

Standard Job Profile

POSITION TITLE:

PROJECT MANAGER

Profile-IT® Role Groups: Management Roles

Profile-IT® Roles: Project Manager

STANDARD DESCRIPTION:

“The Project manager role plans, manages and allocates resources, sets priorities, coordinates interactions with customers and users, and keeps the project team focused. The Project manager also establishes a set of practices that ensure the integrity and quality of the project artifacts, deliverable and outcomes.”

POSITION RESPONSIBILITIES:

RUP®/USDP Process Assignment:

- Project Management Process Group

PMBOK® Process Assignment:

- Initiating Process Group:
 - Develop Project Charter
 - Develop Preliminary Project Scope Statement
- Planning Process Group:
 - Develop Project Management Plan
 - Scope:
 - Scope Planning
 - Scope Definition
 - Create Work Breakdown Structure (WBS)
 - Activity:
 - Activity Definition
 - Activity Sequencing
 - Activity Resource Estimating
 - Activity Duration Estimating
 - Schedule Development
 - Cost:
 - Cost Estimating
 - Cost Budgeting
 - Quality:
 - Quality Planning
 - Resource:
 - Human Resource Planning
 - Communication:
 - Communications Planning
 - Risk
 - Risk Management Planning
 - Risk Identification
 - Qualitative risk Analysis
 - Quantitative Risk Analysis
 - Risk Response Planning
 - Procurement

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- Plan Purchases and Acquisitions
 - Plan contracting
- Executing Process Group:
 - Direct and Manage Project Execution
 - Perform Quality Assurance
 - Acquire Project Team
 - Develop Project Team
 - Information Distribution
 - Request Seller responses
 - Select Sellers
- Monitoring and Controlling Process Group:
 - Monitor and Control Project Work
 - Integrated Change Control
 - Scope Verification
 - Scope Controlling
 - Schedule Control
 - Cost Control
 - Perform Quality Control
 - Manage Project Team
 - Performance Reporting
 - Manage Stakeholders
 - Risk Monitoring and Control
 - Contract Administration
- Closing Process Group:
 - Close Project
 - Contract Closure

RUP®/USDP Process Objectives:

- Project Management Process Group:
 - Provide framework for execution of change.
 - Provide guideline for:
 - Staffing.
 - Execution from a cost, division of labor, structure, motivation, iterations and increments.
 - Monitoring.
 - Provide a risk management framework.

PMBOK® Process Objectives:

- Initiating Process Group:
 - **Develop Project Charter:** Authorizing project or project phase. Document business need and results to satisfy requirements.
 - **Develop Preliminary Project Scope Statement:** Producing a preliminary high level definition of what the project is set out to do using the Project Charter as the input. Documenting the deliverable requirements, boundaries, methods of acceptance, and high level scope control.
- Planning Process Group:
 - **Develop Project Management Plan:** Defining, preparing, integrating and coordinating all subsidiary plans into a project management plan. Define how the project will be planned, executed, monitored, controlled and closed.
 - Scope:
 - **Scope Planning:** Defining of a scope management plan that says how the

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- project scope will be defined, verified, controlled and how the Work Breakdown Structure will be prepared.
 - **Scope Definition:** This process details the scope as the basis for future project decisions.
- Create Work Breakdown Structure (WBS): Subdividing the major project deliverables and project work into smaller, more manageable components.
- Activity:
 - **Activity Definition:** Definition of the specific activities required to to produce the various project deliverables and outcomes.
 - **Activity Sequencing:** Identifying and documenting dependencies among schedule activities.
 - **Activity Resource Estimating:** Estimating the type and quantities of resource required to perform each activity.
 - **Activity Duration Estimating:** Estimating the number of work periods that will be needed to complete individual schedule activities.
 - **Schedule Development:** Create the project schedule by analyzing activity sequencing, durations, resource requirements and schedule constraints.
- Cost:
 - **Cost Estimating:** Developing an approximate cost for the resources needed to complete the project activities.
 - **Cost Budgeting:** Aggregating the various costs of individual work packages to establish a cost baseline.
- Quality:
 - **Quality Planning:** Identifying which quality standards are applicable and how to satisfy them.
- Resource:
 - **Human Resource Planning:** Identifying and documenting project roles and responsibilities and reporting relationships, and including this into a staffing management plan.
- Communication:
 - **Communications Planning:** Determining the information and communication needs of the project stakeholders.
- Risk
 - **Risk Management Planning:** Deciding how to approach, plan and execute the risk management activities for a project.
 - **Risk Identification:** Determine which risks might affect the project and documenting their characteristics.
 - **Qualitative risk Analysis:** Prioritize risks for subsequent analysis and combining them around probability of occurrence and impact.
 - **Quantitative Risk Analysis:** Assessing numerically the effect of risks on overall project objectives, and confirming their probability.
 - **Risk Response Planning:** Develop options and actions to enhance opportunities to reduce threats to project objectives.
- Procurement
 - **Plan Purchases and Acquisitions:** Determining what to buy, when and how to meet the project objectives.
 - **Plan contracting:** Documenting products, services and results requirements and identifying potential sellers.
- Executing Process Group:
 - **Direct and Manage Project Execution:** Directing the executers of the work defined in the Project Management plan.
 - **Perform Quality Assurance:** Apply the planned, systematic quality activities to

