynamics** driving business growth, and the organization's business goals. 3. Promotes decisions and recommendations for product strategy that are clearly linked to enterprise and business unit strategies and financial goals. 4. Is sensitive to rapidly resolving issues that arise among products and platforms in a way that balances product and enterprise goals. | 1. Solicits information on enterprise direction, goals and strategies to inform development of product strategy. 2. **Deeply** **understands the key financial drivers and dynamics** driving business growth, and the organization's business goals. 3. Promotes decisions and recommendations for product strategy that are clearly linked to enterprise and business unit strategies and financial goals. 4. Is sensitive to rapidly resolving issues that arise among products and platforms in a way that balances product and enterprise goals. |
| ***Strategic Planning & Thinking*** | 1. Develops product strategy, vision and roadmap that aligns with the architecture and technology direction, consistent with enterprise priorities as agreed with product management. 2. Has a relatively broad perspective (from customer insights and business model understanding) that informs product definition and delivery and balances these perspectives with business P&L or internal goals. 3. Considers product-line and enterprise priorities, strategies, goals, emerging technologies, industry trends and economic viability across the relevant product portfolio. | 1. Develops product strategy, vision and roadmap that aligns with the architecture and technology direction, consistent with enterprise priorities as agreed with product management. 2. Has a **broad perspective** (from customer insights and business model understanding) that informs product definition and delivery and balances these perspectives with business P&L or internal goals. 3. Considers product-line and enterprise priorities, strategies, goals, emerging technologies, industry trends and economic viability across the relevant product portfolio. | 1. Develops product strategy, vision and roadmap that aligns with the architecture and technology direction, consistent with enterprise priorities as agreed with product management. 2. Has a **very broad perspective** (from customer insights and business model understanding) that informs product definition and delivery and balances these perspectives with business P&L or internal goals. 3. Considers product-line and enterprise priorities, strategies, goals, emerging technologies, industry trends and economic viability across the relevant product portfolio. |
| ***Product Definition*** | 1. Responsible for defining a new product, based on customer feedback and input from technical staff. 2. Responsible for defining the nature and scope of the product (i.e., what it is, what it does, what’s included, etc.). 3. Performs (internal or external) customer research by means of including surveys, product analytics, market research, interviews, hackathons, online forums, or other cost-effective means of gaining insight into the “voice of the customer”; uses this insight to define customer segments. 4. Performs competitive analysis on the alternatives that target customers might use, so as to understand what capabilities and qualities the product must have to attract customers away from those alternatives — and keep them satisfied. 5. Responsible for documenting product vision, including: product definition, scope, and value proposition. 6. Defines the value proposition of the product (that is, why someone would want to pay for such a product). 7. Runs product through a set of standardized activities and procedures to make sure that essential management- relevant information, for product delivery and support, is documented. 8. Defines and establishes the business outcomes and KPIs associated with product, in collaboration with the business. 9. Collaborates with stakeholders to define requirements associated with the product. 10. Develops business case for product. | 1. Responsible for defining a new product, based on customer feedback and input from technical staff. 2. Responsible for defining the nature and scope of the product (i.e., what it is, what it does, what’s included, etc.). 3. Performs (internal or external) customer research by means of including surveys, product analytics, market research, interviews, hackathons, online forums, or other cost-effective means of gaining insight into the “voice of the customer”; uses this insight to define customer segments. 4. Performs competitive analysis on the alternatives that target customers might use, so as to understand what capabilities and qualities the product must have to attract customers away from those alternatives — and keep them satisfied. 5. Responsible for documenting product vision, including: product definition, scope, and value proposition. 6. Defines the value proposition of the product (that is, why someone would want to pay for such a product). 7. Runs product through a set of standardized activities and procedures to make sure that essential management- relevant information, for product delivery and support, is documented. 8. Defines and establishes the business outcomes and KPIs associated with product, in collaboration with the business. 9. Collaborates with stakeholders to define requirements associated with the product. 10. Develops business case for product. | 1. Responsible for defining a new product, based on customer feedback and input from technical staff. 2. Responsible for defining the nature and scope of the product (i.e., what it is, what it does, what’s included, etc.). 3. Performs (internal or external) customer research by means of including surveys, product analytics, market research, interviews, hackathons, online forums, or other cost-effective means of gaining insight into the “voice of the customer”; uses this insight to define customer segments. 4. Performs competitive analysis on the alternatives that target customers might use, so as to understand what capabilities and qualities the product must have to attract customers away from those alternatives — and keep them satisfied. 5. Responsible for documenting product vision, including: product definition, scope, and value proposition. 6. Defines the value proposition of the product (that is, why someone would want to pay for such a product). 7. Runs product through a set of standardized activities and procedures to make sure that essential management-relevant information, for product delivery and support, is documented. 8. **Ensures definition and establishment** of business outcomes and KPIs associated with product, in collaboration with the business. 9. Collaborates with stakeholders to define requirements associated with the product. 10. Develops business case for product. |
