

## Project Manager Job Descriptions

	<b>PROJECT MANAGER Admin Level 4</b>	<b>SENIOR PROJECT MANAGER Admin Level 5</b>
<b>Promotion Criteria</b>	Typically >8 years in increasing responsible IT leadership role; typically managed one or more projects involving others. Demonstrated communication effectiveness, and good project management discipline. Ability to foster trusting relationships with colleagues and clients.	Typically > 3 years as Project Manager; have had responsibility for a numerous successful projects (delivered ontime, meeting client requirements, with high team satisfaction), including some complex projects, and projects involving a number of project staff and clients
<b>Position Overview Statement</b>	<p>Primary ongoing responsibility is for management of projects. Focuses on meeting project commitments, including communications with sponsors, stakeholders, etc. May or may not have direct reports. Spends significant time on project management responsibilities.</p> <p>As assigned, lead or assist in the planning, implementation and introduction of projects for new systems and technologies.</p>	<p>Responsible for significant, Institute-wide projects, typically with large budgets and sizeable staff, focused on meeting project commitments, including communications with sponsors, stakeholders etc.; would not necessarily have strategic or operational responsibilities. Spends majority of time on project management responsibilities.</p> <p>Leads the design, testing, planning, and implementation of complex projects for systems that typically affect many users.</p>
<b>Principal Duties and Responsibilities</b>	<p>Lead planning and/or implementation of projects. May participate in the design and/or testing phases.</p> <p>Facilitate the definition of project missions, goals, tasks, and resource requirements; resolve or assist in the resolution of conflicts within and between projects or functional areas; develop methods to monitor project or area progress; and provide corrective supervision if necessary.</p> <p>Responsibility for assembling the project staff; for their technical or functional development, performance, and/or termination during the project or projects.</p> <p>Manage project budget and resource allocation.</p> <p>Facilitate the definition of service levels and customer requirements. Interact regularly with existing or potential clients to determine their needs and to develop plans for improving delivery. Advocate on behalf of clients and represent clients' needs as appropriate to senior management. Work cross-functionally to solve problems and implement changes.</p> <p>Follow a defined, agreed upon project management</p>	<p>Lead the development and implementation of a broad, coordinated set of plans and programs to meet the goals and priorities of the department.</p> <p>Cultivate contacts with vendor requirement planners or developers — to obtain information about future vendor developments in the functional area and to try to influence those developments in ways favorable to MIT.</p> <p>Participate in outside professional activities to maintain knowledge on developments in the field. Establish liaisons with universities and other comparable vendor users to keep abreast of status of computing and communications activities at these institutions.</p> <p>Continuously improve project management toolkits and methodologies used within IS&amp;T. Provide expertise and consulting to project managers in the process of project management and in the softer skills of team dynamics, team building and group motivation.</p>

