



Business Project Manager – Job Profile Matrix

Job Family: Business Project Manager Function: Cross-functional Reports to (title): varies	Last Updated: September 14, 2009
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Job Summary	Utilizing project management tools and methodologies, leads the development and implementation of non-technical business projects or administrative projects from inception to closeout, managing the scope, schedule and cost. The complexity, budget (where applicable), range of internal and external parties involved, and risk to the company (i.e., financial, public reputation) increase as you move across the progression. In this role, projects have a distinct beginning and end. There are typically no direct reports; rather people and other resources are indirectly managed as part of a project team.				
Major Responsibilities	Define project scope and objectives; establish project team with agreed upon roles and responsibilities; obtain commitment on detailed work plans including schedule, cost, resources, contingency and communication plans; obtain management approval as needed; ensure project documentation is maintained; identify, analyze, and address project performance issues; manage the integration of vendor tasks and track and review vendor deliverables; communicate project status to all stakeholders; assess project risk and develop contingency plans; and identify and communicate lessons learned and best practices.				
Job Title	Business Project Manager, Associate	Business Project Manager	Business Project Manager, Senior	Business Project Manager, Expert	Business Project Manager, Principal
Position Title	Customer Care Project Manager, Assoc HR Project Manager, Associate	Customer Care Project Manager HR Project Manager	Customer Care Project Manager HR Project Manager, Senior	Customer Care Project Manager HR Project Manager, Expert	Customer Care Project Manager HR Project Manager, Principal
PGE Job Level	Associate	Career	Senior	Expert	Principal
SAP Job Code	50305639	50305169	50305174	50305171	50305173
Distinguishing Characteristics	<ul style="list-style-type: none"> Focus is to develop basic project mgmt skills Leads small projects with less visibility or corporate or functional priority. Typical project budget is less than \$500k May participate in negotiations with guidance. 	<ul style="list-style-type: none"> Leads moderately complex projects with a medium to high corporate or functional priority. Typical project budget is \$500k-999k Applies standard analysis and project management methodology to a wider range of assignments May participates in negotiations Projects require knowledge of concepts, principles or practices in a specific discipline, field or area of expertise 	<ul style="list-style-type: none"> Leads moderate to complex projects with a medium to high corporate or functional priority Typical project budget is \$1-4 million Applies and adapts project management techniques Participates in negotiations; assists in development of plans to take advantage of business opportunities. Projects require extensive knowledge of concepts, principles or practices in a specific discipline, field or area of expertise. 	<ul style="list-style-type: none"> Leads complex or major projects with high corporate or functional priority Typical project budget up to \$5 million Applies and adapts project management techniques in creative and effective ways. Participates in negotiations; assists in development of plans to take advantage of business opportunities. Projects require extensive knowledge of concepts, principles or practices in a specific discipline, field or area of expertise. Projects have associated risks, high visibility, and can be sensitive or widely varied. 	<ul style="list-style-type: none"> Leads numerous complex and/or unique projects of broad scope with high corporate or functional priority Project may not be well defined or require creativity or new approaches Typical project budget is \$6+ million Leads negotiations; assists in development of plans to take advantage of business opportunities. Projects require subject matter expertise based on professional knowledge along with project management. Projects have major associated risks, high visibility, and can be highly sensitive
Supervisory Responsibility	No supervisory responsibility	No supervisory responsibility	No supervisory responsibility	No supervisory responsibility	May have 1-2 direct reports
Education	BA/BS or equivalent experience required	BA/BS or equivalent experience required	BA/BS or equivalent experience required	BA/BS or equivalent experience required	BA/BS or equivalent experience required
License/Certification	NA	Project Management Professional (PMP) certification desired	PMP certification required	PMP certification required	PMP certification required
Experience	Desired: 1 year related experience	Required: 3 years related experience Desired: specific functional area experience	Required: 6 years related experience Desired: specific functional area experience	Required: 8 years related experience Desired: specific functional area experience	Required: 10 years related experience Desired: specific functional area experience



