

Division of Enterprise Technology

Classification Title: Management Info Chief

Working Title: Manager, DET Project Management Office

Type of Employment: FTE

Summary

This management position directs the operational activities of the Enterprise Project Management Office (PMO) whose mission is to provide enterprise project management and business analysis services to State of Wisconsin enterprise IT initiatives. The manager works under the general guidance of the Director of Policy and Project Management to prioritize the work of the team.

The manager supervises a staff of business analysts and project managers primarily focused on providing project management services to enterprise related IT initiatives across the state. The manager is responsible for developing and maintaining a high-performance team of dedicated professionals with the skills, drive, and capacity necessary to deliver exemplary service. The ability to recruit recent graduates and experienced professionals as employees and to use contract consultants when needed is necessary.

This position is responsible for the development of project management frameworks, processes, standards, templates, and methodologies to be used on all projects to promote consistency and repeatability. The individual in this position requires a strong knowledge of PMI practices in project management, program management, and portfolio management.

The individual in this role requires a strong customer focus, sound organizational and project management skills, and knowledge of ITIL framework concepts. The Technical Project Management Section Chief must maintain the ability to effectively engage and communicate with diverse audiences including executive management and organizational leadership, IT technical staff, IT vendors and business representatives.

Goal and Worker Activities

45% A. Leadership in establishing, implementing, and maintaining a framework for the Enterprise PMO that adheres to industry standard best practices in support of division and enterprise-impacting projects.

- A.1.** Identify, adapt and promote the use of repeatable, consistent, industry-standard project management and business analysis processes/practices, standards and procedures.
- A.2.** Create project management standards to be consumed by Enterprise technical and applications initiatives.

- A.3. Create a set of common processes and templates including standard project charters, status reports, risk management, issue management, change management, and communication management.
- A.4. Educate, coach, and mentor project managers throughout DET in the use of the DET standard project management methodology.
- A.5. Audit compliance with use of the methodology and take corrective actions with project managers to ensure that projects are following the correct practices.
- A.6. Continually review the project management framework and methodology for improvements and update the methodology documentation when needed.
- A.7. Identify and implement improvements in PMO processes to improve maturity of the project management program.
- A.8. Implement measures to prevent rework and duplication of effort in PMO activities and artifacts.
- A.9. Audit compliance with use of the methodology and take corrective actions with project managers to ensure that projects are following the correct practices.
- A.10. Provide oversight to programs within DET to ensure the programs are following standard program management methodology.
- A.11. Develop standardized program management toolsets, frameworks, methodologies, and communication mechanisms.
- A.12. Provide leadership to support and encourage customer-focus and quality service. Ensure feedback mechanisms (e.g., customer needs assessments and surveys) are in place to assist in evaluating and improving the group's products and customer service.
- A.13. Collaborate with other departments and groups within DET to ensure the successful delivery of projects within each program and effective services to customers.
- A.14. Participate on committees and councils establishing proposals and policies on project and program management.
- A.15. Develop and maintain strong, collaborative relationships with various stakeholder groups at DET to facilitate the delivery of successful projects.

45% B. Management of the DET Project Portfolio

- B.1.** Provide ongoing review of high impact projects to make sure they comply to advance project management principles and DET standards which will ensure completion.
- B.2.** Work in conjunction with DET Senior Leadership to prioritize projects based upon business drivers, resource availability, and costs.
- B.3.** Create, develop and maintain a common DET project management dashboard which will be used to report project status to customers and executive level management.
- B.4.** Research, develop, and manage new project portfolio management toolsets to enhance the portfolio management and resource management capabilities within DET.
- B.5.** Review, negotiate, and prioritize new work requests relative to existing team commitments and available capacity to create reasonable work-plans for the team.
- B.6.** Collect and provide monthly project status report roll-ups to senior level management and project sponsors.
- B.7.** Manage project proposal and project charter requests. Ensure that new and future projects are documented appropriately and updated within the portfolio.
- B.8.** Manage requests for project changes and review with project sponsors and project managers to ensure project changes are warranted and communicated appropriately.
- B.9.** Update the DET technology roadmap with changes and new projects to be shared with DET and agency leadership.

