

CITY OF BELLEVUE
IT JOB FAMILY DEFINITIONS
 October 2007

JOB TITLE:	IT PROJECT MANAGER					DEPT/FAMILY: Information Technology
Job Level:	Level 1	Level 2	Level 3	Level 4A	Level 4B	
Job Title Code:	ING245	ING244	ING243	ING242		
Wage Schedule:	G22	G24	G29	G33		
FLSA Status:	Exempt	Exempt	Exempt	Exempt		
EEO Code:	Professional	Professional	Professional	Professional		
Physical Demands:	<p>The physical demands and work environment described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.</p> <ul style="list-style-type: none"> ○ Work involves walking, talking, hearing, using hands to handle, feel or operate objects, tools, or controls, and reaching with hands and arms. Vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and the ability to adjust focus. ○ The noise level in the work environment is usually moderately quiet. 					
I. Job Summary	<p>Responsible for coordinating and leading the work of multi-discipline and multi-department project teams. Responsible for the acquisition process for IT systems including, RFP development, contract negotiation and development, oversight of implementation, and vendor management.</p>					
	<ul style="list-style-type: none"> • Responsible for activities of project team, identifying appropriate resources needed, and developing schedules to ensure timely completion of project. • Leads the project team and team members to effectively coordinate the activities of the project. • Oversees small projects. • Meets quality standards and the production of expected deliverables 	<ul style="list-style-type: none"> • Meets quality standards and the production of expected deliverables during all phases of the project life cycle: initiating, planning, executing, controlling, and closing. • Responsible for assembling project team, assigning individual responsibilities, identifying appropriate resources needed, and developing schedule to ensure timely completion of project. 	<ul style="list-style-type: none"> • Plans, organizes, and controls activities for a major project, several small projects, or a small departments. • Ensures production schedules are achieved within budgetary constraints. • Interfaces with users to identify requirements and resolve problems. • Provide limited supervision to other 	<ul style="list-style-type: none"> • Researches and documents existing operations, structures, procedures, and service requirements. • Analyzes project outcomes. • May perform managerial duties as delegated. • Participates in the selection of internal resources/consultants. 	<p>Job duties from Level 1 to Level 3 are cumulative. Employees at each level are expected to be able to perform the duties described at lower levels.</p>	

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	during all phases of the project life cycle: initiating, planning, executing, controlling, and closing.	<ul style="list-style-type: none"> Leads the project team and team members to effectively coordinate the activities of the project Oversees medium-sized projects. 	project managers, team members, and support staff. <ul style="list-style-type: none"> Oversees large projects. 	<ul style="list-style-type: none"> This high level administrative position is accountable for the effective management of the various projects directed by the goals and strategies of a division. Supports the senior leaders in strategic planning, including the development of annual goals and strategies, work plans to implement the strategies, and mechanisms for regular assessment of performance toward the strategies. Provides key staff support for senior leadership. Manages/leads specific strategic initiatives and projects. Coordinates the work of staff from throughout the Department and team. May act on behalf of the senior executive or leadership team member. May perform managerial duties as delegated. 	<ul style="list-style-type: none"> Researches and documents existing operations, structures, procedures, and service requirements. Analyzes assembled data to define problems and development areas. Analyzes project outcomes. May assist in implementing new work procedures and operations. Assists project managers in developing unit/team's operating plan. Participates in the selection of internal resources/consultants. <i>This is the highest level technical expert in the job family.</i> 	
				Future Career Path Opportunities might include: <ul style="list-style-type: none"> Management 		

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II.A. Depth of Essential Technical and Specialized Knowledge However Acquired	Elementary Vocational, Work Indoctrination: An understanding of general work routines and procedures. These positions usually require a limited ability to work with standardized processes and equipment. Work competence usually occurs within 6 months to 2 years. May require a Vocational or Associate degree or equivalent education or experience.	Vocational And Standardized Work Routines And Specialized Process and Equipment Knowledge: These positions require skills acquired through an accumulation of work experience or prolonged specialized work related vocational training similar to an apprenticeship or a series of work related courses found in an Associate degree program. Position must understand the practices of the work, such as project management practices (as opposed to as project management principles, which requires a greater degree of knowledge). Competent to work on most phases of project/program management activities, but requires instruction and guidance in other phases.	Advanced Vocational, Non-Theoretical, And Variety Of Complex Process and Equipment Knowledge: These positions usually require a basic understanding and application of a theoretical or scientific discipline, including the underlying principles involved as opposed to practices (e.g. as project management principles as opposed to as project management practices), working with equivalent-levels of difficulty/ abstraction in specialized/technical disciplines generally, but not exclusively associated with college curriculum in such subject areas. May require a Baccalaureate degree or an equivalent level training or experience. Competent to work at the highest level and in all phases of project/program management activities.	Professional And Conceptual Knowledge: These positions require “seasoned” professionals whose basic professional skills and knowledge have been supplemented by substantial, applicable work experience in a field of specialization. May require a Baccalaureate degree or graduate study education or equivalent level of training or experience. Has full technical knowledge of all phases of project/program management. Has good understanding of the business or function for which application is designed.	Senior Professional, Conceptual And Theoretical Principles Gained Through Experience/Exposure: Positions at this level require either a deep technical or professional knowledge of project/program manager principals. May require an extended graduate study or equivalent training or education. Top-level technical expert in project/program management. Has full technical knowledge of all phases of project/program management. <i>This is the highest level of technical expertise in the job family.</i>	

