Job Description

Job Title:	Project Manager
Department:	Information Systems and Technology (IST)
Reports To:	Manager, Client Services (Project Management Office)
Jobs Reporting:	Project Manager(s) for assigned projects
Salary Grade:	USG 11-14
Effective Date:	October 2022

Primary Purpose

The Project Manager (PM) is responsible for leading and managing projects and/or programs identified by IST leadership, guided by the Project Management Office's (PMO's) project and program definitions, processes, best practices and methodologies. The PM is responsible for partnership development, communication and collaboration across diverse internal and external stakeholders. Projects and programs range from any area of information technology (IT) related projects within Information Systems & Technology (IST), to technology projects that span multiple departments, to University-wide strategic, transformational projects that may or may not include IT changes. The PM will be a member of the PMO-team where assigned projects/programs are determined and changed based on availability, skill, experience, and characteristics of a specific project/program. The PM is expected to demonstrate diversification within their roles, as they are sometimes asked to assist with business analysis, change management, continuous improvement, and other activities to ensure success.

As a member of the PMO team, project managers also lead, participate and support the Project and Portfolio Management Community of Practice, deliver and build ITPD project management-related workshops, mentor colleagues who have an interest in project management and are seeking PM support, and develop and support PMO services.

Key Accountabilities

The PM is ultimately responsible for the success of the project/program, and accountable for applying scaled processes and techniques to manage the team(s) and the work required. Senior PMs who are tasked with managing a program are accountable for managing and coordinating multiple initiatives and project leads/managers.

The extent of the accountabilities listed in the chart below are dependent upon the incumbent's competency level (as outlined under the Education and Experience sections and defined in IST's competency table).

Project/program management

- Leads and manages projects through scaled project initiation, planning, execution, and closure phases according to culture and PMO defined definitions, processes, and methodologies
- Develops, monitors and controls programs through definition, benefit delivery, and closure phases according to culture and PMO defined definitions, processes, and methodologies
- Liaises to establish clear, concise agreed upon project/program objectives/goals/vision, benefits, scope and success criteria
- Ensures alignment of outcomes and requirements with University and department strategies and values

- Creates an environment of shared purpose and collaboration amongst diverse group(s) of team members
- Motivates and manages project/program team(s)
- Offers strong, effective communication skills to enable facilitation, negotiation, information flow, buy in, and stakeholder engagement
- Demonstrates accountability to sponsor for visibility, management, and variances within schedule, budget, scope, and quality
- Directs and/or coordinates the work of team members to enable appropriate allocation of resources while accounting for skills, availability, training requirements, and distribution of work
- Establishes realistic plans that proactively plan for and manage risks, issues, tasks, schedules, communications, quality, benefits, procurement, and delivery of solution(s) throughout the project/program life cycle
- Manages project constraints (schedule, scope, resources), dependencies (internal and external), and priorities
- Demonstrates strong analysis, problem solving, and conflict resolution skills towards diverse issues and risks
- Establishes and follows appropriate change processes to enable informed decision making as projects evolve
- Coaches and liaises to establish strong sponsorship and governance through the establishment of strong relationships with management and applicable senior leadership
- Removes obstacles for team(s), and escalates to management, governance bodies, and/or senior leadership, when appropriate
- Monitors and reports progress appropriately to interested and impacted stakeholders
- Ensures appropriate decision making occurs according to timelines and milestones
- Facilitates the procurement process, negotiates contracts and statements of work, and ensures vendor compliance
- Maintains project/program integrity and coherence
- Builds stakeholder relationships based on trust and integrity
- Understands and adheres to university policies and procedures as they relate to assigned projects/programs
- Represents the PMO and IST in communications with clients and stakeholders throughout all phases of the project/program
- Ensures appropriate representation and/or collaboration on the project with other areas of expertise such as business/process analysis, enterprise architecture, integration stakeholders, and others

Organizational change leadership

- Understands, assesses and manages change and complexity in a dynamic environment to ensure stakeholders are ready and enabled to adopt change
- Leads and evolves appropriate change throughout project/program lifecycles using scaled best practices change management tools, processes and techniques
- Represents the business' (IST and IST clients) and University's best interests with objectives and decisions for assigned projects/programs
- Plans for and executes appropriate organizational change management and transition tasks to ensure success of final deliverable(s), ensuring change management is incorporated into project/program success criteria and measures
- Collaborates with other organizational change management experts

Project/program management continuous improvement

- Understands and remains current with project and program management best practices through certification (acquisition and maintenance), research, knowledge sharing, and continuous learning
- Shares knowledge and experience with other project managers within the PMO, IST, and across campus
- Participates and networks through communities of practice, conferences, presentations, and acquaintances pertaining to IT, Higher Education, and project/program management
- Drafts and delivers PMO project/program management training courses for the University community, adapting material and delivery to different audiences and training requests
- Provides feedback and modifications to the PMO's project/program management methodologies and processes based on culture, maturity, complexity/right sizing, and best practices
- Evolves the understanding and communication of project/program roles and responsibilities and how they may relate to other areas of expertise
- Collaborates with other continuous improvement experts

Project/program consultation and mentorship (within IST or other campus departments)

- Analyzes existing projects/programs through the PMO health check process, reviewing project/program practices and recommending opportunities for improvement to enable success
- Mentors less experienced project managers
- Facilitates activities and/or processes for other projects/programs, such as lessons learned and closure
- Provides feedback and recommendations for project/program management processes, methodologies, roles and responsibilities, and/or tools for other projects/programs
- Understands and incorporates change management techniques to recognize resistance and ensure buy in towards recommendations
- Assists in project manager recruitment process
- Coaches other project managers towards adopting project/program management best practices
- Consults and builds persuasive business cases to provide recommended solutions towards complex problems that include in depth analysis on impact(s), change readiness and complexity, costs (cost/benefit, payback period, and other methods), resources, and benefits