| ***Product Roadmap*** | 1. Ensures the consistent review of the growth strategy and product vision. 2. Responsible for gathering, analyzing, and prioritizing key roadmap inputs, from product backlogs to product steering group input. 3. Creates and maintains product roadmap that is the codification of the product vision, in the language of the target audience. 4. Recognizes and mitigates against common product planning and roadmap pitfalls. 5. Works with key stakeholders to make frequent and dynamic prioritization decisions based on the latest product analytics, product team metrics and customer feedback. 6. Defines, tracks and communicates key product performance indicators as required to inform this process, and track business results. | 1. Ensures the consistent review of the growth strategy and product vision. 2. Responsible for gathering, analyzing, and prioritizing key roadmap inputs, from product backlogs to product steering group input. 3. Creates and maintains product roadmap that is the codification of the product vision, in the language of the target audience. 4. Recognizes and mitigates against common product planning and roadmap pitfalls. 5. Works with key stakeholders to make frequent and dynamic prioritization decisions based on the latest product analytics, product team metrics and customer feedback. 6. Defines, tracks and communicates key product performance indicators as required to inform this process, and track business results. | 1. Ensures the consistent review of the growth strategy and product vision. 2. Responsible for gathering, analyzing, and prioritizing key roadmap inputs, from product backlogs to product steering group input. 3. Creates and maintains product roadmap that is the codification of the product vision, in the language of the target audience. 4. Recognizes and mitigates against common product planning and roadmap pitfalls. 5. Works with key stakeholders to make frequent and dynamic prioritization decisions based on the latest product analytics, product team metrics and customer feedback. 6. Defines, tracks and communicates key product performance indicators as required to inform this process, and track business results. |
| ***Product Delivery Management*** | 1. Keeps and communicates the vision by translating the product strategy and vision developed with business stakeholders into what the product team must bear in mind every day to ensure they are building the right product. 2. Collaborate closely with product delivery teams, especially the Product Owners, Scrum Masters, and Release Train Engineers to ensure the team makes decisions informed by the product vision and budget. 3. Give regular feedback on product demos and other reviewable features. 4. Collaborate and coordinate with other product managers within the value stream, to avoid duplication and manage dependencies. 5. Collaborate and coordinate with innovation teams to manage the flow of new ideas and product capabilities into one or more product lines within the value stream. | 1. Keeps and communicates the vision by translating the product strategy and vision developed with business stakeholders into what the product team must bear in mind every day to ensure they are building the right product. 2. Collaborate closely with product delivery teams, especially the Product Owners, Scrum Masters, and Release Train Engineers to ensure the team makes decisions informed by the product vision and budget. 3. Give regular feedback on product demos and other reviewable features. 4. Collaborate and coordinate with other product managers within the value stream, to avoid duplication and manage dependencies. 5. Collaborate and coordinate with innovation teams to manage the flow of new ideas and product capabilities into one or more product lines within the value stream. | 1. Keeps and communicates the vision by translating the product strategy and vision developed with business stakeholders into what the product team must bear in mind every day to ensure they are building the right product. 2. Collaborate closely with product delivery teams, especially the Product Owners, Scrum Masters, and Release Train Engineers to ensure the team makes decisions informed by the product vision and budget. 3. Give regular feedback on product demos and other reviewable features. 4. Collaborate and coordinate with other product managers within the value stream, to avoid duplication and manage dependencies. 5. Collaborate and coordinate with innovation teams to manage the flow of new ideas and product capabilities into one or more product lines within the value stream. |
| ***Budget*** | 1. Develop and monitor product budgets, ROI, and performance KPIs on each product in the portfolio. 2. Lead product budget allocation and reallocation decisions as needed, based on agreed upon product prioritization. 3. Act as the executive budget holder with ultimate P&L responsibility for his/her product or products. | 1. Develop and monitor product budgets, ROI, and performance KPIs on each product in the portfolio. 2. Lead product budget allocation and reallocation decisions as needed, based on agreed upon product prioritization. 3. Act as the executive budget holder with ultimate P&L responsibility for his/her product or products. | 1. Develop and monitor product budgets, ROI, and performance KPIs on each product in the portfolio. 2. Lead product budget allocation and reallocation decisions as needed, based on agreed upon product prioritization. 3. Act as the executive budget holder with ultimate P&L responsibility for his/her product or products. |