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	methodology.  Present oral and written reports defining plans, problems, and resolutions to appropriate levels of management.	
<b>Supervision Received:</b>	IS&T Director and/or Senior Project Manager reviews goals, accomplishments, and overall team performance at key stages.	IS&T Director periodically reviews goals, accomplishments, and overall performance of areas assigned to Senior Project Manager.
<b>Supervision Exercised:</b>	Provide mentoring, coaching and direction setting to team members  Ensure project team and staff training and development	Provide mentoring, coaching and direction setting to team members and project managers.  Ensure project team, staff and manager training and development.
<b>JOB IMPACT</b>		
<b>Overall Impact</b>	Work significantly affects multiple units within a limited number of departments.	Institute-wide. Work significantly affects a Department or large functional area within a School or Central Administrative area.
<b>Budget Impact</b>	Moderate	Significant
<b>Resources</b>	Low to moderate levels of staff, i.e., less than ten.	Significant levels of staff, i.e., ten or more.
<b>Timeline</b>	Generally less than one year, and typically 3-6 months. Discrete projects; may be multi-phased effort, as a result of the work having different stakeholders.	Generally managing multi-year, multi-phased projects
<b>Functional/ technical</b>	Low to moderate, although may have high level of complexity in a particular area.	High level, including multiple areas with high levels of complexity.
<b>Organizational/ political</b>	Generally involving a single department with limited political impact.	Involving multiple departments with significant political impact.
<b>Change Management</b>	Lead aspects of organizational change.  Identifies opportunities for business process improvements within project scope.	Drive organizational change taking full account of obstacles, opposition, and differing stakeholder priorities.  Acts as a champion for business process changes; act behind the scenes to craft solutions for business problems related or tangential to the project.
<b>Stakeholders</b>	Limited numbers of sponsors and moderate number of key stakeholders.	Multiple sponsors and large numbers of key stakeholders
<b>QUALIFICATIONS/ TECHNICAL SKILLS:</b>		
<b>Previous Experience</b>	Minimum 5 years of increasingly responsible experience, including experience successfully managing various projects. Outstanding grasp of information technology concepts and processes. Demonstrated aptitude for effective leadership of staff. Bachelor's degree preferred.	Minimum 10 years of increasingly responsible experience, with at least five years of managing increasingly complex projects in a technical environment. Able to work effectively and efficiently toward goals in a complex, diverse environment with multiple and changing demands. Known for effective leadership of staff. Passion for client satisfaction. Understanding of higher education – its

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		community and its technology requirements – is highly desirable.
<b>Knowledge, Skills &amp; Expertise</b>	<p>Thorough understanding of both theoretical and practical aspects of own professional discipline.</p> <p>Thorough understanding of project management phases, techniques and tools:</p> <ul style="list-style-type: none"> <li>• Initiate</li> <li>• Prepare: definition/scope/requirements</li> <li>• Execute &amp; Control: scope, workplans, resources, deliverables, Q/A, transition planning, etc.</li> <li>• Close: completion and assessment</li> </ul> <p>Strong and tested project management skills, including sponsor and risk management.</p> <p>Understanding of IT missions and operations in other areas of IS&amp;T and of MIT.</p> <p>Understands who is the client and what are the client's needs; provides realistic expectations; establishes specific customer satisfaction standards and actively monitors client satisfaction.</p> <p>Knowledge of organization's methodology and tools.</p>	<p>Deep knowledge of principles, practices and theories in own professional discipline. May have knowledge of more than one professional discipline.</p> <p>Outstanding record of project management success, both in results achieved and in use of professional methodology. Pro-active in developing and implementing strategies that significantly mitigate risk.</p> <p>Designs solutions for varied internal/external clients.</p> <p>Considered a resource for others.</p> <p>Strong and current awareness of external trends and best practices.</p>
<b>Critical Thinking &amp; Problem-Solving</b>	<p>Recognizes problems or situations that are new or without clear precedent. Evaluates alternatives and finds solutions using a systematic, multi-step approach.</p> <p>Develops improvements and innovations to enhance performance.</p>	<p>Identifies, develops, and initiates innovations and solutions where precedents and procedures may not exist. Works cross-functionally to solve problems and implement changes. Analyzes decisions and actions for their support of the larger area's strategic direction. Works with senior management to resolve more complex problems.</p>
<b>Collaboration</b>	<p>Pro-actively engages present and future stakeholders in design, priority setting, and implementation.</p> <p>Builds coalitions among the various stakeholders; negotiates authority to move the project forward.</p> <p>Creates a sense of belonging and ownership among team members; assembles a team with the right mix of skills; coaches and motivates team members; delegates responsibility; promotes mutual support and interaction.</p> <p>Consults and provides advice, facilitates discussion and resolves conflict; establishes trust; builds and uses cross-</p>	<p>Demonstrates superior collaboration skills and techniques which appropriately define alternate solutions; resolve conflicts; and create lasting, productive partnerships with clients</p> <p>Actively participates in cross-functional groups to solve problems across projects. Provides resources and organizational structure to promote collaborative initiatives. Utilizes a network of relationships to collect and disseminate information, build support, and secure buy-in for desired objectives.</p> <p>Projects a credible executive image when strategically</p>

