



IT Project Manager - Job Profile Matrix

Job Family: IT Project Manager (Principal & Chief) Line of Business: Information Technology Reports to (Job Title): Various reporting levels	Effective Date of Job Profile: 01/01/2013 Last Updated: May 31, 2012
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Job Family Summary	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. The IT Project Manager job family includes two senior job categories: The Project Manager Principal (PL2) and the Program Director Chief (PL3) positions. Both of these job categories are senior levels of responsibility. These positions manage projects between one and fifty million dollars, or more, and the projects typically span several years of effort.	
SAP Job Code	50106905	50276175
Job Title	IT Project Manager, Principal	IT Project Manager, Chief
Position Title Examples	IT Project Manager, Principal	IT Project Manager, Chief
PGE Job Level	Principal	Chief
Job Responsibilities	<p>This is an expert level IT project management position responsible for managing numerous complex programs/projects and/or novel assignments. Assignments are broad and highly complex, have major associated risks with high visibility, and can be sensitive or widely varied requiring expert judgment in applying and adapting project management techniques. Projects may span multiple lines of business and/or have significant dependencies on other major 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"> ▪ Responsible for leading a group of Project Managers on a particular task; this leadership role will include mentoring, training, direction and oversight of their assigned responsibilities. ▪ Responsible for leading one or more projects typically between \$1,000,000 - \$50,000,000 ▪ Gathering, defining and documenting project requirements ▪ Clearly defining and communicating roles, responsibilities and expectations for all members of the project team ▪ Obtaining and defining staffing requirements and forming project teams ▪ Independently planning all associated work to meet project goals ▪ Providing direction and leadership to project management analysts and schedulers ▪ Developing metrics, procedures, objectives and methods to assess project progress while utilizing established standards and quality objectives ▪ Conducting project kick-off meetings ▪ Communicating individual project roles and expectations ▪ Ensuring all project team members have the tools and training necessary to perform effectively ▪ Recording, tracking and communicating issues, risks, changes, and status reports within a PG&E standard tool ▪ Accurately and consistently forecasting project resource, material and contract costs within a 	<p>This is an expert level IT project management position responsible for managing numerous complex, high profile, programs/projects and/or novel assignments. Assignments are broad and highly complex, have major associated risks with high visibility, and can be sensitive or widely varied requiring expert judgment in applying and adapting project management techniques. Projects span multiple lines of business and/or have significant dependencies on other major 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"> ▪ Responsible for leading a group of Program and Project Managers on a particular task; this leadership role will include mentoring, training, direction and oversight of their assigned responsibilities. ▪ Responsible for leading one or more projects typically between \$1,000,000 - \$75,000,000 ▪ Develop long-term implementation plans and evaluate technical alternatives for cost-effectiveness. ▪ Sought out by senior leaders for expert guidance ▪ Decisions directly impacts achievement of organizational objectives and success of programs and initiatives ▪ Grasps the workings of the total organization as a formal and informal system; aligns and maneuvers organizational resources and internal politics skillfully to solve problems or accomplish goals. ▪ Directs others to help gather, define and document project requirements ▪ Clearly defining and communicating roles, responsibilities and expectations for all members of the project team ▪ Obtaining and defining staffing requirements and forming project teams ▪ Independently planning all associated work to meet project goals ▪ Providing direction and leadership to project management analysts and schedulers ▪ Developing metrics, procedures, objectives and methods to assess project progress while utilizing established standards and quality objectives ▪ Conducting project kick-off meetings ▪ Communicating individual project roles and expectations ▪ Ensuring all project team members have the tools and training necessary to perform effectively ▪ Recording, tracking and communicating issues, risks, changes, and status reports within a PG&E standard tool



