STATE OF OHIO (DAS) CLASSIFICATION SPECIFICATION	**CLASSIFICATION SERIES**: Project Manager	**SERIES NUMBER**: 6338
	MAJOR AGENCIES: All Agencies	**EFFECTIVE**: 09/22/2013

SERIES PURPOSE:
The purpose of the project manager occupation is to manage and/or direct the development and implementation of technical and/or specialized projects to assist management in planning and controlling the various aspects of assigned project(s).

At all three levels of project manager, incumbents utilize industry standard program methodologies to direct and manage project development and implementation. The distinction among the three classifications depends upon the scope of control and involvement with stakeholders.

GLOSSARY: The terms listed below are to be interpreted to mean the following wherever they appear within the document.

Project: A temporary stand-alone assignment that has a definite beginning and end and is undertaken to create a unique product or service. "Temporary" is not to be construed as being a short period of time.

Sub-project: Is a component of a project that covers all phases of project management. It is dependent upon an existing project under development. It may also have a distinct project life cycle.

Project Management: The application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholder's needs and expectations from a project.

Multiple Project Management: Two or more projects managed concurrently. Each project must result in a different product or service. Example: One project to develop a new program to service the public and another project to automate the service for those with telephone access.

Project Life Cycle: Defines the timeline of a project from the beginning to the end, outlines the phases, and who will be involved to complete the identified work tasks in order to meet the targeted product or service for which the project was undertaken. A project life cycle is normally divided into four and five phases, but some will have more.

Phases of Project Management: The following nine definitions summarize the knowledge areas and the various processes involved with project management. A project manager should have experience in all nine knowledge areas, but may or may not have applied all tasks associated with each knowledge.

Project Integration Management: Involves plan development, plan execution, and overall change control.

Project Scope Management: Involves the initiation, scope planning, scope definition, scope verification, and scope change control.

Project Time Management: Involves activity definition, activity sequencing, activity duration estimating, schedule development, and schedule control.

Project Cost Management: Involves resource planning, cost estimating, cost budgeting, and cost control.

Project Quality Management: Involves quality planning, quality assurance, and quality control.

Project Human Resource Management: Involves organizational planning, staff acquisition and team development.

Project Communication Management: Involves communications planning, information distribution, performance reporting, and administrative closure.

Project Risk Management: Involves risk identification, risk qualification, risk response development, and risk response control.

Project Procurement Management: Involves procurement planning, solicitation planning, solicitation, source selection, contract administration, and contract closeout.

Project Stakeholders: Individuals and organizations who are actually involved in a project, or whose interests may be

positively or negatively affected as a result of project execution or successful project completion. The key stakeholders are the project manager (i.e., individual responsible for managing the project), the customer (i.e., individual or organization who will use the resulting project product or service), performing organizations (i.e., enterprise whose employees are most directly involved in doing the project work), and the sponsor (i.e., individual or group within the performing organization who provides the financial resources, in cash or in kind, for the project).

Deliverable: A tangible, verifiable real product (e.g., feasibility study; detail design; working prototype).

Fast Tracking: The practice of overlapping phases of a project (i.e., deliverables from a preceding phase are approved before work begins on the next phase; however, a subsequent phase is sometimes begun prior to the approval of the deliverables from the previous phase when the risks involved are deemed acceptable).

Direct Impact: Affects the core function(s) of an individual program, entity or the like. For example: Requiring all employees to complete a new type of leave form. All employees in the organization are affected, but there is only a direct impact on the agency's payroll unit that is responsible for ensuring adequate leave balances exist before inclusion on a payroll and paychecks being issued.

Note: The information used to develop the glossary was taken from the USA 1996 Project Management Institute. (Internet website), pages 4-15.

JOB TITLE	**JOB CODE**	**PAY GRADE**	**EFFECTIVE**
Project Manager 1	63381	15	09/22/2013

CLASS CONCEPT:
The first managerial level class works under direction & requires considerable knowledge of project management, life cycle methodologies & public policy management or public administration in order to manage project(s), with or without sub-projects, that covers all phases of project management, with activities & responsibilities resting primarily within one given office/program of assigned agency & whose primary stakeholders are management, staff &/or end users, direct delivery (i.e. does not require direct involvement of, but may be overseen by, higher-level authority of agency executives &/or political group) to end user/client (e.g., agency employees, outside agency, public customer) for operation/use, focus on testing, monitoring & modification of delivery to end user & direct, implement & monitor policy & ensure compliance.