| ***Building Relationships*** | 1. Establishes and maintains support from key stakeholders within and across relevant business units to identify, then achieve, product objectives and outcomes. 2. Solicits advice, support, sponsorship and commitment to product success across relevant parts of the organization. 3. Builds both formal and informal professional networks among relevant internal and external stakeholders and influencers, in a manner designed to maximize the success of the product. | 1. Establishes and maintains support from key stakeholders within and across relevant business units to identify, then achieve, product objectives and outcomes. 2. Solicits advice, support, sponsorship and commitment to product success across relevant parts of the organization. 3. Builds both formal and informal professional networks among relevant internal and external stakeholders and influencers, in a manner designed to maximize the success of the product. | 1. Establishes and maintains support from key stakeholders within and across relevant business units to identify, then achieve, product objectives and outcomes. 2. Solicits advice, support, sponsorship and commitment to product success across relevant parts of the organization. 3. Builds both formal and informal professional networks among relevant internal and external stakeholders and influencers, in a manner designed to maximize the success of the product. |
| ***Influencing, Collaborating With, and Leading Others*** | 1. Communicates business unit and product goals, objectives and priorities in a persuasive manner that builds support, agreement and commitment. 2. Works effectively with and through others as a member of one or more teams focused on executing the product strategy. 3. Exerts servant leadership, based on achieving common objectives. 4. Takes actions that directly or indirectly influence others to create support, gain trust and motivate actions in others, or win concessions without damaging relationships. 5. Orchestrates key stakeholders and product teams to turn product vision into reality. 6. Reconciles perspectives on product strategy and priorities into a consensus that all stakeholders can support. 7. Applies change management principles and techniques to help manage through change as required to execute the product strategy. | 1. Communicates business unit and product goals, objectives and priorities in a persuasive manner that builds support, agreement and commitment. 2. Works effectively with and through others as a member of one or more teams focused on executing the product strategy. 3. Exerts servant leadership, based on achieving common objectives. 4. Takes actions that directly or indirectly influence others to create support, gain trust and motivate actions in others, or win concessions without damaging relationships. 5. Orchestrates key stakeholders and product teams to turn product vision into reality. 6. Reconciles perspectives on product strategy and priorities into a consensus that all stakeholders can support. 7. Applies change management principles and techniques to help manage through change as required to execute the product strategy. | 1. Communicates business unit and product goals, objectives and priorities in a persuasive manner that builds support, agreement and commitment. 2. Works effectively with and through others as a member of one or more teams focused on executing the product strategy. 3. Exerts and **coaches others on** servant leadership, based on achieving common objectives. 4. Takes actions that directly or indirectly influence others to create support, gain trust and motivate actions in others, or win concessions without damaging relationships. 5. Orchestrates key stakeholders and product teams to turn product vision into reality. 6. Reconciles perspectives on product strategy and priorities into a consensus that all stakeholders can support. 7. Applies change management principles and techniques to help manage through change as required to execute the product strategy. |
| ***Design Thinking Perspective*** | 1. Fluent in external or internal customer processes and problems, and solves those problems effectively. 2. Understands design thinking and works to develop and exploit deep customer insights. 3. Sufficiently conversant in how to inform product strategy with analytics and considers these when making key decisions. | 1. Fluent in external or internal customer processes and problems, and solves those problems effectively. 2. Practices design thinking, and works to develop and exploit deep customer insights. 3. Sufficiently conversant in how to inform product strategy with analytics and considers these when making key decisions. | 1. Fluent in external or internal customer processes and problems, and solves those problems effectively. 2. Consistently practices design thinking, and develops and exploits deep customer insights. 3. Sufficiently conversant in how to inform product strategy with analytics and considers these when making key decisions. |
| ***Outcome-Driven Orientation*** | 1. Engages business and enterprise management on resolving trade-offs of scope, priority, business and technical risk, and business impact of dependencies among multiple products, when necessary. 2. Embeds with product teams as needed to ensure full transparency. 3. Keeps product stakeholders up to date with the latest on delivery status, product risks and scope changes. | 1. Engages **and leads negotiation between** business and enterprise management on resolving trade-offs of scope, priority, business and technical risk, and business impact of dependencies among multiple products, when necessary. 2. Embeds with product teams as needed to ensure full transparency. 3. Keeps product stakeholders up to date with the latest on delivery status, product risks and scope changes. | 1. Engages and leads negotiation between business and enterprise management on resolving trade-offs of scope, priority, business and technical risk, and business impact of dependencies among multiple products, when necessary. 2. Embeds with product teams as needed to ensure full transparency. 3. **Ensures** product stakeholders are up to date with the latest on delivery status, product risks and scope changes. |
