



**STATE OF MONTANA
SECRETARY OF STATE'S OFFICE
JOB PROFILE AND EVALUATION**

SECTION I - Identification

Working Title: IT Project Manager

Department: Secretary of State

Class Code Number:
(2-year state temporary position)

Division/ Bureau: Executive Services

Class Code Title: Computer Systems Analyst

Section/ Unit: Technology Services

Pay Band: 7

Work Address:
1236 – 6th Ave.
Helena, MT 59601

Position Number: 66031

Phone:

FLSA Exempt

FLSA Non-Exempt

Profile Completed By:
Mark Van Alstyne

Work Phone:
444-4243

Work Unit Mission Statement or Functional Description:

The Secretary of State is one of six executive branch officers originally designated by the Montana Constitution of 1889. The duties of the secretary of state include: interpreting state election laws and overseeing elections; maintaining the official records of the executive branch and the acts of the legislature; reviewing, maintaining, and distributing public-interest records of businesses and nonprofit organizations; filing, publishing, and maintaining administrative rules adopted by state departments, boards and agencies; attesting to the governor's signature on executive orders, proclamations, resolutions, extradition papers, and appointments; preserving the state seal; filing and maintaining records of secured financial transactions, such as liens; serving on the state Board of Land Commissioners and the Board of Examiners; and commissioning notaries public. The Secretary of State's Office is divided into five divisions: Executive, Elections, Business Services, Administrative Rules and Notary, and Records Management.

The Information Technology Unit under the Executive Division provides SOS IT support for local area network computer hardware and software systems for all Divisions and work units. This involves developing and maintaining all computer systems and network connections; acquiring, modifying, configuring, installing and repairing, as needed, hardware and software; providing responsive and reliable daily operational support including location, diagnosis, and correction of operational errors; acquiring and replacing obsolete systems, including training users; developing and installing systems that meet the needs of SOS business units; and maintenance of the SOS web site.

Describe the Job's Overall Purpose:

The project manager is responsible for the direction and management of the Secretary of State Information Management System (SIMS) project through a framework of initiation, planning, execution, control, and closure activities. The project manager assists in defining project goals and objectives, and establishing methods and means of accomplishing those objectives. In addition, the project manager will:

- Direct and review the project work plan, monitor workflow, and ensure performance measures and program standards are met.
- Partner with management staff to estimate project deliverables, create staffing plans, and build project schedules.
- Coordinate with project leads to manage change control processes, including risk assessments, identification, and mitigation.
- Establish and maintain a working environment within the project conducive to positive morale, quality, creativity, and teamwork.
- Provide regular and timely feedback throughout the project life cycle to SOS management, project team members, advisory committee members, legislators, State Project Management Office, and other project stakeholders
- Seek innovative ways to resolve significant and controversial issues.

The position reports to the IT Manager, and does not directly supervise other SOS personnel.

SECTION II - Major Duties or Responsibilities

% of Time

A. Project Management

75%

The IT Project Manager is responsible for managing the SIMS project by initiating, planning, scheduling and managing internal projects using best practices in project management outlined in the Project Management Body of Knowledge (PMBOK) methodology. These duties include:

1. Determine project objectives and staff resource requirements, and integrate appropriate project activities into SOS's operational activities. Utilize an understanding of the mission of the larger SOS organizational unit, analyzing resources, organizational structure, federal economic, legislative and legal constraints and intent, and other variables to develop policies, objectives and implementation strategies. Work effectively within diverse organizational structures to facilitate the making of critical business decisions based on sometimes competing and conflicting SOS and Enterprise objectives.
2. Lead and coordinate the SOS Implementation Team's duties. Personally facilitate meetings with Vendors and SOS personnel as necessary to ensure scheduled progress and anticipated results are achieved. Obtain decisions from the SOS Implementation Team and Executive Steering Committee on any identified issues as needed to keep the project on schedule. Report ongoing project progress regularly to the SOS oversight personnel and the Executive Steering Committee.
3. Prepare, update as needed, and deliver status reports to SOS management, project team members, and the State Project Management Office based on best practices outlined in the PMBOK methodology. Use project work plans and status meetings discussions to prepare monthly progress reports.
4. Provide direction and oversight of all activities of the selected Vendor(s) and Independent Validation and Verification (IV&V) position. Participate, in person, in all project status meetings

or any other formal project-related meetings with the system and IV&V Vendors; and review and approve vendor(s) and IV&V vendor project status reports. Ensure vendors provide required meeting agendas and minutes based on contractual requirements; that vendors have required personnel available for all scheduled meetings; and that adequate venues are available to conduct productive meetings and to ensure effective use of both vendor and SOS resources including personnel time. Approve Vendor(s) and IV&V Vendor key personnel, including reviewing resumes of proposed key personnel and notifying the position in writing of its approval or disapproval.

