Classification Notice No. 1330

To: Agency Heads and Employees

From: Jeff Dolan, Career Service Executive Personnel Director

Date: September 2, 2010

Subject: Proposed Change to the Classification and Pay Plan

The proposed change amends the Classification and Pay Plan by adding IT Project Manager I (811-I), IT Project Manager II (813-I), IT Project Manager III (815-I) and IT Program Manager (817-I). We are also changing the pay grade of Information Technology Systems Architect from 814-I to 815-I.

Technology Services requested that Career Service Authority (CSA) create an information technology (IT) project management series, consisting of the following classes: IT Project Manager I, IT Project Manager II, IT Project Manager III, and IT Program Manager. IT project managers are responsible for performing project management work on technology projects of varying sizes and complexities. IT program managers are responsible for performing program management work on technology programs. A "program," in this sense of the word, is comprised of several technology projects of varying sizes and complexities, which share a common set of technology goals and objectives.

The IT project management series will be used by both Technology Services and the Department of Aviation's Technologies division. The series will provide managers with the flexibility of assigning technology projects, of varying sizes and complexities, to staff based on their abilities and experience. The general statement of duties for the IT Project Manager I, II, III, and IT Program Manager appear below.

The IT Project Manager I "Performs standard level professional project management work on one or more small information technology projects; supports the work unit by developing and maintaining project/operational metrics and internal processes and by administering and maintaining project management software and tools." Next, the IT Project Manager II "Performs full performance, professional project management work on one or more small to medium information technology projects, which includes leading and coordinating the planning and implementation phases of the project management lifecycle."

The IT Project Manager III "Performs advanced, specialized, professional project management work on one or more medium to large moderately to highly complex information technology projects, which includes managing and coordinating the project planning, implementation, and evaluation phases of the project management lifecycle." Finally, the IT Program Manager "Performs full performance program management work on one or more highly complex or enterprise-wide information technology programs consisting of multiple projects, which includes managing the planning, implementation, evaluation, and support/maintenance phases of the program management life cycle."

NEW CLASSES

Job Code	Classification Title	Pay Grade& Range
CI2420	IT Project Manager I	811-I ($59,618-$95,130)
CI2421	IT Project Manager II	813-I ($68,139-$108,729)
CI2422	IT Project Manager III	815-I ($77,847-$124,266)
CI2423	IT Program Manager	817-I ($88,985-$142,022)

PAY GRADE CHANGE ONLY

Job Code	Classification Title	Present Pay Grade & Range	Proposed Pay Grade & Range
CI2214	Information Technology Systems Architect	814-I ($72,809 - $116,231	815-I ($77,847-$124,266)

Per Career Service Rule 7-37 A – "If it is determined, as a result of an audit or maintenance study, that changes to the classification and pay plan are necessary, the effective date of any resulting re-allocations shall be the beginning of the first work week following approval by the Board."

The Career Service Executive Personnel Director shall provide those appointing authorities who are affected with a draft of proposed changes in the plan, and notice shall be posted on appropriate bulletin boards at least thirteen calendar days from the date of this notice.

Public Notice of Changes:

The scheduled time for the public hearing is **Thursday September 16, 2010 at 9:00 a.m.** in the CSA Board Room, Room 4.F.6, Webb Municipal Building, 201 West Colfax Avenue.

Note: Please submit any questions or comments on this proposal in writing to Bruce Backer bruce.backer@denvergov.org, Career Service Authority, in care of Alena Martinez alena.martinez@denvergov.org by 8:00 a.m. on **Wednesday, September 15, 2010.** Please include a contact name and phone number so that we may respond directly.

If anyone wishes to be heard by the Board on this item, please call Leon Duran leon.duran@denvergov.org at (720) 913-5168 no later than noon on **Tuesday, September 14, 2010.**

GENERAL STATEMENT OF CLASS DUTIES

Performs standard level professional project management work on one or more small information technology projects; supports the work unit by developing and maintaining project/operational metrics and internal processes and by administering and maintaining project management software and tools.

DISTINGUISHING CHARACTERISTICS

The IT Project Manager I is the first class in a four class series; the IT Project Manager series also contains the IT Project Manager II, IT Project Manager III, and IT Program Manager. The main differences between the classes in the IT Project Manager series are the scope of responsibility and size and complexity of the projects managed.

The IT Project Manager I is distinguished from the *IT Project Manager II*, which performs full performance, professional project management work on one or more small to medium information technology projects. The project management work performed by the IT Project Manager II includes leading and coordinating the planning and implementation phases of the project management lifecycle.