| ***Communication*** | 1. Conveys the product vision and other messages requiring action. 2. Evangelizes product vision into target communities or ecosystems when necessary. 3. Effectively represents the product or platform within that community in a way that ensures all ecosystem partners feel heard, and well-served by the product vision. 4. Manages stakeholder expectations, including communicating problems the product is aiming to solve, product vision, and progress. | 1. Conveys the product vision and other messages requiring action. 2. Evangelizes product vision into target communities or ecosystems when necessary. 3. Effectively represents the product or platform within that community in a way that ensures all ecosystem partners feel heard, and well-served by the product vision. 4. Manages stakeholder expectations, including communicating problems the product is aiming to solve, product vision, and progress. | 1. Conveys the product vision and other messages requiring action. 2. Evangelizes product vision into target communities or ecosystems when necessary. 3. Effectively represents the product or platform within that community in a way that ensures all ecosystem partners feel heard, and well-served by the product vision. 4. Manages stakeholder expectations, including communicating problems the product is aiming to solve, product vision, and progress. |
| ***Technical Knowledge*** | 1. Understands the basic language the product teams use to conduct the business of the team. 2. Understands the domains of any core technologies that the product requires to deliver capabilities. | 1. Understands the **key** language the product teams use to conduct the business of the team. 2. Understands the domains of any core technologies that the product requires to deliver capabilities. | 1. Understands **the language** the product teams use to conduct the business of the team. 2. Understands the domains of any core technologies that the product requires to deliver capabilities, and some other core technologies. |
| ***Job Series Specific Responsibilities*** | | | |
| ***Platform Manager*** | 1. Moderately understands the technical language the product teams use to conduct the business of the team. 2. Understands the domains of some core technologies that the product requires to deliver capabilities, and some other core technologies. 3. Proficiently conversant with tools and techniques required to communicate with and send work to a team. 4. Effectively translates technical language into business language as needed to bridge the gap between business and technical professionals engaged in the full product value stream. 5. Where products contain APIs or are APIs, is conversant in the language used by developers in finding, choosing and using APIs, as well as in performing associated API management. | 1. **Deeply understands** the technical language the product teams use to conduct the business of the team. 2. Understands the domains of **any core technologies** that the product requires to deliver capabilities, **and most other core technologies** 3. **Very** conversant with tools and techniques required to communicate with and send work to a team. 4. Effectively translates technical language into business language as needed to bridge the gap between business and technical professionals engaged in the full product value stream. 5. Where products contain APIs or are APIs, is **very** conversant in the language used by developers in finding, choosing and using APIs, as well as in performing associated API management. | 1. Deeply understands the technical language the product teams use to conduct the business of the team; **serves as a subject matter expert in technical language(s).** 2. Understands the domains of any core technologies that the product requires to deliver capabilities, and most other core technologies. 3. **Extremely** conversant with tools and techniques required to communicate with and send work to a team. 4. Effectively translates technical language into business language as needed to bridge the gap between business and technical professionals engaged in the full product value stream. 5. Where products contain APIs or are APIs, is **extremely** conversant in the language used by developers in finding, choosing and using APIs, as well as in performing associated API management. |
| ***Portfolio Manager*** | * + - 1. Deeply understand the technical language the **product and platform teams** use to conduct the business of the team.       2. Understands **all domains** of core technologies that the **set of products** requires to deliver capabilities, and **how the platforms overlap or are distinct.**       3. **Manages a small to medium set of platforms consisting of a few products within each.**       4. Extremely conversant with tools and techniques required to communicate with and send work to a team.       5. **Assists in developing** product and platform manager **training material** to align with organizational strategy.       6. Effectively translates technical language into business language as needed to bridge the gap between business and technical professionals engaged in the **full platform consisting of multiple value streams.**       7. Where products contain APIs or are APIs, is extremely conversant in the language used by developers in finding, choosing, and using APIs, as well as in performing associated API management.       8. **Provides guidance on API development and management to platform and product managers; serves as a subject matter and strategy expert.