5. Work with the Vendor(s) and Implementation Team to identify staff training needs, make staff available for training, and review all training materials.
6. Reach agreement with vendor and teams concerning the levels of quality that are desirable and acceptable for all areas, including documentation and vendor personnel performance, progress and quality of all deliverables, work plans and schedules, resource allocation and significant milestones. Work with vendor(s) and IV&V vendor to develop means to measure performance levels on a monthly basis.
7. Monitor the Vendor(s) and IV&V Vendor performance of all vendor contractual responsibilities, processes, and compliance with contract terms, standards, and conditions and report any and all performance discrepancies to SOS oversight personnel
8. Review and approve the measurement, calculation, content, and format of contract management reports from the IV & V vendors.
9. Review all system prototypes, screen designs, architecture designs, work plans, requirements documents, test plans, data cleansing, data conversion plans and results, and deliverables. Coordinate staff review, and provide required feedback and official response. This includes review and approval of the project governance approach, and proposed methodologies.
10. Review project deliverables for consistency with project methodology and standards and make recommendations for remedy as needed. Assist project leads to identify when project quality is not satisfactory and recommend appropriate actions.
11. Develop and manage responses to unanticipated events and resolve conflicts among project stakeholders. Initiate, independently or in conjunction with the Vendor(s), any contractual change/modification orders required in order for the systems to meet SOS requirements. Ensure complete understanding and approval of each change order by SOS Change Control Board prior to implementing any contractual modifications.
12. Manage project communications for effectiveness and adherence to the project communications plan.
13. Coordinate and ensure adequate and appropriate access by the SOS Implementation team and subject matter experts to the Vendor(s) and IV&V Vendor personnel necessary to perform all contract activities.

B. Project Requirements Analysis

20%

1. Work with business subject matter experts to ensure project requirements are fully defined using the SMART requirement definition model.
2. Prepare deliverables such as requirements definition documents and requirements traceability matrix.
3. Ensure that the business and system requirements are communicated effectively to the SOS IT staff and/or contractor.
4. Ensure that the requirements are tracked throughout the lifecycle of the project, and that the end solution meets the SOS requirements.

C. Other duties as assigned:

5%

Perform a variety of other duties as assigned by the supervisor in support of the SIMS project and work unit objectives. This includes conducting or coordinating special projects, representing SOS at meetings and conferences, attending ongoing education and training, and performing a variety of other duties as assigned.

Examples of Duties and Responsibilities

Specific examples of problems solved, decisions made, or procedures followed when performing the most frequent duties of this position include:

The Project Manager will be responsible for assessing whether the initial proposed project plans and assigned project management resources and proposed methodologies are adequate to support the project. The Project Manager is also responsible for making adjustments to the project plan as scope, resources, or timelines change. Those changes must be communicated effectively to project sponsors, project teams, vendors, and the State Project Management Office.

The Project Manager will meet with SOS managers and project team members, who will be analyzing the progress of projects, allocating project resources, and developing solutions to technical, resource, and financial problems. The project manager will be the primary evaluator of proposed project change requests. If changes are accepted, the IT project manager will have to integrate the changes into the project plans and reschedule the project.

The most complicated aspect of this position is:

The most complicated aspect of this position will be the identification of problems within SOS projects and formulating plans to remedy those problems. The Project Manager will need prior large scale project management experience to be able to identify problems that may be deliberately obscured. It will require negotiation, communication, judgment and an appreciation for inter-organizational relationships.

Guidelines, manuals, or written procedures that support this position include:

General parameters are provided by the Project Management Body of Knowledge (PMBOK), State information technology standards, SOS operating procedures, and technical system references. The incumbent is expected to modify or recommend alternatives to these parameters as necessary to meet specific SOS objectives. Available manuals include SOS operations manuals, MCA, ARM, and various software and system manuals and technical documentation.

Which of the duties and/or specific tasks listed above are considered “essential functions” that must be performed by this position (with or without accommodations)?

The following duties are considered essential functions because they require specialized expertise and skill and are the primary reasons the job exists:

Project Management
Project Requirements Analysis

The following mental and physical demands are associated with these essential functions:

PHYSICAL

- Lifting (less than 50 lbs.)
- Carry light items (papers, books, small parts)
- Remaining seated for extended periods of time, with occasional walking; standing; bending
- Travel within the state to project locations, and out of state travel by airline to national conferences and meetings.
- Operating a personal computer
- Communicate in writing, in person, and over the phone

MENTAL

- Deal with customers on a regular basis
- Ability to multi-task
- Demands for accuracy in all aspects of work
- Ability to meet inflexible deadlines
- Computing arithmetic operations
- Comparing data
- Compiling information
- Analyzing
- Coordinating
- Negotiating
- Instructing

Does this position supervise others? Yes No

Number directly supervised: 0
Complexity level of the positions supervised:
Position Number(s) of those supervised:

This position is responsible for:

- | | | | |
|---|---------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> Hiring | <input type="checkbox"/> Firing | <input type="checkbox"/> Supervision | <input type="checkbox"/> Pay Level |
| <input type="checkbox"/> Performance Management | | <input type="checkbox"/> Promotions | <input type="checkbox"/> Discipline |
| <input type="checkbox"/> Other: | | | |

SECTION III - Minimum Qualifications - List minimum requirements for the first day of work.