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Knowledge, Skills, and Abilities	<ul style="list-style-type: none"> • Business computer skills such as MS Office Suite (Excel, Word, Project, Visio) • Oral and written communication skills • Ability to handle multiple assignments and prioritize • Analytical/problem resolution skills 	<p>In addition to those for Associate, Career requires:</p> <ul style="list-style-type: none"> • Ability to manage team and personal dynamics to drive projects forward • Knowledge of projects and requirements from relevant PG&E functional area • Ability to lead project meetings 	<p>In addition to those for Career, Senior requires:</p> <ul style="list-style-type: none"> • Ability to lead complex project meetings • Thorough knowledge of projects and requirements from relevant PG&E functional area • Knowledge and application of change management tools and techniques 	<p>In addition to those for Senior, Expert requires:</p> <ul style="list-style-type: none"> • Ability to work effectively with senior staff members and management. • Advanced knowledge of projects and requirements from relevant PG&E functional area • Ability to effectively collaborate with external regulatory, governmental, business or customer groups. 	<p>In addition to those for Expert, Principal requires:</p> <ul style="list-style-type: none"> • Ability to work with senior management, building agreement and influencing. • Expert knowledge of projects and requirements from relevant PG&E functional area
Working Conditions	<p>Incumbents work in an office environment. Less than 10% travel may be required.</p>				
Supplemental Information	<p>NA</p>				



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Technical Competencies	Technical Competency Descriptions	Proficiency Level*				
		Associate	Career	Senior	Expert	Principal
Project Management Skills	Effectively structures and controls work on a project; integrates all aspects, ensures that work progresses on schedule and that work meets specification or required standard. Plans the organizational aspects, communications, procurement, requirements gathering, quality standards, staffing, and risk identification associated with a project (including cost, time, effort, etc. estimates). Understands the activities and processes involved in defining the scope of a project and managing the project planning effort. Understands audit and oversight functions and the impact of QA Reviews and Inspection on the Project.	Novice	Proficient	Advanced	Master	Master
Coordinating & Scheduling	Effectively coordinates activities, services, and schedules to ensure smooth and efficient operation of work.	Novice	Proficient	Advanced	Master	Master
Financial and Business Results	Manages expense budget, while achieving consistent and appropriate levels of service. Demonstrates understanding about how businesses work and of trends and practices affecting the Company; Has the ability to design and implement a wide-range of financing structures designed for specific purposes.	Novice	Proficient	Advanced	Master	Master
Quality Assurance	Diligently attends to details and quality; shows a high level of care and thoroughness in handling the details of the job; maintains focus and quality under distracting working conditions and high workload.	Novice	Proficient	Advanced	Master	Master
Resourcefulness	Finds ways to get the job done even when normal channels, materials, and methods don't work.	Novice	Proficient	Advanced	Master	Master
Communication Management	Manages communication activities to ensure all communication pieces clearly and accurately describe information in common, understandable terms and are consistent with company guidelines, policies, and procedures.	Novice	Proficient	Advanced	Master	Master
Resource Management	Manages time, money, and resources necessary to meet the business needs.	Novice	Proficient	Advanced	Master	Master
Proactive Problem Solving	Anticipates, identifies and mitigates potential customer issues before they escalate into a significant problem.	Novice	Proficient	Advanced	Master	Master
Project Management Tools	Understands and uses the hard tools (e.g. project management software) and soft tools (e.g. how to facilitate startup meetings) to manage project activities. Specific applications may include: Microsoft Word, Excel, Access, Project, PowerPoint. HP Project and Portfolio Management Center – Issue Management, Risk Management, Scope Management. SAP BW and certain SAP Roles.	Novice	Proficient	Advanced	Master	Master

*Proficiency Levels

Novice: Demonstrates general understanding of knowledge, principles, and/or applications of the area; is able to complete routine assigned tasks with minimal guidance or supervision.

Proficient: Demonstrates solid understanding of knowledge, principles, and/or applications of the area; is able to complete moderately complex projects, with minimal guidance and supervision.

Advanced: Demonstrates advanced understanding of knowledge, principles, and/or applications of the area; is able to understand complex ideas and make recommendations in this area. May guide efforts of others on the team.

Master: Demonstrates mastery of knowledge, principles, and/or applications of the area; is able to lead and direct others in this area.