JOB TITLE	**JOB CODE**	**PAY GRADE**	**EFFECTIVE**
Project Manager 2	63382	16	09/22/2013

CLASS CONCEPT:
The second managerial level class works under direction & requires thorough knowledge of project management, life cycle methodologies & public policy management or public administration in order to manage project(s), with or without sub-projects, that covers all phases of project management, with activities & responsibilities involving organizations/entities external to assigned agency, whose primary stakeholders are executives &/or local (e.g., county, city) political organizations/individuals, work directly with agency executives & organizations responsible for service/product delivery, focus on coordination of projects with other services/projects, direct, implement & monitor policy & ensure compliance, & market benefits to organizations/executive management.

JOB TITLE	**JOB CODE**	**PAY GRADE**	**EFFECTIVE**
Project Manager 3	63383	17	09/22/2013

CLASS CONCEPT:
The third managerial level class works under direction & requires extensive knowledge of project management, life cycle methodologies & public policy management or public administration in order to direct project(s), with or without sub-projects, that covers all phases of project management & whose primary stakeholders are executives &/or state/federal political organizations/individuals, work directly with agency executives, focus on strategic planning of federal/state mandated projects, coordinate projects with other services/projects, write, implement & monitor policy & ensure compliance, market benefits to organization/executive management, & lobby political entities.

JOB TITLE	JOB CODE	B. U.	EFFECTIVE	PAY GRADE
Project Manager 1	63381	EX	09/22/2013	15

JOB DUTIES IN ORDER OF IMPORTANCE: (These duties are illustrative only. Incumbents may perform some or all of these duties or other job-related duties as assigned.)

Manages assigned project(s), with or without sub-projects, that covers all phases of project management, with activities & responsibilities resting primarily within one given office/program of assigned agency & whose primary stakeholders are management, staff &/or end users, directs delivery (i.e., does not require direct involvement of, but may be overseen by, higher-level authority of agency executives &/or political group) to end user/client (e.g., agency employees, outside agency, public customer) for operation/use, focuses on testing, monitoring & modification of delivery to end user, assists in writing policy, directs, implements & monitors policy & ensures compliance, interprets federal & state laws & regulations, makes recommendations & modifications to facilitate end user compliance to policy, establishes procedures/guidelines for policy compliance, oversees implementation schedule, develops &/or directs development & implementation of planning document(s) (e.g., resources, specific assignments), serves as agency representative for project in public forums (e.g., focus groups, other state agencies, county agencies, media, federal government, legislature), & makes project presentations to educate/train end users.

Defines project requirements, quality standards & time lines; determines & evaluates risks that may affect project; defines specific activities to be performed to produce project deliverables; evaluates deliverables & ensures project is ready to move on to its next phase; addresses any problems found in testing/piloting; ensures scheduled time frames are met; reports on delivery problems & provides performance data; provides regular progress reports; determines & allocates resources & assists in budget planning; determines & evaluates testing &/or pilot program &/or project; manages & processes (e.g., selects appropriate processes, devises scope/material/product, establishes selection criteria, follows appropriate processes, coordinates review proposals, conducts bidder conferences, directs evaluation of bid/proposals, recommends bid/proposal selection, represents agency/project to controlling board, executes valid contract & manages request for proposal, quote & information & invitation to bid) procurement document.

Interviews stakeholders to determine needs & expectations & maintains regular contact with stakeholders to market product or service & obtain feedback which involves independent (i.e., not requiring control, permission &/or interaction by agency executive or higher-level authority) direct involvement with local (e.g., county &/or city political official) stakeholders as necessary; manages & negotiates change (e.g., cost, assignments, objectives) within assigned project(s); determines need for division of given project into subprojects, distribution of work for subprojects (e.g., outside source), & oversees activities conducted within each subproject.

Attends meetings, conferences &/or workshops on related topics; supervises/directs professional, technical &/or administrative/clerical staff.

MAJOR WORKER CHARACTERISTICS:

Knowledge of public policy management or public administration; public finance; public budgeting; project management; life cycle methodologies; time management; matrix management; public relations; interviewing; market trends; supervisory/management techniques*. Skill in operation of personal computer & applicable software (e.g., Gantt chart/project planning software, presentation software, spreadsheet applications)*. Ability to manage multiple demands or tasks on projects or programs; solve problems involving several variables in unique situations; review & evaluate project progress; develop & deliver presentations; communicate effectively on project information in a team setting.

MINIMUM CLASS QUALIFICATIONS FOR EMPLOYMENT:

Successful completion of 2 yrs. post-secondary education majoring in business administration, public administration, computer science/information technology, social science, or health, with major being commensurate with project to be assigned; 12 mos. exp. in budgeting & calculating cost projections of program/projects.

