



## IT Project Manager - Job Profile Matrix

<b>Job Family:</b> IT Project Manager <b>Line of Business:</b> Information Technology <b>Reports to (Job Title):</b> Various reporting levels	<b>Effective Date of Job Profile:</b> 01/01/2013 <b>Last Updated:</b> May 31, 2012
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<b>Job Family Summary</b>	An IT Project Manager leads a team that develops new applications, designs and installs new IT technical architecture and infrastructure systems, or enhances existing systems. Project Managers are responsible for assembling the project team and using the provided cost and scheduling tools to define the scope, budget, and resource needs, and controlling other project variables. PMs also function as a liaison between IT and the Business Client, and act as the go-to person that represents the entire project from the planning through to the deployment stage.			
<b>SAP Job Code</b>	50490167	50011246	50011123	50491594
<b>Job Title</b>	IT Project Manager, Associate	IT Project Manager	IT Project Manager, Senior	IT Project Manager, Expert
<b>Position Title Examples</b>	IT Project Manager, Associate	IT Project Manager	IT Project Manager, Senior	IT Project Manager, Expert
<b>PGE Job Level</b>	Associate	Career	Senior	Expert
<b>Job Responsibilities</b>	<p>Responsible for the concurrent management of one or more small size projects. These projects are one-time, multitask jobs that have clearly defined start and end dates, a specific scope of work, a budget, required resources, and a specified performance objective to be achieved. Specific responsibilities include:</p> <ul style="list-style-type: none"> <li>▪ Developing technical competence</li> <li>▪ Applies basic technical principles to address problems of limited scope</li> <li>▪ Responsible for leading one or more projects typically between \$100,000 - \$500,000</li> <li>▪ Manager sets priorities and reviews work regularly</li> <li>▪ An Associate Project Manager will typically be paired with one or more mentors in the work group to assist in learning key contacts, processes, and the project management tool used to monitor and control project assignments.</li> <li>▪ Gathering, defining and documenting project requirements</li> <li>▪ Clearly defining and communicating roles, responsibilities and expectations for all members of the project team</li> <li>▪ Obtaining and defining staffing requirements and forming project teams</li> <li>▪ Independently planning all associated work to meet project goals</li> </ul>	<p>Responsible for the concurrent management of one or more small to medium-sized projects. These projects are one-time, multitask jobs that have clearly defined start and end dates, a specific scope of work, a budget, required resources, and a specified performance objective to be achieved. Specific responsibilities include:</p> <ul style="list-style-type: none"> <li>▪ Demonstrates full technical competence</li> <li>▪ Exercises independent judgment and discretion in matters of significance with moderate scope and complexity</li> <li>▪ Responsible for leading one or more projects typically between \$100,000 - \$1,000,000</li> <li>▪ Gathering, defining and documenting project requirements</li> <li>▪ Clearly defining and communicating roles, responsibilities and expectations for all members of the project team</li> <li>▪ Obtaining and defining staffing requirements and forming project teams</li> <li>▪ Independently planning all associated work to meet project goals</li> <li>▪ Providing direction and leadership to project management analysts and schedulers</li> <li>▪ Developing metrics, procedures, objectives and</li> </ul>	<p>Responsible for the concurrent management of one or more small to medium to moderately complex projects. These projects are one-time, multitask jobs that have clearly defined start and end dates, a specific scope of work, a budget, required resources, and a specified performance objective to be achieved. Specific responsibilities include:</p> <ul style="list-style-type: none"> <li>▪ Demonstrates advanced knowledge and technical competence</li> <li>▪ Exercises independent judgment and discretion in matters of significance with broad scope and high complexity</li> <li>▪ Responsible for leading one or more projects typically between \$100,000 - \$5,000,000</li> <li>▪ Gathering, defining and documenting project requirements</li> <li>▪ Clearly defining and communicating roles, responsibilities and expectations for all members of the project team</li> <li>▪ Obtaining and defining staffing requirements and forming project teams</li> <li>▪ Independently planning all associated work to meet project goals</li> <li>▪ Providing direction and leadership to project management analysts and schedulers</li> </ul>	<p>Responsible for the concurrent management of one or more complex projects. These projects are one-time, multitask jobs that have clearly defined start and end dates, a specific scope of work, a budget, required resources, and a specified performance objective to be achieved. Specific responsibilities include:</p> <ul style="list-style-type: none"> <li>▪ Consistently demonstrates advanced knowledge and technical competence</li> <li>▪ Actions and recommendations impact achievement of department goals</li> <li>▪ May act as a team lead and/or coach to developing employees</li> <li>▪ Responsible for leading one or more projects typically between \$100,000 - \$10,000,000</li> <li>▪ Gathering, defining and documenting project requirements</li> <li>▪ Clearly defining and communicating roles, responsibilities and expectations for all members of the project team</li> <li>▪ Obtaining and defining staffing requirements and forming project teams</li> <li>▪ Independently planning all associated work to meet project goals</li> <li>▪ Providing direction and leadership to project management analysts and schedulers</li> </ul>