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	<p>standard PG&E tool(s)</p> <ul style="list-style-type: none"> ▪ Driving all project related tasks to completion ▪ Developing and Maintaining up-to-date detailed project schedules and work plans ▪ Monitoring critical project milestones, and identifying ways to resolve schedule issues ▪ Coordinating any required contract work within defined PG&E policy ▪ Conducting site visits as necessary ▪ Assessing project performance and implementing changes as necessary to ensure the projects remains within specified cost, schedule, scope and quality objectives ▪ Communicating status of all projects to stakeholders and management ▪ Developing and maintaining a productive working relationship with project sponsors, vendors and key clients ▪ Resolving problems of project specific scope within procedural guidelines ▪ Exercising independent judgment and discretion in matters of significance with moderate scope and complexity ▪ Preparing all project documentation for closure, storage, and possible auditing activities, ensuring technical accuracy ▪ Functioning in a process oriented environment ▪ Completion of project artifact audits on time ▪ Independently plans work to meet broad objectives. ▪ Provides creative and innovative approaches to meet work plan objectives. ▪ Collaborates with others to develop goals that will achieve company strategy. ▪ Seeks guidance only on critical and politically sensitive issues. 	<ul style="list-style-type: none"> ▪ Accurately and consistently forecasting project resource, material and contract costs within a standard PG&E tool(s) ▪ Driving all project related tasks to completion ▪ Developing and Maintaining up-to-date detailed project schedules and work plans ▪ Monitoring critical project milestones, and identifying ways to resolve schedule issues ▪ Coordinating any required contract work within defined PG&E policy ▪ Conducting site visits as necessary ▪ Assessing project performance and implementing changes as necessary to ensure the projects remains within specified cost, schedule, scope and quality objectives ▪ Communicating status of all projects to stakeholders and management ▪ Developing and maintaining a productive working relationship with project sponsors, vendors and key clients ▪ Resolving problems of project specific scope within procedural guidelines ▪ Exercising independent judgment and discretion in matters of significance with moderate scope and complexity ▪ Preparing all project documentation for closure, storage, and possible auditing activities, ensuring technical accuracy ▪ Functioning in a process oriented environment ▪ Completion of project artifact audits on time ▪ Collaborates with senior leaders to develop goals that will achieve company strategy. ▪ Effectively navigates complex organizational, process, technical and political challenges with little direction from supervisor. ▪ Explains necessary trade-offs and balances between immediate and tactical needs or issues to senior executives of the company.
<p>Education</p> <p>Minimum</p> <p>Desired</p>	<p>Minimum:</p> <ul style="list-style-type: none"> • Bachelor's degree in Computer Science, Business, Engineering or equivalent required <p>Desired:</p> <ul style="list-style-type: none"> • Advanced/Masters degree in Computer Science, Business, or equivalent 	<p>Minimum:</p> <ul style="list-style-type: none"> • Bachelor's degree in Computer Science, Business, Engineering, or equivalent required <p>Desired:</p> <ul style="list-style-type: none"> • Advanced/Masters degree in Computer Science, Business, or equivalent
<p>Experience</p> <p>Minimum</p> <p>Desired</p>	<p>Minimum:</p> <ul style="list-style-type: none"> • 10+ years of demonstrated IT project management experience including managing one or more large complex IT product/software development cycles/projects • Experience with IT professional service agreements and materials logistics <p>Desired:</p> <ul style="list-style-type: none"> • Demonstrated experience in executing complex projects over previous five years • Experience working in PMO (Program Mgt Office) environment as Project Lead or Project Manager for highly complex projects. • May require domain experience. 	<p>Minimum:</p> <ul style="list-style-type: none"> • 15+ years of demonstrated IT project management experience including managing one ore more large, high profile complex IT product/software development cycles/projects • Experience with negotiating IT professional service agreements and materials logistics <p>Desired:</p> <ul style="list-style-type: none"> • Demonstrated experience in executing complex projects over previous eight years • Experience working in a PMO (Program Mgt Office) environment as Project Lead or Project Manager for highly complex projects • May require domain experience
<p>License/ Certification</p> <p>Minimum</p>	<p>Minimum:</p> <ul style="list-style-type: none"> • Project Management Professional (PMP) certification from Project Management Institute 	<p>Minimum:</p> <ul style="list-style-type: none"> • Project Management Professional (PMP) certification from Project Management Institute (PMI).



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Desired	(PMI). Desired: <ul style="list-style-type: none"> • Certification from an accredited program (e.g. Stanford Advanced Project Management Certificate Program, etc.) or equivalent 	Desired: <ul style="list-style-type: none"> • Certification from an accredited program (e.g. Stanford Advanced Project Management Certificate Program, etc.) or equivalent
Supervisory Responsibility	<ul style="list-style-type: none"> • May lead a team of 1 – 2 employees 	<ul style="list-style-type: none"> • May direct a small staff of professionals
Knowledge, Skills, Abilities Minimum Desired	Minimum: <ul style="list-style-type: none"> • Expert knowledge of subject area, project management procedures and techniques. • Ability to use and define technical details of defined work. • Diverse business acumen; Strong technical skills; System wide vision; superior risk management skills; political acumen; formal presentations. • Extensive knowledge of Lines of Business, IT systems, networks, applications. • Demonstrates a leadership role in providing clear vision, goals and expectations. • Looks for process improvement opportunities to reduce duplication of effort, improve work quality and boost morale. • Understanding of PG&E's business, and IT strategies and objectives • Workforce planning and resource management skills • Ability to function and manage in a matrixed environment • Understanding of IT roles and responsibilities at PG&E • Excellent communication (oral and written) and collaboration skills • Skill inventory and database experience • Proficiency in negotiation and risk management • Highly developed presentation skills; demonstrated comfort level for presentations to executive level meetings Desired <ul style="list-style-type: none"> • Skilled in using the following programs – HP Project and Portfolio Management Center (PPMC) , PG&E Delivery Methods (PDM), Microsoft Office Suite 	Minimum: <ul style="list-style-type: none"> • Ability to influence the success of major high profile project(s) • Ability to think in terms of a strategy; to abstract from detail of daily tasks to a long-term plan and vision. • Skilled as a change agent by promoting stakeholder acceptance of change, managing stakeholder expectations, and advancing new initiatives. • Expert knowledge of subject area and project management procedures and techniques. • Ability to use and define technical details of defined work. • Diverse business acumen; Strong technical skills; System wide vision; superior risk management skills; industry involvement; political acumen; formal presentations to UEC. • Extensive knowledge of Lines of Business, IT systems, networks, and applications. • Demonstrates a leadership role in providing clear vision, goals and expectations. • Looks for process improvement opportunities to reduce duplication of effort, improve work quality and boost morale. • Understanding of PG&E's business, and IT strategies and objectives • Workforce planning and resource management skills • Ability to function and manage in a matrixed environment • Understanding of IT roles and responsibilities at PG&E • Excellent communication (oral and written) and collaboration skills • Skill inventory and database experience • Proficiency in negotiation and risk management • Highly developed presentation skills; demonstrated comfort level for presentations to executive level meetings Desired <ul style="list-style-type: none"> • Skilled in using the following programs – HP Project and Portfolio Management Center (PPMC) , PG&E Delivery Methods (PDM), Microsoft Office Suite



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Technical Competencies	Technical Competency Descriptions	Proficiency Level*	
		Principal	Chief
		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.
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.	Master	Master
Project Planning	Understands the principles, theories, practices and techniques involved in planning, managing, and implementing projects and programs.	Master	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.	Master	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.	Master	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).	Master	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.	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.