-Or 3 yrs. exp. in project management (i.e., management & development of project/program requirements, design, development, testing/pilot, training & full scale implementation), with experience to be commensurate with project/program &/or position description on file (e.g., specific human service program area, management information sciences, fiscal); 12 mos. exp. in budgeting & calculating cost projections of program/projects.

-Or equivalent of Minimum Class Qualifications for Employment noted above.

TRAINING AND DEVELOPMENT REQUIRED TO REMAIN IN THE CLASSIFICATION AFTER EMPLOYMENT:
Not applicable.

UNUSUAL WORKING CONDITIONS:
Extensive travel which may include overnight stay; must provide own transportation if state vehicle is unavailable; overtime may be required including weekends &/or holidays.

JOB TITLE	JOB CODE	B. U.	EFFECTIVE	PAY GRADE
Project Manager 2	63382	EX	09/22/2013	16

JOB DUTIES IN ORDER OF IMPORTANCE: (These duties are illustrative only. Incumbents may perform some or all of these duties or other job-related duties as assigned.)

Manages assigned project(s), with or without sub-projects, that covers all phases of project management, with activities & responsibilities involving organizations/entities external to assigned agency & whose primary stakeholders are executives &/or local (e.g., county, city) political organizations/individuals, works directly with agency executives & organizations responsible for service/product delivery, focuses on coordination of projects with other services/projects, assists in writing policy, directs, implements & monitors policy, interprets federal & state laws & regulations to ensure compliance, markets benefits to organization/executive management, reviews & interprets policy & procedures & recommends modifications, establishes procedures/guidelines for monitoring & compliance, makes recommendations for modifications to coordinate projects for purpose of standardizing implementation of policy across projects &/or agencies, develops &/or directs development & implementation of planning document(s) (e.g., resources, specific assignments), serves as agency representative for project in public forums (e.g., focus groups, other state agencies, county agencies, media, federal government, legislature), & makes project presentations to organization/executive management to educate/market benefits.

Implements & coordinates project phases; coordinates multitude of tasks or subprojects with stakeholders inside & outside project; determines if changes need to be made for optimum service delivery; interviews stakeholders to determine needs & expectations & maintains regular contact with stakeholders to market product or service & obtain feedback; manages & negotiates change (e.g., cost, assignments, objectives) within project; determines need for division of given project into subprojects, distribution of work for subprojects (e.g., outside source), & oversees activities conducted within each subproject.

Defines project requirements, quality standards & time lines; determines & evaluates risks that may affect project; defines specific activities to be performed to produce project deliverables; evaluates deliverables & ensures project is ready to move on to its next phase; addresses any problems found in testing/piloting; ensures scheduled time frames are met; provides regular progress reports; determines & allocates resources & assists in budget planning; determines & evaluates testing &/or pilot program &/or project; oversees implementation schedule; manages & processes (e.g., selects appropriate processes, defines scope/material/product, establishes selection criteria, follows appropriate processes, coordinates review of proposals, conducts bidder conferences, directs evaluation of bid/proposals, recommends bid/proposal selection, represents agency/project to controlling board, executes valid contract, & manages request for proposal, quote & information & invitation to bid) procurement document.

Attends meetings, conferences &/or workshops on related topics; supervises/directs assigned professional, technical &/or administrative/clerical staff.

MAJOR WORKER CHARACTERISTICS:

Knowledge of public policy management or public administration; public finance; public budgeting; project management; life cycle methodologies; time management; matrix management; public relations; interviewing; market trends; supervisory/management techniques*. Skill in operation of personal computer & applicable software (e.g., Gantt chart/project planning software, presentation software, spreadsheet applications)*. Ability to manage multiple demands or tasks on projects or programs; solve problems involving several variables in unique situations; review & evaluate project progress; develop & deliver presentations; communicate effectively on project information in a team setting.

(*)Developed after employment.

MINIMUM CLASS QUALIFICATIONS FOR EMPLOYMENT:

Successful completion of 2 yrs. post-secondary education majoring in business administration, public administration, computer science/information technology, social science, or health, with major being commensurate with project to be assigned; 12 mos. exp. in budgeting & calculating cost projections of program/projects; 12 mos. exp. in project management (i.e., management & development of project/program requirements, design, development, testing/pilot, training & full scale implementation).

-Or 4 yrs. exp. in project management (i.e., management & development of project/program requirements, design, development, testing/pilot, training & full scale implementation), with experience to be commensurate with project/program &/or position description on file (e.g., specific human service program area, management information sciences, fiscal); 12 mos. exp. in budgeting & calculating cost projections of program/projects.

-Or 12 mos. exp. as Project Manager 1, 63381.