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<ul style="list-style-type: none"> <li>▪ Providing direction and leadership to project management analysts and schedulers</li> <li>▪ Developing metrics, procedures, objectives and methods to assess project progress while utilizing established standards and quality objectives</li> <li>▪ Conducting project kick-off meetings</li> <li>▪ Communicating individual project roles and expectations</li> <li>▪ Ensuring all project team members have the tools and training necessary to perform effectively</li> <li>▪ Recording, tracking and communicating issues, risks, changes, and status reports within a PG&amp;E standard tool</li> <li>▪ Accurately and consistently forecasting project resource, material and contract costs within a standard PG&amp;E tool(s)</li> <li>▪ Driving all project related tasks to completion</li> <li>▪ Developing and Maintaining up-to-date detailed project schedules and work plans</li> <li>▪ Monitoring critical project milestones, and identifying ways to resolve schedule issues</li> <li>▪ Coordinating any required contract work within defined PG&amp;E policy</li> <li>▪ Conducting and site visits as necessary</li> <li>▪ Assessing project performance and implementing changes as necessary to ensure the projects remains within specified cost, schedule, scope and quality objectives</li> <li>▪ Communicating status of all projects to stakeholders and management</li> <li>▪ Developing and maintaining a productive working relationship with project sponsors, vendors and key clients</li> <li>▪ Resolving problems of project specific scope within procedural guidelines</li> <li>▪ Exercising independent judgment and discretion in matters of significance with moderate scope and complexity</li> <li>▪ Preparing all project documentation for closure, storage, and possible auditing activities, ensuring technical accuracy</li> <li>▪ Functioning in a process oriented environment</li> </ul>	<p>methods to assess project progress while utilizing established standards and 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<b>Education</b> <b>Minimum</b>  <b>Desired</b>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>BA/BS in Computer Science, Business, Engineering or equivalent experience</li> </ul>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>BA/BS in Computer Science, Business, Engineering or equivalent experience</li> </ul>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>BA/BS in Computer Science, Business, Engineering or equivalent experience</li> </ul>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>BA/BS in Computer Science, Business, Engineering or equivalent experience</li> </ul> <p>Desired:</p> <ul style="list-style-type: none"> <li>Advanced degree in Computer Science, Business, or equivalent</li> </ul>
<b>Experience</b> <b>Minimum</b>  <b>Desired</b>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>1+ year experience managing one or more small IT product/software development cycles/projects</li> </ul> <p>Desired:</p> <ul style="list-style-type: none"> <li>Experience working in a PMO environment as PMA or in a supporting role to Project Manager</li> </ul>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>3+ years experience managing one or more small to medium IT product/software development cycles/projects</li> </ul> <p>Desired:</p> <ul style="list-style-type: none"> <li>Experience working in a Project Management Office (PMO) environment as Project Lead or Project Manager for medium complex projects</li> </ul>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>5+ years experience managing one or more moderately complex IT product/software development cycles/projects</li> <li>Experience with IT professional service agreements and materials logistics</li> </ul> <p>Desired:</p> <ul style="list-style-type: none"> <li>Experience working in a PMO environment as Project Lead or Project Manager for medium to complex projects</li> </ul>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>8+ years experience managing one or more complex IT product/software development cycles/projects</li> <li>Experience with IT professional service agreements and materials logistics</li> </ul> <p>Desired:</p> <ul style="list-style-type: none"> <li>Experience working in a PMO environment as Project Lead or Project Manager for highly complex projects</li> </ul>
<b>License/Certification</b> <b>Minimum</b>  <b>Desired</b>	<p>Minimum: N/A</p> <p>Desired:</p> <ul style="list-style-type: none"> <li>Project Management Professional (PMP) certification from Project Management Institute (PMI) or equivalent certification from an accredited program (e.g. Stanford Advanced Project Management Certificate Program)</li> </ul>	<p>Minimum: N/A</p> <p>Desired:</p> <ul style="list-style-type: none"> <li>Project Management Professional (PMP) certification from PMI or equivalent certification from an accredited program (e.g. Stanford Advanced Project Management Certificate Program)</li> </ul>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>Project Management Professional (PMP) from PMI.</li> </ul>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>Project Management Professional (PMP) from PMI.</li> </ul> <p>Desired:</p> <ul style="list-style-type: none"> <li>Certification from an accredited program (e.g. Stanford Advanced Project Management Certificate Program, etc.) or equivalent</li> </ul>
<b>Supervisory Responsibility</b>	N/A	N/A	<ul style="list-style-type: none"> <li>Help mentor less experienced PMs</li> </ul>	<ul style="list-style-type: none"> <li>Often serves as a technical coach, trainer, or mentor for others.</li> <li>Recognized as "go to" expert among peers.</li> <li>Acts as lead on IT cross-functional projects/initiatives</li> </ul>
<b>Knowledge, Skills, Abilities</b> <b>Minimum</b>  <b>Desired</b>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>Basic understanding of project management principles and methodologies</li> <li>Understanding of PG&amp;E's business, and IT strategies and objectives</li> <li>Workforce planning and resource management skills</li> <li>Ability to function and manage in a matrixed environment</li> <li>Understanding of IT roles and responsibilities at PG&amp;E</li> <li>Excellent communication (oral and written) and collaboration skills</li> </ul>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>Fully competent understanding of project management principles and methodologies</li> <li>Understanding of PG&amp;E's business, and IT strategies and objectives</li> <li>Workforce planning and resource management skills</li> <li>Ability to function and manage in a matrixed environment</li> <li>Understanding of IT roles and responsibilities at</li> </ul>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>Advanced understanding of project management principles and methodologies</li> <li>Understanding of PG&amp;E's business, and IT strategies and objectives</li> <li>Workforce planning and resource management skills</li> <li>Ability to function and manage in a matrixed environment</li> <li>Understanding of IT roles and responsibilities at</li> </ul>	<p>Minimum:</p> <ul style="list-style-type: none"> <li>Advanced and expert understanding of project management principles and methodologies</li> <li>Understanding of PG&amp;E's business, and IT strategies and objectives</li> <li>Workforce planning and resource management skills</li> <li>Ability to function and manage in a matrixed environment</li> <li>Understanding of IT roles and responsibilities at PG&amp;E</li> <li>Excellent communication (oral and written) and</li> </ul>