45% C. Management and supervision of PMO staff

- B.1.** Determine staff needs as part of the annual planning process and recruit, hire, assign and discipline employees.
- B.2.** Recommend/initiate personnel actions such as reclassification, reallocation, competitive promotion, as needed to ensure appropriate and effective allocation of staff resources and recognition of staff skills and responsibilities.
- B.3.** Organize and schedule staff to provide optimum use of resources and effective performance.
- B.4.** Establish goals for every staff member. Conduct annual formal performance reviews that incorporate measuring progress against goals, 360-degree feedback, and direct observations. Evaluate staff performance, counsel staff, take appropriate disciplinary action, acknowledge good performance, and resolve grievances as needed. Monitor

performance of new employees during probationary periods and make timely probationary decisions.

- B.5.** Develop and maintain high levels of team performance to ensure that employees deliver high-quality, value-added development services to sponsors and customer stakeholder groups. Regularly seek out customer feedback to adapt and improve team performance.
- B.6.** Manage outside contractors as part of the group's staff. Develop requests for services to procure consulting services, identify job skills and areas of expertise to carry out service requirements, and provide oversight to insure successful delivery of services. Resolve issues with contractors including performance, schedule, product quality, and changes in scope.
- B.7.** Develop and maintain knowledge of project activity at DET.
- B.8.** Establish an organizational structure to meet the service-level agreements for system support and to deliver new projects. This includes identifying staffing needs, determining appropriate control levels, appointing project managers/leaders, and assigning/delegating system responsibilities.
- B.9.** Establish plans, goals, policies, procedures, and guidelines for sound technical management and administration of the group that are consistent across the department. Ensure quality of systems development and repair work. Establish procedures for work scheduling, on-call designation, and vacation scheduling to ensure adequate support coverage.
- B.10.** Implement Affirmative Action policies and procedures, harassment and discrimination policies and advancement opportunities for all staff. Communicate information about these policies, procedures and opportunities.
- B.11.** Provide a weekly status report to the Director of current section activities and issues that need to be addressed.

5% E. Other duties as assigned

- E.1.** Conduct highly complex studies, reviews, assessments, or other staff functions as directed by the CIO.
- E.2.** Conduct feasibility studies on provisions of service alternatives.
- E.3.** Formulate innovative programs and management improvements as they interface with department budgetary activities.

- E.4. Draft responses representing the CIO to inquiries and other interests regarding departmental actions, budget recommendations and ramifications of proposed legislation.

Knowledge, Skills, and Abilities

1. Knowledge of the principles of organization, administration, and management
2. Knowledge of the techniques and theory for supervision of professional technical staff.
3. Knowledge of project management, project estimation, work plan preparation, and project change control.
4. Knowledge of methodologies and techniques for business modeling, requirements gathering, analysis, design, testing, and implementation of information processing systems.
5. Knowledge of technologies for programming and delivery of application systems including portals, web-based, and client/server.
6. Knowledge of cost-benefit analysis and feasibility study techniques.
7. Knowledge of team building and collaboration strategies.
8. Knowledge of techniques used to establish and maintain effective working relationships with staff and customers.
9. Knowledge of effective methods of written and oral communication, meeting leadership and facilitation, and formal presentations.
10. General knowledge of information technology tools, practices, and methodologies.
11. Knowledge of effective consulting and negotiation practices.
12. Knowledge of DET policies, procedures, standards, and internal applications.
13. Knowledge of basic accounting and financial management tools and methods.
14. Knowledge and use of Microsoft Project to develop project schedules and conduct resource needs analysis.
15. Knowledge and use of project portfolio management toolsets and techniques.
16. Skilled in industry-standard project management methodologies and best practices.
17. Skilled in industry-standard business analysis methodologies and best practices.
18. Skilled in business process analysis and requirements management.
19. Skilled in multi-project and cross-agency project facilitation and management.
20. Skilled in applying the principles and techniques of effective resource and workload management.
21. Skilled in change management (people, processes, and technology).
22. Strong team/relationship building skills.
23. Strong problem determination and resolution skills.
24. Facilitation, mediation, and conflict resolution skills.
25. Ability to align project and information technology planning with strategic business plans.
26. Ability to effectively communicate orally and in writing with all levels of management, staff, business partners, and the public.
27. Skilled in leading and supervising professional and technical staff.

28. Skilled in strategic planning.
29. Skilled in developing and implementing policies, standards, processes, and procedures.
30. PMI project management training or certification preferred