The IT Project Manager I is also distinguished from the *IT Project Manager III*, which performs advanced, specialized, professional project management work on one or more medium to large moderately to highly complex information technology projects. The project management work performed by the IT Project Manager III includes managing and coordinating the project planning, implementation, and evaluation phases of the project management lifecycle.

Finally, the IT Project Manager I is distinguished from the *IT Program Manager*, which performs full performance program management work on one or more highly complex or enterprise-wide information technology programs consisting of multiple projects. The program management work performed by the IT Program Manager includes managing the design, development, implementation, and maintenance phases of the program management lifecycle.

Project Management Definition:
Project management is a carefully planned and organized effort to accomplish a specific one-time effort/endeavor and undertaken to achieve a particular aim. Project management includes developing a project plan; defining project goals and objectives; specifying tasks; determining how goals will be achieved and what resources are needed; and associating budgets and timelines for completion. It also includes implementing the project plan along with careful controls to stay on the "critical path" that is to ensure the plan is being managed according to the plan. Project management usually follows major phases including project planning, implementation, evaluation, and support/maintenance.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally numerous, well established, and directly applicable to the work assignment. Work assignment and desired results are explained by general oral or written instructions.

Duties assigned are generally repetitive and restricted in scope but may be of substantial intricacy. Employee primarily applies standardized practices.

Decisions or recommendations on non-standardized situations are limited to relating organizational policies to specific cases. Problems that are not covered by guidelines or are without precedent are taken up with the supervisor.

Level of Supervision Received and Quality Review:

Under normal supervision, within a standardized work situation, the employee performs duties common to the line of work without close supervision or detailed instruction. Work product is subject to continual review.

Interpersonal Communications and Purpose:

Contacts with the public or employees where explanatory or interpretive information is exchanged, gathered, or presented and some degree of discretion and judgment are required within the parameters of the job function.

Level of Supervision Exercised:

By position, performs lead work over consultants/contractors and other technical and professional staff who are assigned to specific information technology projects.

ESSENTIAL DUTIES

Participates in needs and priority assessments by analyzing business processes and requirements; provides input on the development of functional and technical specifications for new information technology systems.

Maintains project plans, which outline the objectives of the project, scope of work, and project elements; coordinates and implements changes to project deliverables, resources, timelines, and/or budgets.

Participates in the vendor selection process, which includes reviewing submitted bids from contractors and serving as a member of the vendor selection committee; monitors projects for conformance to approved plans and contract specifications.

Monitors project budgets, which includes tracking expenditures and preparing reports detailing the status of the project budget; monitors project performance, service levels and other metrics required to ensure project goals and objectives are being met.

Performs lead work over project personnel who have been assigned responsibility for various portions of a project; confers with senior project management staff to develop or modify work plans, assign and distribute work, and resolve problems encountered during daily operations.

Coordinates project meetings with stakeholders and project personnel to communicate milestones and completion dates; maintains a communication plan and related project status reports for key stakeholders.

Conducts risk and cost/benefit analyses and participates in the management of risk associated with projects to include the development of strategies to deal with unexpected crises and unresolved risks; assists with the implementation of changes to project deliverables, resources, timelines, and/or budget.

Performs project closure activities by compiling metrics related to project success, project attributes, individual productivity, and adherence to defined processes.

Designs, implements, and evaluates project management processes and templates for the project management office; ensures project control systems are in place and provides project data for management; administers and maintains project management software and tools.

Performs other duties as assigned or requested.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledge, & Skills:

Communication - Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

Writing - Recognizes or uses correct English grammar, punctuation, and spelling; communicates information in a succinct and organized manner; produces written information, including technical material that is appropriate for the intended audience.

Interpersonal Relationship and Service Orientation - Demonstrated competency in working with a wide range of government departments with diverse business needs, interests, expectations and requirements.

Conflict Management - Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Teamwork - Encourages and facilitates cooperation, pride, trust and group identity; fosters commitment and team spirit; works with others to achieve goals.

Influencing/Negotiating - Persuades others to accept recommendations, cooperate or change their behavior, works with others toward an agreement; negotiates to find mutually acceptable solutions.

Planning and Evaluating - Organizes work, sets priorities and determines resource requirements; determines short-or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.

Problem Solving - Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives and to make recommendations.

Technical Competence - Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.

Knowledge of information systems standards that either are compliant with or derived from other industrial, government and international standards and guidelines.

Knowledge of project management tools, methods, and best practices such as those defined by the project management body of knowledge.