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	<ul style="list-style-type: none"> <li>Skill inventory and database experience</li> <li>Financial Acumen, team player, makes agreements</li> <li>Proficiency in negotiation and risk management</li> </ul> <p>Desired:</p> <ul style="list-style-type: none"> <li>Skilled in using the following programs – HP Project and Portfolio Management (PPMC), IT Methodology, Microsoft Office Suite.</li> </ul>	<p>PG&amp;E</p> <ul style="list-style-type: none"> <li>Excellent communication (oral and written) and collaboration skills</li> <li>Skill inventory and database experience</li> <li>Financial Acumen, team player, makes agreements</li> <li>Proficiency in negotiation and risk management</li> </ul> <p>Desired:</p> <ul style="list-style-type: none"> <li>Skilled in using the following programs – PPMC, IT Methodology, Microsoft Office Suite</li> </ul>	<p>PG&amp;E</p> <ul style="list-style-type: none"> <li>Excellent communication (oral and written) and collaboration skills</li> <li>Skill inventory and database experience</li> <li>Financial Acumen, team player, makes agreements</li> <li>Proficiency in negotiation and risk management</li> </ul> <p>Desired:</p> <ul style="list-style-type: none"> <li>Skilled in using the following programs – PPMC, IT Methodology, Microsoft Office Suite</li> </ul>	<p>collaboration skills</p> <ul style="list-style-type: none"> <li>Skill inventory and database experience</li> <li>Financial Acumen, team player, makes agreements</li> <li>Proficiency in negotiation and risk management</li> </ul> <p>Desired:</p> <ul style="list-style-type: none"> <li>Skilled in using the following programs – HP Project and Portfolio Management Center (PPMC) , IT Methodology, Microsoft Office Suite</li> </ul>
<b>Supplemental</b>	N/A			

Technical Competencies	Technical Competency Descriptions	Proficiency Level*			
		Associate	Career	Senior	Expert
Negotiation	Knowledge of negotiating techniques, subject matter, architectures and strategy to obtain commitment, compromise or settlement in a way that promotes mutual goals or interests.	Novice	Proficient	Advanced	Advanced
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. Microsoft Word, Excel, Access, Project, PowerPoint. HP Project and Portfolio Management Center – Issue Management, Risk Management, Scope Management. SAP BW. SAP Roles: Asset Management > Asset Accounting Display, Project Tracking > BU Project Order Monitor, Project Tracking > BU Project WBS Maintainer, Project Tracking > BU Reports Analyzer, Budget > BW Cost Management Reporter, BW Project Forecaster.	Novice	Proficient	Master	Master
Project Planning	Understands the principles, theories, practices and techniques involved in planning, managing, and implementing projects and programs.	Novice	Proficient	Advanced	Master
Project Risk Management	Identifies risks associated with project development and respond to risk changes over the course of a project. Understands impact of changes to scope and can conduct variance analysis against cost, time, effort, etc.	Novice	Proficient	Advanced	Master
Project Scope Management	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
Project/Program Management	Plans the organizational aspects, communications, procurement, requirements gathering, quality standards, staffing and risk identification associated with a project (including cost, time, effort, etc. estimates).	Novice	Proficient	Advanced	Master
Vendor Management	Understands the activities and processes involved in working with a vendor or vendors on a project, including all aspects of cost, time and effort planning.	Novice	Proficient	Advanced	Advanced

**\*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.