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- ensure that the project employs all processes needed to meet requirements.
- **Acquire Project Team:** Get the resources required to complete the project activities.
- **Develop Project Team:** Improve the competencies and interactions of team members to enhance project performance.
- **Information Distribution:** Distribute the information as per the Communication Plan.
- **Request Seller responses:** Obtain seller proposals, bids, offers or quotations.
- **Select Sellers:** Review offers and choose most appropriate suppliers. Negotiate and conclude written contract.
- Monitoring and Controlling Process Group:
 - **Monitor and Control Project Work:** Collect, measure and disseminating performance information. Asses measurements and trends to effect process improvements. Include risk monitoring, progress measurements, forecasting, etc.
 - **Integrated Change Control:** Control factors that create changes. Ensure that change is beneficial, determining whether a change has occurred, and managing the approved changes including when they occur.
 - **Scope Verification:** Formalize acceptance of the project deliverables.
 - **Scope Controlling:** Control changes to the project scope.
 - **Schedule Control:** Control changes to the project schedule.
 - **Cost Control:** Control variance factors and changes to the project budget.
 - **Perform Quality Control:** Monitor specific project results to determine whether they comply with specified quality standards and eliminate unsatisfactory performance.
 - **Manage Project Team:** Track team member performance. Provide feedback, resolve issues and coordinate changes to enhance the project performance.
 - **Performance Reporting:** Collect and distribute performance information. Includes Status Reporting, progress measurement and forecasting.
 - **Manage Stakeholders:** Manage communications and resolve issues with project stakeholders.
 - **Risk Monitoring and Control:** Track identified risks, monitor residual risks and identify new risks. Execute response plans and evaluating their effectiveness.
 - **Contract Administration:** Manage the relationship between the buyer and the seller. Verify performance according to contract criteria, and deal with anomalies and non conformance.
- Closing Process Group:
 - **Close Project:** Finalize all activities across all processes to formally close the project or project phase.
 - **Contract Closure:** Completing, settling and closing each contract, including resolution of any open items.

RUP®/USDP and PMBOK® Key Performance Indicators:

- Delivery of project deliverables:
 - As per scope definition;
 - As per agreed budget; and
 - As per agreed schedule.
- Efficient and optimal process execution.
- Continuous improvement to achieve and improve on business aligned outcomes.
- Decrease process cost.
- Greater customer satisfaction.

Interactions:

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- Analyst Roles: Business Process Analysts, Systems Analysts, and Test Analysts.
- Designer Implementer Roles: Business Designer, Software Architect, Technical Designer, User Interface Designer, Database Designer, Implementer/Programmers, Test Designers.
- Management Roles: Deployment and Release Manager, Service Level Manager, Change Control and Project Configuration Manager, Test Manager, IS/IT Manager.
- Customers.

COMPETENCIES:

Key Personality Attributes as per Gallup International StrengthFinder® Strengths:

- **Achiever:** People strong in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.
- **Arranger:** People strong in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to figure out how all of the pieces and resources can be arranged for maximum productivity.
- **Command:** People strong in the Command theme have presence. They can take control of a situation and make decisions.
- **Communication:** People strong in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.
- **Developer:** People strong in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from these improvements.
- **Individualization:** People strong in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how people who are different can work together productively.
- **Focused:** People strong in the Focus theme can take a direction, follow through, and make the corrections necessary to stay on track. They prioritize, then act.
- **Maximizer:** People strong in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.
- **Responsibility:** People strong in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.

Please note that these are only guidelines. Different strengths may be required based on the dynamic of the team or the organization.

Profile-IT® Role Competency:

IS/IT Manager Competency:

- **Experience with the Solution Delivery Life Cycle (SDLC):** "I am highly knowledgeable of specific approaches and methodologies used for solutions delivery (iterative approaches used by the Rational Unified Process (RUP®)/USDP) or Waterfall start-finish implementation methods for example ASAP Method or Method1)."
- **Experience with Scope Estimation, Project Planning:** "I am highly competent in estimating the scope of a project and planing the tasks to deliver the project with this scope."
- **Project Costing and Budget Management:** "I am highly competent in costing projects, budgeting and cost control management."
- **Risk Analysis, Dependency and Mitigation:** "I am highly competent in identifying project risks, dependencies and critical paths and initiating and managing risk mitigation."
- **Leadership and Team Building Capabilities:** "I am highly competent in building effective teams and facilitating effective interaction amongst team members, and between team"

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- members and outside parties.”
- **Conflict Resolution, Problem Solving Skills:** “I am highly competent in resolving problems and managing conflict on a project.”
 - **Customer Value Based Management:** “I am highly competent in delivering customer value within agreed parameters of a project.”
 - **Scheduling, Resource Management and Time Management:** “I am highly competent in resource scheduling, resource management, and time management of resources on a project.”
 - **Ability to Make Decisions Under stress:** “I am highly competent and methodical in decision making under stressful conditions.”
 - **Ability to Communicate Urgency, Criticality, and Compromise:** “I am highly capable in synchronizing resource and stakeholder views into compelling and timely communications of what 'is', 'must be' and 'can be' achieved by any given date on a project.”

INDUSTRY AND TOOL KNOWLEDGE AND SKILLS:

To be included as per the requirements of the Position. Include market, industry, function, technology, solutions, platforms, versions etc. that apply to this position.