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II.B. Breadth of Essential Knowledge Related to Coordination and Direction	<p>Receive Immediate Supervision: Individual employees who are specifically assigned to do and complete straightforward, easily defined tasks or combinations of tasks or functional activities. Individuals must understand how their work relates to work of others.</p>	<p>Receive Close Supervision, Provide General Guidance: Individual employees who are specifically assigned to do and complete moderately complex tasks, combinations of tasks or functional activities. Individuals are required to understand how their work relates to work of others within the department and also how their work fits into the larger goals and objectives of the team, group, or department. Employees provide general guidance to Level 1 employee in multifunctional teams.</p>	<p>Receive General Supervision, Provide Detailed Guidance: Individual employees who are specifically assigned to do and complete complex tasks, combinations of tasks or functional activities. Individuals are required to understand how their decisions impact the overall direction and outcomes of medium to large size projects within the department and across the City. Individuals provide detailed technical guidance to employees in multifunction teams. Individuals must understand how to influence behavior to achieve outcomes.</p>	<p>Receive General Direction, Provide Broader Administrative Direction: Individuals must focus on assignment of work, scheduling of work, monitoring of work as it is being done, reviewing results for timeliness, quality and cost effectiveness.</p> <p>Individuals are required to understand and use the process of management to advise functional team members, supervisors and managers with ideas on how to manage technical aspects within their own areas. They function as internal consultants who exercise conceptual skills, rather than line/operational management skills.</p> <p>Individual provide detailed guidance to multi-functional teams through project plans, technical documents, and other means of communicating complex technical concepts.</p>	<p>Receive High Level Direction, Provide Detailed Guidance: These are positions which oversee the work of professionals whose work activities do not require day to day supervision. The individual must focus on longer-term matters related to technical direction and outcomes of complex technical projects.</p> <p>Individuals are required to understand and use the process of management to advise functional team members, supervisors and managers with ideas on how to manage technical aspects within their own areas. They function as internal consultants who exercise conceptual skills, rather than line/operational management skills.</p> <p>Individuals provide detailed guidance to multi-functional teams through project plans, technical documents, and other means of communicating complex technical concepts.</p>	

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II.C. Essential Decision Complexity and Impact	<p>Discern Issues/Relationships – Decisions Impact Relatively Small Assignment/Project/Area: While the tasks to be undertaken have specific precedents established, latitude is permitted because of changing work conditions, to consider the most appropriate procedure or precedent to follow. Decisions and influence are limited to a segment of an assignment or project.</p>	<p>Analyze And Problem-Solve – Decisions Impact Medium Assignment/Project/Area: Because of changing priorities or differing situations encountered in the work environment, the incumbent has latitude to consider which among many procedures should be followed in what sequence to achieve the required work results. Decisions and influence may be limited to short-range planning within a small to medium size assignment, project, or group.</p>	<p>Assess Unusual Circumstances – Decisions Impact An Overall Organizational Unit: These positions have latitude to consider whether new procedures may have to be developed, consistent with current policies, or existing principles, in order to achieve required end results. The “what” is clearly stated but the “how” is largely determined by the incumbent’s own judgment. Moderately responsible for decisions and final results, typically affecting an organizational unit.</p>	<p>Decisions And Influence Are Long-Term In Nature And Impact Several Organizational Units Or In Some Instances The Entire Organization: Specific objectives establish what general things must be accomplished within the framework of the organization’s operating policies, but the incumbent must establish the plan, determine the priorities, and prescribe the processes needed to achieve the objectives. Substantially responsible for decisions and final recommendations, often affecting more than one organizational unit, or the entire organization. <i>This is the highest level of decision complexity and impact in the job family.</i></p> <p><i>The Level 4A and Level 4B are both required to operate at this high level of Essential Decisions Complexity and Impact. The difference is that the Level 4A must deal with complexity and impact related to personnel while the Level 4B must deal with complexity related to the underlying technology and implementation of that technology.</i></p>		