Critical knowledge and skills required for this position:

Project Management

This position requires:

- Practical and successful experience as an IT project manager using PMBOK project management methodologies. Project Management certification is preferred, but not required.
- Comprehensive knowledge of the principles, methodologies, and practices of IT project management.
- A skilled communicator and negotiator since SOS and public awareness and interest may be high and related strategies, standards, and architectures are undergoing frequent change.
- The ability to integrate sometimes conflicting information from diverse and unrelated sources.

- An innovative problem solver who can balance conflicting demands and limited resources to deliver comprehensive solutions to problems. The technical problems may involve extensive data and intricate calculations.
- A demonstrated competency to communicate effectively both orally and in writing, including effective presentations to a variety of audiences.
- The ability to prioritize, multi-task and balance multiple tasks and projects.
- The ability to exercise sound technical, interpersonal and organizational judgment when appraising, evaluating, and solving complex problems.
- The ability to effectively to meet deadlines, including preparing written products on short notice.
- Direct IT line management experience is preferred, but not required.

Behaviors required to perform these duties?

- **Verbal Communication:** Keeps appropriate individuals informed. Listens to others respectfully, understands or seeks clarification, and responds appropriately demonstrating tact and diplomacy. Expresses thoughts and ideas clearly. Maintains a positive work atmosphere by behaving and communicating in a manner that promotes cooperation with customers, clients, co-workers and managers.
- **Written Communication:** Writes clearly, logically and effectively using proper style, tone, grammar, spelling and punctuation. Written work products are appropriate to the intended audience
- **Flexible at Work:** Responds positively to changes in direction, priorities, responsibilities, personnel or assignments. Works effectively in a variety of situations and with a variety of individuals or groups. Maintains composure and displays restraint when faced with opposition, stress, or hostility from others.
- **Working with Others:** Relates to others in an open and accepting manner; is approachable. Offers and accepts opinions constructively. Adjusts to how individuals and the work unit will react. Treats others with respect. Constructively resolves disagreements. Is open to others' ideas and gives credit and recognition to others. Strives to create a positive work climate and energizes and inspires others to do their best.
- **Responsive to Work Needs:** Willing to perform different jobs, cross train, or assist wherever needed. Is aware of co-worker workload and responds accordingly.
- **Initiative:** Suggests improvements and new ideas, technologies and approaches to the workflow and Division needs. Willingly applies new and evolving ideas, methods, designs and technologies as changes arise in the office.
- **Efficiency and Focus:** Uses time effectively and prioritizes tasks. Is aware of workload and makes appropriate adjustments to meet deadlines and complete tasks. Handles interruptions or distractions and stays on task. Achieves goals.
- **Accuracy:** Ensures accuracy of work and makes corrections in a timely manner. Is conscientious and monitors own quality of work.
- **Attendance:** Arrives on time for work and demonstrates good attendance record.

- **Organizational Awareness:** Understands and follows the rules, policies and laws that govern work. Identifies key decision-makers; understands and respects the balance of authority. Acts in accordance with the State Ethics policy. Represents self and the office in a professional manner.

Education:

Check the one box indicating minimum education requirements for this position for a new employee the first day of work:

- | | |
|---|--|
| <input type="checkbox"/> No education required | <input type="checkbox"/> Related AAS/2-years college/vocational training |
| <input type="checkbox"/> High school diploma or equivalent | <input checked="" type="checkbox"/> Related Bachelor's Degree |
| <input type="checkbox"/> 1-year related college/voc. training | <input type="checkbox"/> Related Master's degree |

Please specify the acceptable and related fields of study: Computer Science or related field.

Required/Acceptable:

Related:

Other education, training, certification, or licensing required (specify): PMP certified by Project Management Institute is required.

Experience:

Check the one box indicating minimum work-related experience requirements for this position for a new employee the first day of work:

- | | |
|---|---|
| <input type="checkbox"/> No prior experience required | <input type="checkbox"/> 3 to 4 years |
| <input type="checkbox"/> 1 to 2 years | <input checked="" type="checkbox"/> 5 or more years |

Other specific experience (optional):

Alternative Qualifications:

This SOS will accept alternative methods of obtaining necessary qualifications.

- Yes No

Alternative qualifications include:

This position requires a minimum of a 4 year Bachelor's Degree in Computer Science and 5 or more years of job-related Project Management experience, or a combination of education and job-related Project Management experience equivalent (one year of education equals one year of Project Management experience).

SECTION IV – Other Important Job Information

Work is performed in a normal office environment, and the position requires the ability to communicate effectively in person, in writing, and over the phone. Work hours vary in complying with numerous deadlines, customer requests, interruptions and wide fluctuations in work volumes, and deadlines require the employee to be able to work under pressure for long periods of time.

This position is required to travel occasionally.

SECTION V – Signatures

My signature below (typed or hand written) indicates the statements in Section I to IV are accurate and complete.

Employee:

Name: _____ Title: _____

Signature: _____ Date: _____

Immediate Supervisor:

Name: _____ Title: _____

Signature: _____ Date: _____

Deputy:

Name: _____ Title: _____

Signature: _____ Date: _____

Department Designee:

Name: _____ Title: _____

Signature: _____ Date: _____