Knowledge of planning, coordination and execution of business functions, resource allocation and production.

Knowledge of the principles, methods and tools for conducting performance assessments of information technology systems (for example customer surveys, system performance measures).

Knowledge of methods and tools used for risk assessment and mitigation of risk.

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs)*:*

Sitting: remaining in the normal seated position.
Talking: expressing or exchanging ideas by means of spoken words.
Hearing: perceiving the nature of sounds by ear.
Reaching: extending the hand(s) and arm(s).
Handling: seizing, holding, grasping, or otherwise working with hand(s).
Feeling: perceiving attributes of objects by means of skin receptors.
Eye/hand/foot coordination: performing work through using two or more.
Lifting: raising or lowering an object from one level to another.
Near Acuity: ability to see clearly at 20 inches or less.

Working Environment:

Work is primarily performed in an office setting and frequently at other locations for meetings. Work involves pressure due to multiple calls and inquiries and is subject to interruption.

Education Requirement:

Bachelor's degree in business, information systems, or computer science

Experience Requirement:

Two years of experience in coordinating and administering phases of an information technology project.

Education/Experience Equivalency:

Additional appropriate education may be substituted for the minimum experience requirement.

Additional appropriate experience may be substituted for the minimum education requirement.

Licensure and/or Certification:

None

CLASS DETAIL

FLSA CODE: Exempt

ESTABLISHED DATE: xx/xx/2010

ESTABLISHED BY: Melissa Fisher

REVISED DATE:

REVISED BY:

CLASS HISTORY   This is a new class.

GENERAL STATEMENT OF CLASS DUTIES

Performs full performance, professional project management work on one or more small to medium information technology projects, which includes leading and coordinating the planning and implementation phases of the project management lifecycle.

DISTINGUISHING CHARACTERISTICS

The IT Project Manager II is the second class in a four class series; the IT Project Manager series also contains the IT Project Manager I, IT Project Manager III, and IT Program Manager. The main differences between the classes in the IT Project Manager series are the scope of responsibility and size and complexity of the projects managed.

The IT Project Manager II is distinguished from the *IT Project Manager I*, which performs standard level professional project management work on one or more small information technology projects. The IT Project Manage I also supports the work unit by developing and maintaining project/operational metrics and internal processes and by administering and maintaining project management software and tools.

The IT Project Manager II is also distinguished from the *IT Project Manager III*, which performs advanced, specialized, professional project management work on one or more medium to large moderately to highly complex information technology projects. The project management work performed by the IT Project Manager III includes managing and coordinating the project planning, implementation, and evaluation phases of the project management lifecycle.

Finally, the IT Project Manager II is distinguished from the *IT Program Manager*, which performs full performance program management work on one or more highly complex or enterprise-wide information technology programs consisting of multiple projects. The program management work performed by the IT Program Manager includes managing the design, development, implementation, and maintenance phases of the program management lifecycle.

Project Management Definition:
Project management is a carefully planned and organized effort to accomplish a specific one-time effort/endeavor and undertaken to achieve a particular aim. Project management includes developing a project plan; defining project goals and objectives; specifying tasks; determining how goals will be achieved and what resources are needed; and associating budgets and timelines for completion. It also includes implementing the project plan along with careful controls to stay on the "critical path" that is to ensure the plan is being managed according to the plan. Project management usually follows major phases including project planning, implementation, evaluation, and support/maintenance.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guideline, interpret precedents, adapt standard practices to differing situations, and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned functions or projects in various stages of completion.

Employee is responsible for determining time, place, and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices, or precedents may be discussed with the supervisor before being initiated.

Level of Supervision Received and Quality Review:

Under general supervision, the employee receives assignments and is expected to carry them through to completion with substantial independence. Work is reviewed for adherence to instructions, accuracy, completeness, and conformance to standard practice or precedent. Recurring work clearly covered by guidelines may or may not be reviewed.

Interpersonal Communications and Purpose:

Contacts with the public or employees where explanatory or interpretive information is exchanged, defended, and gathered and discretion and judgment are required within the parameters of the job function.

Level of Supervision Exercised:

Matrix manages and/or coordinates the work of consultants/contractors and other technical and professional staff who are assigned to specific information technology projects.

ESSENTIAL DUTIES

Leads a multi-disciplinary team responsible for performing needs and priority assessments and analyzing business processes and requirements in order to develop functional and technical specifications for new information technology systems.