**       9. **Collaborate on portfolio alignment with ITSD strategy** | 1. Deeply understand the technical language the product and platform teams use to conduct the business of the team. 2. Understands all domains of core technologies that the set ofproducts requires to deliver capabilities, and how the platforms overlap or are distinct. 3. **Manages a medium to complex set of platforms consisting of several products within each.** 4. Extremely conversant with tools and techniques required to communicate with and send work to a team. 5. **Leads development of** product and platform manager **training material** to align with organizational strategy. 6. Effectively translates technical language into business language as needed to bridge the gap between business and technical professionals engaged in **more than one** **full platform consisting of multiple value streams each.** 7. Where products contain APIs or are APIs, is extremely conversant in the language used by developers in finding, choosing, and using APIs, as well as in performing associated API management. 8. Provides **detailed** guidance on API development and management to platform and product managers; serves as a subject matter and strategy expert. 9. Collaborate on portfolio alignment with ITSD strategy. | * + - 1. Deeply understand the technical language the product and platform teams use to conduct the business of the team.       2. Understands all domains of core technologies that the set of products requires to deliver capabilities, and how the platforms overlap or are distinct.       3. **Manages a complex set of platforms consisting of multiple products within each; value streams align to a large portion of the ITSD strategy.**       4. Extremely conversant with tools and techniques required to communicate with and send work to a team.       5. **Manages development of product and platform manager training** material to align with organizational strategy.       6. Effectively translates technical language into business language as needed to bridge the gap between business and technical professionals engaged **in multiple full platform consisting of multiple value streams each.**       7. Where products contain APIs or are APIs, is extremely conversant in the language used by developers in finding, choosing, and using APIs, as well as in performing associated API management.       8. Provides detailed guidance on API development and management to platform and product managers; serves as the **lead subject matter and lead strategy expert.**       9. **Communicate portfolio status to senior leadership to ensure alignment to strategy is maintained; determine course of action for future success.**       10. **Measure portfolio, platform, and product success; prioritize portfolio initiatives / projects.**       11. **Design investment profile for all portfolios, platforms, and products.** |
| ***Job Family Requirements*** | | |  |
| Typical Education/ Experience | * Bachelor’s Information Science and Technology, Business Administration, Computer Science or a related discipline, or equivalent work experience. Master’s degree preferred. * Typically requires **5 or more** years of relevant experience in IT and/or the business domain in which the product exists. This usually includes **at least 2 years** of leadership experience. * Experience in product or service design, delivery, and or enhancements preferred. * Experience with product management and the product development life cycle preferred. * Demonstrated ability to partner and collaborate across organizations to optimize outcomes. * Basic familiarity with the principles of design thinking, and lean and agile software delivery. * Ability to work across multiple groups within IT to ensure end to end performance. * Demonstrated ability to engage stakeholders to support important business decisions. * Experience in budgeting and financial management related to IT projects or products preferred. * Experience managing projects preferred. | * Bachelor’s Information Science and Technology, Business Administration, Computer Science or a related discipline, or equivalent work experience. Master’s degree preferred. * Typically requires **7 or more** years of relevant experience in IT and/or the business domain in which the product exists. This usually includes **at least 3 years** of leadership experience. * Experience in product or service design, delivery, and or enhancements. * Experience with product management and the product development life cycle. * Demonstrated ability to partner and collaborate across organizations to optimize outcomes. * **Experience with** the principles of design thinking, and lean and agile software delivery. * Ability to work across multiple groups within IT to ensure end to end performance. * Demonstrated and developed ability to engage stakeholders to support important business decisions. * Experience in budgeting and financial management related to **IT products** preferred. * Experience managing projects preferred. | * Bachelor’s Information Science and Technology, Business Administration, Computer Science or a related discipline, or equivalent work experience. Master’s degree preferred. * Typically requires **9 or more** years of relevant experience in IT and/or the business domain in which the product exists. This usually includes **at least 4 years** of leadership experience. * Experience in product or service design, delivery, and or enhancements. * **Strong experience** with product management and the product development life cycle. * Demonstrated ability to partner and collaborate across organizations to optimize outcomes. * Experience with the principles of design thinking, and lean and agile software delivery. * Ability to work across multiple groups within IT to ensure end to end performance. * Demonstrated, highly developed ability to engage stakeholders to support important business decisions. * Experience in budgeting and financial management related to IT products preferred. * Experience managing **medium to large projects** preferred. * **Experience managing technical professionals preferred.** |