-Or equivalent of Minimum Class Qualifications for Employment noted above.

TRAINING AND DEVELOPMENT REQUIRED TO REMAIN IN THE CLASSIFICATION AFTER EMPLOYMENT:
Not applicable.

UNUSUAL WORKING CONDITIONS:
Extensive travel which may include overnight stay; must provide own transportation if state vehicle is unavailable; overtime may be required including weekends &/or holidays.

JOB TITLE	JOB CODE	B. U.	EFFECTIVE	PAY GRADE
Project Manager 3	63383	EX	09/22/2013	17

JOB DUTIES IN ORDER OF IMPORTANCE: (These duties are illustrative only. Incumbents may perform some or all of these duties or other job-related duties as assigned.)

Directs assigned project(s), with or without sub-projects, that covers all phases of project management & whose primary stakeholders are executives &/or state/federal political organizations/individuals, works directly with agency executives, focuses on strategic planning of federal/state mandated projects, coordinates projects with other services/projects, writes, implements & monitors policy & ensures compliance, markets benefits to organization/executive management & lobbies political entities, ensures policy, procedures, directives & objectives are in line with mission & goals of agency &/or federal/state legislation, interprets federal & state laws & regulations to ensure compliance, develops &/or directs development & implementation of planning document(s) (e.g., resources, specific assignments), serves as agency representatives for project in public forums (e.g., focus groups, other state agencies, county agencies, media, federal government, legislature), & makes project presentations to organizations, executive management & political organizations/individuals to educate/market benefits.

Implements quality initiatives & coordinates related projects; renders decisions when interrelated projects require direction; coordinates multitude of tasks or subprojects; determines if changes need to be made for optimum service delivery; interviews stakeholders to determine needs & expectations & maintains regular contact with stakeholders to market product or service & obtain feedback; manages & negotiates change (e.g., cost, assignments, objectives) within project; determines need for division of given project into subprojects, distribution of work for subprojects (e.g., outside source), & oversees activities conducted within each subproject.

Defines project requirements, quality standards & time lines; determines & evaluates risks that may affect project; defines specific activities to be performed to produce project deliverables; evaluates deliverables & ensures project is ready to move on to its next phase; addresses any problems found in testing/piloting; ensures scheduled time frames are met; provides regular progress reports; determines & allocates resources & assists in budget planning; determines & evaluates testing &/or pilot program &/or project; oversees implementation schedule; manages & processes (e.g., selects appropriate processes, coordinates review proposals, conducts bidder conferences, directs evaluation of bid/proposals, recommends bid/proposal selection, represents agency/project to controlling board, executes valid contract, & manages request for proposal, quote & information & invitation to bid) procurement document.

Meets with federal, state &/or internal auditors to discuss, defend &/or present project/program parameters &/or related expenditures; attends meetings, conferences &/or workshops on related topics; supervises/directs assigned professional, technical &/or administrative/clerical staff.

MAJOR WORKER CHARACTERISTICS:

Knowledge of public policy management or public administration; public finance; public budgeting; project management; life cycle methodologies; time management; matrix management; public relations; interviewing; market trends; supervisory/management techniques*. Skill in operation of personal computer & applicable software (e.g., Gantt chart/project planning software, presentation software, spreadsheet applications)*. Ability to manage multiple demands or tasks on project or programs; solve problems involving several variables in unique situations; review & evaluate project progress; develop & deliver presentations; communicate effectively on project information in a team setting.

(*)Developed after employment.

MINIMUM CLASS QUALIFICATIONS FOR EMPLOYMENT:

Successful completion of 2 yrs. post-secondary education majoring in business administration, public administration, computer science/information technology, social science, or health, with major being commensurate with project to be assigned; 12 mos. exp. in budgeting & calculating cost projections of program/projects; 2 yrs. exp. in project management.

-Or 5 yrs. exp. in project management (i.e., management & development of project/program requirements, design, development, testing/pilot, training & full scale implementation), with experience to be commensurate with project to be assigned as outlined in position description on file (e.g., specific human services program area, management information sciences, or fiscal); 12 mos. exp. in budgeting & calculating cost projections of program/projects.

-Or 12 mos. exp. as Project Manager 2, 63382.

-Or equivalent of Minimum Class Qualifications for Employment noted above.

TRAINING AND DEVELOPMENT REQUIRED TO REMAIN IN THE CLASSIFICATION AFTER EMPLOYMENT:
Not applicable.

UNUSUAL WORKING CONDITIONS:
Extensive travel which may include overnight stay; must provide own transportation if state vehicle is unavailable; overtime may be required including weekends &/or holidays.