Develops and gains approval of project plans, which outline the objectives of the project, scope of work, and project elements, including: schedule, project deliverables, funding limitations, procedures for accomplishing staff requirements, and allotment of available resources to various phases of projects.

Coordinates the vendor selection process, which includes drafting requests for proposal (RFP) and requests for information (RFI), reviewing submitted bids from contractors, and serving as a member of the vendor selection committee; administers and monitors contracts, which includes assisting with the preparation of contract negotiations and recommendations then monitoring projects for conformance to approved plans and contract specifications.

Develops and implements project budgets, which includes allocating resources and tracking and approving expenditures; prepares reports detailing the status of the project budget.

Matrix manages and/or coordinates and directs the work of consultants and project personnel who have been assigned responsibility for various portions of a project; confers with multi-disciplinary staff to establish work plan responsibilities and scope of authority; ensures technical proficiency and productivity of project staff and arranges for training as necessary.

Plans and conducts project meetings with stakeholders and project personnel to communicate milestones and completion dates, to provide technical advice and solutions, and to resolve issues that arise during the course of the project; develops and maintains a communication plan and related project status reports for key stakeholders.

Reviews and analyzes project changes requests and makes recommendations related to the execution of these requests, taking into consideration the impact on the project schedule, cost, and resources; implements changes to project deliverables, resources, timelines, and/or budget.

Develops and implements plans to ensure compliance with information technology industry standards and internal architecture and infrastructure protocols; conducts risk and cost/benefit analyses, manages risk associated with projects, and devises strategies to deal with unexpected crises and unresolved risks.

Ensures the quality of project deliverables and obtains user acceptance of completed products or services; performs project closure activities including release of contract and permanent staff from the project, and completing lessons learned and project implementation review of best practices.

Performs other duties as assigned or requested.

> Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledge, & Skills:

Communication - Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

Conflict Management - Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Financial Management - Prepares, justifies and/or administers the budget for project area; plans, administers and monitors expenditures to ensure cost-effective support of project policies; assesses financial condition of an organization.

Influencing/Negotiating - Persuades others to accept recommendations, cooperate or change their behavior, works with others toward an agreement; negotiates to find mutually acceptable solutions.

Interpersonal Relationship and Service Orientation - Demonstrated competency in working with a wide range of government departments with diverse business needs, interests, expectations and requirements.

Managing Human Resources - Plans, distributes, coordinates, and monitors work assignments of others; evaluates work performance and provides feedback to others on their performance; ensures that staff are appropriately selected, utilized and developed and that they are treated in a fair and equitable manner.

Planning and Evaluating - Organizes work, sets priorities and determines resource requirements; determines short-or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.

Problem Solving - Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives and to make recommendations.

Strategic Thinking - Formulates effective strategies, determines objectives and sets priorities; anticipates potential threats or opportunities.

Teamwork - Encourages and facilitates cooperation, pride, trust and group identity; fosters commitment and team spirit; works with others to achieve goals.

Technical Competence - Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.

Writing - Recognizes or uses correct English grammar, punctuation, and spelling; communicates information in a succinct and organized manner; produces written information, including technical material that is appropriate for the intended audience.

Knowledge of the organization's mission and functions, and how its social, political and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules and regulations of the organization.

Knowledge of information systems standards that either are compliant with or derived from other industrial, government and international standards and guidelines.

Knowledge of methods, principles and tools for managing projects, including acquisition and procurement management.

Knowledge of planning, coordination and execution of business functions, resource allocation and production.

Knowledge of the principles, methods and tools for conducting performance assessments of information technology systems (for example customer surveys, system performance measures).

Knowledge of methods and tools used for risk assessment and mitigation of risk.

Knowledge of various types of contracts, techniques for contracting or procurement, and contract negotiation and administration, conduct and understanding the impact of violating these standards on an organization, self and others; chooses an ethical course of action; is trustworthy.

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs)***:***

Sitting: remaining in the normal seated position.
Talking: expressing or exchanging ideas by means of spoken words.
Hearing: perceiving the nature of sounds by ear.
Reaching: extending the hand(s) and arm(s).
Handling: seizing, holding, grasping, or otherwise working with hand(s).
Feeling: perceiving attributes of objects by means of skin receptors.
Eye/hand/foot coordination: performing work through using two or more.

Lifting: raising or lowering an object from one level to another.
Near Acuity: ability to see clearly at 20 inches or less.

Working Environment:

Work is primarily performed in an office setting and frequently at other locations for meetings. Work involves pressure due to multiple calls and inquiries and is subject to interruption.