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II.D. Essential Interpersonal Contacts	<p>Contacts Are Generally Internal In Nature And Require Basic Courtesy And Effectiveness: This is the basic level of interpersonal skill utilized by most individual performers. Contacts are generally internal in nature, easy to achieve and moderately structured. Courtesy, tact and effectiveness in dealing with others in everyday working relationships, including contacts to request or provide information and/or exchange of data.</p>	<p>Contacts Where Situations May Be Unstructured And Require Basic Courtesy And Effectiveness: Contacts with individuals and/or groups where situations may be unstructured but access is reasonably open. Contacts are generally internal in nature, easy to achieve and moderately structured. Courtesy, tact and effectiveness in dealing with others in everyday working relationships. Individuals must be able to function well in a multi-disciplined team both as a team member and as a possible team coordinator on certain areas of small to medium sized projects.</p>	<p>Contacts Where Situations May Be Unstructured And Understanding/ Influencing People Are Important: Contacts with individuals and/or groups where situations may be unstructured but access is reasonably open. Counseling and possibly influencing people to change behavior. This level of interpersonal skill is required in jobs that regularly interact with others within the organization or with the public. Individuals must be able to provide guidance to Level 1 and Level 2 employees as a functional team leader. Same for Level 3 and Level 4B</p>	<p>Contacts Where Access Is Somewhat Limited And Situations Require Critical Skills In Motivating And Developing People: Personal contacts with representatives and individuals where access is somewhat limited or difficult. Contact may be local, regional and national. Alternative or combined skills in understanding and/or influencing people are important in achieving work objectives, causing action or understanding in others. <i>This is the highest level of essential interpersonal contact required in the job family.</i></p>	<p>Contacts Where Situations May Be Unstructured And Understanding/ Influencing People Are Important: Contacts with individuals and/or groups where situations may be unstructured but access is reasonably open. Counseling and possibly influencing people to change behavior. This level of interpersonal skill is required in jobs that regularly interact with others within the organization or with the public. Individuals must be able to provide guidance to Level 1 and Level 2 employees as a functional team leader. Same for Level 3 and Level 4B</p>	

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III(a). DRAFT Technical Competencies - To be further developed <u>collaboratively</u> over time.	<ul style="list-style-type: none"> • Can create project schedules using Microsoft Project or other scheduling tool • Performs business process re-engineering using as-is and to-be workflow diagrams • Performs basic project management on small projects for single customer or workgroup • Works with more experienced project manager on key tasks, such as issue tracking, scheduling or change management • Can create work breakdown structures, Gantt charts and other project schedules • Provide subject matter expertise (e.g. marketing, finance, customer care, processing, fulfillment) 	<ul style="list-style-type: none"> • Performs project management for multi-department projects requiring careful coordination of several City resources • Consults with customers up front on potential projects and begins project initiation process • Takes potential projects through IT project approval process, including presenting to IT Management team, Change Advisory Board and/or IT Governance Committee. • Solid grasp of team building, team performance management and conflict resolution • Proficiency with budget, contract management and procurement policies and procedures • Project management program training started • CAPM certification preferred 	<ul style="list-style-type: none"> • Performs project management for enterprise-level or regional involving political sensitivity, coordination of non-City resources • Solid grasp of advanced project management skills, such as schedule management (e.g., critical path and PERT), cost management (e.g., earned value analysis), quality management (cause and effect, Pareto analysis), and performance measurement • Plan and facilitate structured brainstorming, team meetings, and other large group exercises to reach a group decision • Project management program training completed • PMP certification preferred 	<ul style="list-style-type: none"> • Develops and manages a Project Management Office to coordinate all IT projects that span functions, departments, organizations, and regions. • Manages and mentors experienced project managers • Solid grasp of project portfolio management • PMP certification required • PgMP certification preferred 	<ul style="list-style-type: none"> • Sets project management standards for organization • Actively participates in professional associations and performs speaking engagements on project management • Advanced skills in finance, leadership, communication, influence, negotiation and conflict resolution • PgMP certification required • Advanced degree preferred 	

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III(b). DRAFT Interpersonal Competencies - To be further developed collaboratively over time.	Action Oriented; Conflict Management; Creativity; Decision Quality; Informing; Intellectual Horsepower; Learning on the fly; Organizing; Peer Relationships; Perseverance; Problem Solving			In addition to those on the left: Planning; Interpersonal Savvy; Customer Focus; Timely Decision Making; Motivating Others; Priority Setting; Directing Others; Time Management		
IV. Performance Criteria	To be determined by each employee and their supervisor during the annual performance appraisal					