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# Explanation of Classification and Proficiency Level Definitions

Classification definitions are provided to help classify and / or cluster competencies.

|  |  |
| --- | --- |
| **Core** | Core competencies describe the capabilities that align with the core qualities of COSA including teamwork, integrity, innovation and professionalism – all of which are critical to exceed expectations, continually improve upon job families, and are driving competencies of success. *Example: Accountability* |
| **General** | General competencies describe the abilities, traits, and characteristics that are required to perform a role efficiently and can be applied to a broad range of job series throughout the job architecture. General competencies are necessary to meet the requirements of each job series level. *Example: Communication* |
| **Agile** | Agile competencies describe the skills needed to perform effectively in a specified job series or group of job series within a job family that align to progressing towards a product organization. Agile competencies are closely aligned to technical / business knowledge necessary for successful performance in a job series / level and are competencies required to successfully incorporate agile techniques and methodologies into the job series. *Example: Consulting* |

Proficiency scale definitions are provided to help describe an individual’s expected proficiency level for a specific competency.

|  |  |
| --- | --- |
| **Being Developed: (BD)** | Demonstrates minimal use of this competency; limited knowledge of subject matter area; needs frequent assistance and close supervision for direction. Currently developing competency. |
| **Basic: (B)** | Demonstrates limited use of this competency; basic familiarity of subject matter area; needs additional training to apply without assistance or with frequent supervision. |
| **Intermediate: (I)** | Demonstrates working or functional proficiency level sufficient to apply this competency effectively without assistance and with minimal supervision; working/functional knowledge of subject matter area. |
| **Advanced: (A)** | Demonstrates **in**-depth proficiency level sufficient to assist, consult to, or lead others in the application of this competency; in-depth knowledge in subject matter area. |
| **Expert: (E)** | Demonstrates broad, in-depth proficiency sufficient to be recognized as an authority or master performer in the applications of this competency; recognized authority/expert in subject matter area. |

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# Summary Proficiency Matrix