Education Requirement:

Bachelor's degree in business, information systems, or computer science

Experience Requirement:

Three years of experience managing small to medium sized information technology projects to include experience at the type and level of the IT Project Manager I.
-OR-
Three years of senior professional level information technology experience, of which two years must include practical information technology project management experience at the type and level of the IT Project Manager I.

Education/Experience Equivalency:

Additional appropriate education may be substituted for the minimum experience requirement.

Additional appropriate experience may be substituted for the minimum education requirement.

Licensure and/or Certification:

None

CLASS DETAIL

FLSA CODE: Exempt

ESTABLISHED DATE: 4/16/2003

REVISED DATE: xx/xx/2010

REVISED BY: Melissa Fisher

CLASS HISTORY   xx/2010: the class spec was revised and updated as a part of the creation of the IT Project Manager series.

GENERAL STATEMENT OF CLASS DUTIES

Performs advanced, specialized, professional project management work on one or more medium to large moderately to highly complex information technology projects, which includes managing and coordinating the project planning, implementation, and evaluation phases of the project management lifecycle.

DISTINGUISHING CHARACTERISTICS

The IT Project Manager III is the third class in a four class series; the IT Project Manager series also contains the IT Project Manager I, IT Project Manager II, and IT Program Manager. The main differences between the classes in the IT Project Manager series are the scope of responsibility and size and complexity of the projects managed.

The IT Project Manager III is distinguished from the *IT Project Manager I*, which performs standard level professional project management work on one or more small information technology projects. The IT Project Manage I also supports the work unit by developing and maintaining project/operational metrics and internal processes and by administering and maintaining project management software and tools.

The IT Project Manager III is distinguished from the *IT Project Manager II*, which performs full performance, professional project management work on one or more small to medium information technology projects. The project management work performed by the IT Project Manager II includes leading and coordinating the planning and implementation phases of the project management lifecycle.

Finally, the IT Project Manager II is distinguished from the *IT Program Manager*, which performs full performance program management work on one or more highly complex or enterprise-wide information technology programs consisting of multiple projects. The program management work performed by the IT Program Manager includes managing the design, development, implementation, and maintenance phases of the program management lifecycle.

Project Management Definition:
Project management is a carefully planned and organized effort to accomplish a specific one-time effort/endeavor and undertaken to achieve a particular aim. Project management includes developing a project plan; defining project goals and objectives; specifying tasks; determining how goals will be achieved and what resources are needed; and associating budgets and timelines for completion. It also includes implementing the project plan along with careful controls to stay on the "critical path" that is to ensure the plan is being managed according to the plan. Project management usually follows major phases including project planning, implementation, evaluation, and support/maintenance.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally in the form of stated objectives only with issues and factors largely undefined requiring the employee to exercise creativity and ingenuity in devising criteria, techniques, strategy, and methodologies for approaching assigned functions or projects.

Duties performed involve concepts, theories, and concrete factors to be evaluated and weighed requiring a high degree of analytical ability, independent judgment, and decision-making.

Work assignment is generally unstructured and employee is responsible for organizing complex, varied, and simultaneous coordination of several functions, programs, or projects in various stages of completion.

Level of Supervision Received and Quality Review:

Under administrative supervision, the employee has personal accountability for carrying out an assigned function, program, or project within the scope of established guidelines and objectives and is expected to resolve problems that arise in the normal course of the work. Completed work is generally reviewed for soundness of judgment, conclusion, adequacy, and conformance to policy.

Interpersonal Communications and Purpose:

Contacts are of a remedial nature involving the resolution of problems and where some degree of discretion and judgment are required in carrying out a major program and/or function of the organization.

Level of Supervision Exercised:

Matrix manages and/or coordinates the work of consultants/contractors and other technical and professional staff who are assigned to specific information technology projects.

By position, performs lead work over incumbents classified as Information Technology Project Manager I.

ESSENTIAL DUTIES

Leads a multi-disciplinary team responsible for performing needs and priority assessments and analyzing business processes and requirements in order to develop functional and technical specifications for new information technology systems.

Develops and gains approval of project plans, which outline the objectives of the project, scope of work, and project elements, including: schedule, project deliverables, funding limitations, procedures for accomplishing staff requirements, and allotment of available resources to various phases of projects.

Manages the vendor selection process, which includes developing requests for proposal (RFP) and requests for information (RFI), reviewing submitted bids from contractors, and serving as the chair of the vendor selection committee.