Project/program recovery

- Engages appropriate stakeholders, particularly the sponsor and other applicable senior leadership
- Analyzes projects in trouble through the application of specific analysis and problem-solving skills and expertise to identify issues and offer appropriate recommendations
- Confidently tackle complex issues with senior leadership, project/program team members, and stakeholders
- Oversees management of projects in trouble, making appropriate changes to ensure project recovery
- Orchestrates appropriate change management to overcome resistance and ensure appropriate buy in for changes to recover the project
- Escalates and facilitates discussions for difficult and often complex decisions to be made to recover the project
- Negotiates and collaborates with senior leadership for changes that need to be made to recover the project
- Resolves complex conflicts that reside within troubled projects

**All employees of the University are expected to follow University and departmental health and safety policy, procedures and work practices at all times. Employees are also responsible for the completion of all health and safety training, as assigned. Employees with staff supervision and/or management responsibilities will ensure that assigned staff abide by the above, and actively identify, assess and correct health and safety hazards, as required.*

Required Qualifications

Education

- University degree, or equivalent post-secondary education and/or related experience required, preferably within an IT discipline.
- Project management training/education required to understand and stay up to date with best practices and trends.
- Project Managers will have and are maintaining the Project Management Professional (PMP) and/or Prince2 certification.
- Business analysis (BA) and/or process skills and training an asset. Organizational change management expertise and/or training an asset.

Experience

Final project/program deliverables may include documentation, products, services, and/or processes. Incumbents must have a firm understanding of IT, the project and program management life cycles, and the life cycle of the project/program deliverable such as the systems development life cycle, process, or service life cycle, preferably in higher education, government or service environments. Experience using project management tools such as Jira Software, Microsoft Teams Planner or MS Project is also required.

Each level of the position corresponds to increases in depth and breadth of expertise, increasing magnitude of change and importance to the University the project/program brings about (i.e., characteristics include workgroup vs. enterprise, # of people impacted, variations in impacts, radical vs incremental, strategic/highly visible), with simpler to more complex project management, program management, change management, team management, leadership, and accountability as outlined in the associated career path document. It is not the intent that every incumbent in this position will move from the bottom to the top levels.

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Knowledge/Skills/Abilities

Each level of the Project Manager position corresponds to increases in depth and breadth of project management, program management, change management, team building/management, problem solving, and leadership skills as outlined in the associated career path documentation. Incumbents will work collaboratively with project/program teams, senior leadership, governance committees, and other stakeholders. Incumbents are required to work independently with some to minimal supervision at senior levels, to manage multiple and competing priorities and projects/programs in a dynamic environment. Incumbents must be able to adapt tools and techniques based on the complexity and uniqueness of their assigned projects/programs, and team culture to enable success. It is not the intent that every incumbent in this position will move from the bottom to the top of the levels. Please refer to IST's competency table for definitions for foundation, proficient, in-depth and expert levels.

Incumbents must demonstrate a proficient to advanced knowledge of the following software tools:

- Proficient to advanced knowledge of collaborative communication and documentation applications such as M365 Word, Excel, PowerPoint and SharePoint for documents, presentations, dashboards, metrics and other project activities
- Proficient to advanced knowledge of remote meeting and collaboration tools
- Proficient to expert experience with project scheduling tools for Gantt charts, resource management, task scheduling, task dependencies, task assignments, and critical path analysis
- Proficient experience with diagramming tools such as MS Visio, or equivalent, for project documentation such as process flows and work breakdown structures

- Experience with other project and portfolio software such as MS Project and Jira, or equivalent

Nature and Scope

- **Contacts:** External contacts may include software vendors, consultants, relevant government agencies, and representatives of other academic institutions Internal contacts could include staff, students. and senior management across campus, depending on the project/program. Collaboration within and sometimes across projects with teams, managers, other PMs, sponsors and senior management. Nature of interaction varies across USG levels from exchanging information and coordinating activities to providing advice and guidance and/or influencing/motivating others. PM will often work closely with at least one IST director and/or manager for assigned projects/programs
- **Level of Responsibility:**
  Incumbents are responsible for achieving success for their assigned projects by:
  Building effective, collaborative relationships with the sponsor, stakeholders, vendors, consultants, and project team members
  Managing a project throughout its life cycle, including developing the project team(s) and preparing stakeholders for the change
  Using appropriately scaled PMO project management methodologies, processes and tools
  Adapting to client needs while still ensuring the project is managed appropriately based on size and complexity
- **Decision-Making Authority:** Accountable and responsible for decisions related to best practices and project management processes for assigned projects, coordinating and assigning work within assigned projects, and facilitating project decisions throughout the project life cycle to achieve successful project deliverable(s). Accountable and responsible for the escalation of any issues, risks, or concerns regarding assigned projects that are beyond the authority of the Project Manager to project governance, sponsors, and/or Manager, PMO. Accountable for presenting recommendations to be considered for escalated decision-making.
- **Physical and Sensory Demands**: Minimal demands typical of a position operating within an office environment.
- **Working Environment:** Minimal exposure to disagreeable conditions typical of a senior position exposed to stress and pressure associated with a dynamic environment of changing priorities, tight deadlines and competing priorities impacting multiple stakeholders. Given the nature of projects, hours outside of the normal working hours may sometimes be expected. This position will be in contact with a wide variety of internal and external people at all levels of responsibility and must maintain excellent relationships. This requires excellent personal and communication skills.