The chart provides a summary of expected proficiency ratings by level.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Classification** | **Competency** |  | **Product Management** | | |
|  |  |  | **Product Manager I** | **Product Manager II** | **Product Manager III** |
| Core | **Accountability** |  | **A** | **A** | **E** |
| General | **Adaptability** |  | **I** | **A** | **E** |
| General | **Attention to Detail** |  | **I** | **A** | **E** |
| Agile | **Business Function Knowledge** |  | **A** | **E** | **E** |
| Agile | **Change Advocate** |  | **I** | **A** | **A** |
| General | **Coaching** |  | **I** | **A** | **E** |
| General | **Communication** |  | **I** | **A** | **E** |
| Agile | **Consulting** |  | **I** | **A** | **A** |
| Agile | **Creativity** |  | **A** | **E** | **E** |
| Core | **Customer Focus** |  | **A** | **E** | **E** |
| General | **Data Gathering & Analysis** |  | **A** | **E** | **E** |
| Agile | **Design Thinking** |  | **A** | **E** | **E** |
| Agile | **Digital Dexterity** |  | **A** | **A** | **A** |
| General | **Drive for Results** |  | **A** | **E** | **E** |
| General | **External (Strategic) Awareness** |  | **A** | **E** | **E** |
| General | **Flexibility** |  | **I** | **A** | **A** |
| General | **Following Policies & Procedures** |  | **I** | **A** | **A** |
| General | **Initiative** |  | **A** | **E** | **E** |
| Agile | **Influencing** |  | **A** | **E** | **E** |
| General | **Innovation** |  | **I** | **A** | **E** |
| Core | **Job Knowledge/ Learning Agility** |  | **I** | **A** | **E** |
| General | **Organizational Awareness** |  | **A** | **E** | **E** |
| Agile | **Outcome Driven** |  | **A** | **E** | **E** |
| Agile | **Ownership and Commitment** |  | **A** | **E** | **E** |
| General | **Organizational and Environmental Awareness** |  | **A** | **E** | **E** |
| General | **Planning & Organization** |  | **A** | **E** | **E** |
| Agile | **Process Orientation** |  | **A** | **E** | **E** |
| Core | **Focus on Quality** |  | **A** | **E** | **E** |
| General | **Reliability** |  | **A** | **E** | **E** |
| General | **Technical Expertise & Usage** |  | **I** | **A** | **E** |
| Core | **Working Together/Teamwork** |  | **A** | **E** | **E** |

# Role Matrix

The chart provides a summary of roles in which this job should become proficient, by level.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| *Job Series* | *Roles Mapping* | | | | | |
| *Level* | *I* | | *II* | | *III* | |
|  | *Product Owner* | *Risk Management Monitor* | *Product Owner* | *Risk Management Monitor* | *Product Owner* | *Community of Practice (CoP) Leader* |
| ***Product Manager*** | *X* | *X* | *Satisfied Role\** | *Satisfied Role\** | *Satisfied Role\** | *X* |
| ***Platform Manager*** | *X* | *X* | *Satisfied Role\** | *Satisfied Role\** | *Satisfied Role\** | *X* |
| ***Portfolio Manager*** | *X* | *X* | *Satisfied Role\** | *Satisfied Role\** | *Satisfied Role\** | *X* |

*\*This role has been satisfied by the job level prior to it. For example, the Product Manager I level is required to take on the role of a Product Owner, as a result, as a Product Manager II, this role would already be taken on by the employee.*

**Product Owner:** Responsible for and has content authority over a product; works with business and IT stakeholders as well as product teams to develop and convey product vision; defines backlog; and delivers and sustains the end-to-end customer experience. Product Owners work with Product Managers to conceive, define, test, deliver, monitor, refine and retire digital products to maximize business results.

**Risk Management Monitor:** Responsible for managing all risk claims, investigate areas for potential elevated risk, analyze the viability of potential risks and provide solutions to minimize risk exposure both near and long-term; communicate risk policies and procedures for the organization.

**Community of Practice (CoP) Leader:** Coordinates and facilitates a community of practice on an ongoing basis by managing the health and direction of the CoP, driving maturity of the CoP, tracking and encouraging member participation, and communicating CoP results and success stories.