Develops, negotiates, implements and monitors contracts, ensuring conformance to approved plans and contract specifications; acts as a liaison to the City Attorney's Office, follows prospective contracts throughout the review process, and coordinates actions for breach of contract situations.

Develops, implements, and monitors project budgets that are complex in nature, taking into consideration the potential for multiple funding streams; allocates resources and tracks and approves expenditures;

prepares reports detailing the status of the project budget and compliance to any requirements as specified by funding sources.

Matrix manages and/or coordinates and directs the work of consultants and project personnel who have been assigned responsibility for various portions of a project; establishes work plan responsibilities and scope of authority; ensures technical proficiency and productivity of project staff and arranges for training as necessary.

Facilitates planning meetings with stakeholders and project personnel to discuss the project plan, including the fit-gap analysis and proposed budget; plans and conducts project meetings during implementation to communicate milestones and completion dates, to provide technical advice and solutions, and to resolve issues that arise during the course of the project; develops, maintains, and presents a communication plan and related project status reports for key stakeholders.

Reviews and analyzes project changes requests and makes recommendations related to the execution of these requests, taking into consideration the impact on the project schedule, cost, and resources; directs the implementation of changes to project deliverables, resources, timelines, and/or budget.

Develops and implements plans to ensure compliance with information technology industry standards, internal architecture and infrastructure protocols, and established business practices; conducts risk and cost/benefit analyses, manages risk associated with projects, and devises strategies to deal with unexpected crises and unresolved risks.

Ensures the quality of project deliverables and obtains user acceptance of completed products or services; performs project closure activities including release of contract and permanent staff from the project, and completing lessons learned and project implementation review of best practices.

Performs lead work over lower level project management staff by developing or modifying work plans, assigning and distributing work, providing work instruction, resolving problems encountered during daily operations, and providing input for the performance enhancement plan.

Assists with the development and implementation of project management processes and methodologies to ensure projects are delivered on time, within budget, adhere to high quality standards and meet customer expectations.

Assists information technology program managers in partnering with senior management across the city to identify and prioritize opportunities for utilizing information technology to achieve the goals of the enterprise.

Performs other duties as assigned or directed.

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Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledge, & Skills:

Communication - Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

Conflict Management - Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Financial Management - Prepares, justifies and/or administers the budget for project area; plans, administers and monitors expenditures to ensure cost-effective support of project policies; assesses financial condition of an organization.

Influencing/Negotiating - Persuades others to accept recommendations, cooperate or change their behavior, works with others toward an agreement; negotiates to find mutually acceptable solutions.

Interpersonal Relationship and Service Orientation - Demonstrated competency in working with a wide range of government departments with diverse business needs, interests, expectations and requirements.

Managing Human Resources - Plans, distributes, coordinates, and monitors work assignments of others; evaluates work performance and provides feedback to others on their performance; ensures that staff are appropriately selected, utilized and developed and that they are treated in a fair and equitable manner.

Planning and Evaluating - Organizes work, sets priorities and determines resource requirements; determines short-or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.

Problem Solving - Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives and to make recommendations.

Strategic Thinking - Formulates effective strategies, determines objectives and sets priorities; anticipates potential threats or opportunities.

Teamwork - Encourages and facilitates cooperation, pride, trust and group identity; fosters commitment and team spirit; works with others to achieve goals.

Technical Competence - Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.

Writing - Recognizes or uses correct English grammar, punctuation, and spelling; communicates information in a succinct and organized manner; produces written information, including technical material that is appropriate for the intended audience.

Knowledge of the organization's mission and functions, and how its social, political and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules and regulations of the organization.

Knowledge of information systems standards that either are compliant with or derived from other industrial, government and international standards and guidelines.

Knowledge of methods, principles and tools for managing projects, including acquisition and procurement management.

Knowledge of planning, coordination and execution of business functions, resource allocation and production.

Knowledge of the principles, methods and tools for conducting performance assessments of information technology systems (for example customer surveys, system performance measures).

Knowledge of methods and tools used for risk assessment and mitigation of risk.

Knowledge of Information Technology Infrastructure Library standards and protocols.

Knowledge of various types of contracts, techniques for contracting or procurement, and contract negotiation and administration, conduct and understanding the impact of violating these standards on an organization, self and others; chooses an ethical course of action; is trustworthy.

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs)**:**

Sitting: remaining in the normal seated position.
Talking: expressing or exchanging ideas by means of spoken words.
Hearing: perceiving the nature of sounds by ear.
Reaching: extending the hand(s) and arm(s).
Handling: seizing, holding, grasping, or otherwise working with hand(s).
Feeling: perceiving attributes of objects by means of skin receptors.
Eye/hand/foot coordination: performing work through using two or more.
Lifting: raising or lowering an object from one level to another.
Near Acuity: ability to see clearly at 20 inches or less.