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	functional relationships to accomplish work objectives.	communicating and planning for change.  Fosters and manages productive relationships with executive level sponsors.
<b>Communication Effectiveness</b>	<p>Conveys goals and objectives clearly and in a compelling manner; listens effectively and clarifies information as needed; interprets verbal and non-verbal messages that others communicate; produces clear status reports; communicates tactfully and candidly.</p> <p>Ensures that project status, issues and successes are communicated to project team, stakeholders, sponsors, steering committee and all levels of management and documented appropriately.</p> <p>Motivates project team members to action. Identifies common themes, makes inferences and draws conclusions.</p> <p>Ensures open communication on the project team. Addresses delicate situations and handles conflicts in such a way as to maximize opportunity and minimize exposure to risk.</p>	<p>Demonstrates superior inter-personal skills, conflict resolution, and negotiating skills.</p> <p>Ensures open communication across project teams.</p> <p>Handles broad-based, often complex, communication for internal and/or external audiences. Creates a forum and format for ongoing open communication within functional area or among departments.</p> <p>Defuses emotional charged situations and uses them to constructively build greater shared commitment to end goals.</p> <p>Promotes knowledge of team's work to gain support for on-going and future initiatives.</p>
<b>Decision Making</b>	<p>Understands how and when to make a choice; how and when to escalate issues to higher levels. Analyzes the risks and future impact of decisions.</p> <p>Makes decisions and takes timely independent action in pursuit of priorities.</p>	<p>Regularly makes decisions and takes independent action on matters directly affecting strategic goals. Guides staff and project managers in learning and applying useful decision making approaches.</p> <p>Partners with sponsors in understanding and creating opportunities and in making timely choices.</p> <p>Participates in strategy development.</p>

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<p><b>Influencing and Leading</b></p>	<p>Exerts strong influencing skills to impact choices on immediate and long-term directions.</p> <p>Understands and effectively uses established policies and procedures.</p> <p>Actively seeks ways to recruit, hire, retain and manage a diverse workforce.</p> <p>Undertakes continual adjustments with stakeholders in a persuasive manner, to keep the project on course, by use of positive win/win negotiation.</p> <p>Establishes trust.</p> <p>Recognizes how corporate culture impacts the success of the project; knows how to use organization to achieve objectives. Strategically positions the project within overall short and long-term goals of IS&amp;T and of MIT.</p>	<p>Provides leadership, vision and direction setting for both project team and business partners. Uses knowledge of mission and core strategy as a basis to develop specific objectives and goals. Viewed as an expert, highly sought after resource, a key advisor to business partners.</p> <p>Establishes contacts, relationships and a network both inside and outside MIT. Brings this array of resources to bear on improving project effectiveness.</p> <p>Promotes a diverse work environment through education, training, and professional development opportunities within the department.</p> <p>Creates an environment that encourages innovation and risk taking.</p>
<p><b>Responsibility &amp; Accountability</b></p>	<p>Prioritizes own and team's work. Anticipates consequences of actions, potential problems, or opportunities for change.</p> <p>Sets and meets realistic deadlines. Forecasts changes and communicates current and projected issues.</p> <p>Ensures a high level of fiscal control and accountability for project budget.</p> <p>Creates within the team a shared focus on the importance of achieving results. Creates work standards for project; establishes and defines roles and responsibilities, specific outcomes, and clear measures for quality and success of the team. Follows through with fair and consistent consequences for both achieving and not achieving results. Provides performance feedback and assists employees with plans for development and training.</p>	<p>Acts decisively in critical situations or to circumvent a potential problem.</p> <p>Uses basic knowledge of general financial and accounting principles to understand and communicate how decisions affect bottom line for project, for IS&amp;T and for MIT.</p> <p>Integrates own and others' projects into the culture of the organization.</p>