Working Environment:

Work is primarily performed in an office setting and frequently at other locations for meetings. Work involves pressure due to multiple calls and inquiries and is subject to interruption.

Education Requirement:

Bachelor's degree in business, information systems, or computer science

Experience Requirement:

Three years of experience managing medium to large sized information technology projects to include experience at the type and level of the IT Project Manager II.

Education/Experience Equivalency:

Additional appropriate education may be substituted for the minimum experience requirement.

Additional appropriate experience may be substituted for the minimum education requirement.

Licensure and/or Certification:

None

CLASS DETAIL

FLSA CODE: Exempt

ESTABLISHED DATE: xx/xx/2010

ESTABLISHED BY: Melissa Fisher

REVISED DATE:

REVISED BY:

CLASS HISTORY   This is a new class.

GENERAL STATEMENT OF CLASS DUTIES

Performs full performance program management work on one or more highly complex or enterprise-wide information technology programs consisting of multiple projects, which includes managing the planning, implementation, evaluation, and support/maintenance phases of the program management life cycle.

DISTINGUISHING CHARACTERISTICS

The IT Program Manager is the fourth class in a four class series; the IT Project Manager series also contains the IT Project Manager I, IT Project Manager II, and IT Project Manager III. The main differences between the classes in the IT Project Manager series are the scope of responsibility and size and complexity of the projects managed.

The IT Program Manager is distinguished from the *IT Project Manager I,* which performs standard level professional project management work on one or more small information technology projects. The IT Project Manager I also supports the work unit by developing and maintaining project/operational metrics and internal processes and by administering and maintaining project management software and tools.

The IT Program Manager is distinguished from the *IT Project Manager II*, which performs full performance, professional project management work on one or more small to medium information technology projects. The project management work performed by the IT Project Manager II includes leading and coordinating the planning and implementation phases of the project management lifecycle.

Finally, the IT Program Manager is also distinguished from the *IT Project Manager III*, which performs advanced, specialized, professional project management work on one or more medium to large moderately to highly complex information technology projects. The project management work performed by the IT Project Manager III includes managing and coordinating the project planning, implementation, and evaluation phases of the project management lifecycle.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally in the form of stated objectives only with issues and factors largely undefined requiring the employee to exercise creativity and ingenuity in devising criteria, techniques, strategy, and methodologies for approaching assigned functions or projects.

Duties performed involve concepts, theories, and concrete factors to be evaluated and weighed requiring a high degree of analytical ability, independent judgment, and decision-making.

Work assignment is generally unstructured and employee is responsible for organizing complex, varied, and simultaneous coordination of several functions, programs, or projects in various stages of completion.

Level of Supervision Received and Quality Review:

Under managerial direction, the employee has personal accountability for carrying out the work objectives of an organizational unit or section within the scope of established guidelines and the mission of the agency or department. Employee is expected to resolve problems that arise in the normal course of the work. Work may be discussed with higher level supervisors and reviewed for soundness of judgment and feasibility of decisions.

Interpersonal Communications and Purpose:

Contacts are of a non-prescribed nature involving the negotiation and resolution of problems and where exceptional degrees of discretion, judgment, and specialized knowledge are required in carrying out the programs and policies of an organization.

Level of Supervision Exercised:

Matrix manages and/or coordinates the work of consultants/contractors and other technical and professional staff who are assigned to specific information technology projects.

By position, performs lead work over incumbents classified as Information Technology Project Manager I, II, or III.

ESSENTIAL DUTIES

Partners with senior management across to city to identify and prioritize information technology goals and objectives; develops and maintains the program strategy and supporting business case, which includes program documentation.

Defines and initiates program and project objectives, assigns project managers to manage cost, schedule, and performance of projects, and oversees multiple projects directed at achieving a strategic goal.

Develops, implements, and monitors program budgets that are complex in nature; allocates shared resources among projects within the program; prepares reports detailing the status of the program budget and compliance to any requirements as specified by funding sources.

Manages the vendor selection process, which includes developing requests for proposal (RFP) and requests for information (RFI), reviewing submitted bids from contractors, and serving as the chair of the vendor selection committee.

Develops, negotiates, implements and monitors contracts, ensuring conformance to approved plans and contract specifications; acts as a liaison to the City Attorney's Office, follows prospective contracts throughout the review process, and coordinates actions for breach of contract situations.

Matrix manages and/or performs lead work over project managers who have been assigned responsibility for various projects within the program; establishes work plan responsibilities and scope of authority for project managers; ensures technical proficiency and productivity of project managers/staff and arranges for training as necessary.

Develops and manages plans to ensure compliance with information technology industry standards, internal architecture and infrastructure protocols, and established business practices; acts as a liaison

with internal and external audit groups and ensures compliance with any auditing standards for associated programs.

Manages the overall risk of the program, which includes conducting risk and cost/benefit analyses and devising strategies to deal with unexpected crises and unresolved risks.

Monitors program milestones to maintain continuous alignment of program scope with strategic business objectives; ensures projects within the program are completed within established time and budget schedules; recommends modifications to project managers to enhance the effectiveness toward the business result or strategic intent.

Functions as a liaison with senior management, vendors, project managers, and other information technology professionals to communicate program strategy, direction, and changes; presents information on program performance and status to elected officials and other stakeholders; and resolves high level conflicts by making broad decisions, or negotiating with affected senior management.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

MINIMUM QUALIFICATIONS

Competencies, Knowledge, & Skills:

Communication - Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

Conflict Management - Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Financial Management - Prepares, justifies and/or administers the budget for project area; plans, administers and monitors expenditures to ensure cost-effective support of project policies; assesses financial condition of an organization.

Technical Competence - Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.

Writing - Recognizes or uses correct English grammar, punctuation, and spelling; communicates information in a succinct and organized manner; produces written information, including technical material that is appropriate for the intended audience.

Influencing/Negotiating - Persuades others to accept recommendations, cooperate or change their behavior, works with others toward an agreement; negotiates to find mutually acceptable solutions.

Interpersonal Relationship and Service Orientation - Demonstrated competency in working with a wide range of government departments with diverse business needs, interests, expectations and requirements.

Managing Human Resources - Plans, distributes, coordinates, and monitors work assignments of others; evaluates work performance and provides feedback to others on their performance; ensures that staff are appropriately selected, utilized and developed and that they are treated in a fair and equitable manner.

Planning and Evaluating - Organizes work, sets priorities and determines resource requirements; determines short-or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.

Problem Solving - Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives and to make recommendations.

Strategic Thinking - Formulates effective strategies, determines objectives and sets priorities; anticipates potential threats or opportunities.

Teamwork - Encourages and facilitates cooperation, pride, trust and group identity; fosters commitment and team spirit; works with others to achieve goals.

Knowledge of the organization's mission and functions, and how its social, political and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules and regulations of the organization.

Knowledge of information systems standards that either are compliant with or derived from other industrial, government and international standards and guidelines.

Knowledge of methods, principles and tools for managing projects, including acquisition and procurement management.

Knowledge of planning, coordination and execution of business functions, resource allocation and production.

Knowledge of the principles, methods and tools for conducting performance assessments of information technology systems (for example customer surveys, system performance measures).

Knowledge of methods and tools used for risk assessment and mitigation of risk.

Knowledge of Information Technology Infrastructure Library standards and protocols.

Knowledge of various types of contracts, techniques for contracting or procurement, and contract negotiation and administration, conduct and understanding the impact of violating these standards on an organization, self and others; chooses an ethical course of action; is trustworthy.

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs)*:*

Sitting: remaining in the normal seated position.
Talking: expressing or exchanging ideas by means of spoken words.
Hearing: perceiving the nature of sounds by ear.
Reaching: extending the hand(s) and arm(s).
Handling: seizing, holding, grasping, or otherwise working with hand(s).
Feeling: perceiving attributes of objects by means of skin receptors.
Eye/hand/foot coordination: performing work through using two or more.
Lifting: raising or lowering an object from one level to another.

Near Acuity: ability to see clearly at 20 inches or less.

Working Environment:

Work is primarily performed in an office setting and frequently at other locations for meetings. Work involves pressure due to multiple calls and inquiries and is subject to interruption.

Education Requirement:

Bachelor's degree in business, information systems, or computer science

Experience Requirement:

Three years of experience in information technology program management to include experience at the type and level of an Information Technology Project Manager III.

Education/Experience Equivalency:

Additional appropriate education may be substituted for the minimum experience requirement.

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Licensure and/or Certification:

None

CLASS DETAIL

FLSA CODE: Exempt

ESTABLISHED DATE: xx/xx/2010

ESTABLISHED BY: Melissa Fisher

REVISED DATE:

REVISED BY:

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