LANE COUNTY

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AGENDA COVER MEMO

Memorandum Date: July 6, 2011
Order Date: July 6, 2011

TO:	Board of County Commissioners
DEPARTMENT:	Human Resources
PRESENTED BY:	Cindy Tofflemoyer, Sr. Management Analyst/HR
AGENDA ITEM TITLE:	In the Matter of Establishing the Information Services Project Manager and Senior Information Services Project Manager Classifications and Salary Ranges

I.   MOTION

MOVE APPROVAL OF ORDER 11 --_____ In the matter of establishing the Information Services Project Manager and Senior Information Services Project Manager classifications and salary ranges.

II.   AGENDA ITEM SUMMARY

The Board is being asked to create Information Services Project Manager (ISPM) and Senior Information Services Project Manager (SISPM) classifications and salary ranges.   These new classification specifications will enable Information Services to appropriately reclassify five existing positions into classifications which accurately reflect the work being performed and assist the County when recruiting additional Information Services Project Managers to support County technology projects.

III.   BACKGROUND/IMPLICATIONS OF ACTION

A.   Background

Information Services has business needs for technology project manager classifications which accurately reflect work currently being performed. These classifications provide comprehensive technology project management services to internal and regional customers.

B.   **Policy Issues**

APM, Chapter 3, Section 20, C (1a) states; If Human Resources determines that a new classification is appropriate, it shall prepare a proposed classification specification with proposed salary and prepare a Board Agenda item requesting that the Board amend the classification and compensation plans to add the new classification.

Lane Code provides the Board with the ability to modify the classification plan by creating classifications.

These are American Federation of State, County and Municipal Employees (AFSCME) represented classifications.   AFSCME and the County are in agreement with the proposed new job classifications and salary ranges.

C.   **Board Goals**

The mission of Lane County is to provide high quality government services in a fair, open and economical manner to best meet the needs and expectations of our citizens and guests. The Lane County Strategic Plan clearly addresses the need for the Human Resources department to direct and coordinate the overall planning effort to identify actions to assure that workforce capabilities meet future needs, and to aim for a flexible classification and compensation system so that the system supports and does not inhibit excellent performance in the delivery of County services.

Creating these job classifications with competitive compensation levels and career ladder opportunities, meets the County's missions and goals. The new classifications and salary ranges will assist in recruitment and employee retention as well as allowing the continuation of timely quality technology project completion.

D.   **Financial and/or Resource Considerations**

There will be no financial impact caused by approval of this Order.

E.   **Analysis**

A point factor analysis was done and places the Information Services Project Manager at grade 42 ($55,952-$77,480) and the Senior Information Services Project Manager at grade 44 ($58,760-$81,390) in the AFSCME

compensation plan. Human Resources conducted a survey of comparable Oregon counties and did not find any with similar represented classifications.

Internal Equity is a factor in compensation analysis; currently there are no other AFSCME classifications in grade 44. The Senior Programmer, Senior Information Services Analyst, Data Base Administrator and Senior System Network Analyst classifications are all grade 42.

F.   **Alternatives/Options**

1.   Adopt the proposed Information Services Project Manager and Senior Information Services Project Manager classifications and salary ranges.

Advantages: Assists in recruitment efforts for hard to fill information technology positions and creates professional growth opportunities for staff.

Disadvantages: Staff was not able to identify any disadvantages at this time.

2.   Reject the motion.

Advantages: Staff was not able to identify any advantages to not establishing the new classifications and pay grades at this time.

Disadvantages: The Information Services Department may continue to have difficulty attracting qualified applicants to provide technology project management.

IV.   TIMING/IMPLEMENTATION

Human Resources recommend establishing the Information Services Project Manager at grade 42 ($55,952-$77,480) and the Senior Information Services Project Manager at grade 44 ($58,760-$81,390) in the AFSCME compensation plan effective upon Board Order approval.

V.   RECOMMENDATION

Human Resources recommend approval of the motion.

VI.   FOLLOW-UP

If the Board approves the motion and adopts creating the proposed classifications

and salary grades Human Resources staff will immediately add the new classifications and place them into the AFSCME compensation plan and reclassify incumbents into the appropriate classifications.

VII.   <u>ATTACHMENTS</u>

Board Order

Information Services Project Manager job classification
Senior Information Services Project Manager job classification.

IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON

ORDER 11-

) In the Matter of Establishing the
) Information Services Project Manager
) and Senior Information Services
) Project Manager Classifications and
) Salary Ranges
)

WHEREAS, Human Resources has completed a review and point factor analysis of the proposed Information Services Project Manager and Senior Information Services Project Manager classifications.

WHEREAS, it is the intent of Lane County to properly classify positions with regard to duties and compensation.

WHEREAS, changes to the classification and compensation plans require board approval.

IT IS HEREBY RESOLVED AND ORDERED, that there be established new classifications of

Information Services Project Manager at grade 42 ($55,952-$77,480)

Senior Information Services Project Manager at grade 44 ($58,760-$81,390)

Dated this _____ day of _____, 2011.

_____
Faye Stewart, Chair
Lane County Board of Commissioners

INFORMATION SERVICES PROJECT MANAGER

DEFINITION

The Information Services Project Manager directs and manages the processes and activities of multiple, concurrent, large and complex County technology projects. Projects may involve multiple departmental customers.

CLASS CHARACTERISTICS

This is the journey level in the Information Services Project Manager series. Work involves the management of diverse stakeholder expectations and cross-functional project teams. Employees are responsible for projects being accomplished within the prescribed scope, schedule, funding parameters, and stakeholder quality requirements and expectations.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from assigned management personnel. May exercise technical and functional supervision to assigned staff.

EXAMPLES OF DUTIES - Duties may include, but are not limited to the following:

Strategy & Planning
   Define and document project scope, goals, deliverables, success criteria and budget that support business goals in collaboration with senior management and stakeholders.
   Effectively communicate and manage project expectations and success criteria to team members and stakeholders in a timely and clear fashion, throughout the project life cycle.
   Plan, schedule and track project timelines, milestones and deliverables. Identify and manage project dependencies and critical path.
   Conduct project post mortems and create a recommendations report in order to identify successful and unsuccessful project elements.

Acquisition & Deployment
   Estimate the resources and participants needed to achieve project goals.
   Negotiate with department managers for the acquisition of required personnel from within the organization.
   Assess the need for additional staff and/or consultants and make the appropriate recruitments if necessary during project cycle.

Operational Management
   Direct and manage project development from beginning to end.
   Delegate tasks and responsibilities to appropriate personnel.
   Identify and resolve issues and conflicts within the project team.

Develop and deliver progress reports, proposals, requirements documentation, and presentations.

Proactively manage changes in project scope, identify potential crises, and devise contingency plans.

Coach, mentor, motivate and lead project team members and contractors, and influence them to take positive action and accountability for their assigned work.

Build, develop, and grow any business relationships vital to the success of the project.

Other Duties

Provide training to other technical staff and clients.

Provide input to performance evaluations of staff assigned to projects.

Develop Requests-For-Information (RFI) and Request-For-Proposals (RFP) per the Lane County standards.

Work with County's legal representatives and department representatives towards the execution of contracts.

MINIMUM QUALIFICATIONS

Knowledge of:

Project management principles, processes, and techniques.

Team management principles and techniques.

Communication techniques to bring about agreement between divergent points of view.

Methods and techniques of contract administration and procurement procedures.

Techniques for facilitating group processes including meetings and electronic collaboration.

Change control and quality assurance processes.

Principles and techniques used in budget management.

General Knowledge of:

Data storage concepts and management.

Application programming techniques, database and system design.

Server administration, system security and network design.

Internet, Intranet, Extranet, n-tier and cloud architectures.

Requirements gathering, business needs analysis and documentation techniques.

Principles of functional and technical supervision.

Ability to:

Plan and manage multiple, concurrent, large, complex technology projects.

Assemble and lead multiple, concurrent multi-disciplinary project teams.

Recognize issues that impact the projects and mitigate project risks.

Gain consensus among conflicting individuals and groups.

Speak effectively in public to groups or individuals.

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Convey technical information simply and clearly, both verbally and in writing.
Write clear, concise and direct narrative and statistical reports.
Use a personal computer and software typical to project management including
spreadsheets, word processing and other presentation software.
Apply project management principles and professional standards.
Maintain awareness of current technology and future technological trends.
Effectively facilitate meetings.

Experience and Training

Training:
Equivalent to a Bachelor's degree from an accredited college or university with major
course work in computer science, Project Management, Business Information Systems,
Business Administration, Management, Public Administration or a related field.

Experience:
Four years of professional technology experience that demonstrates the candidate's ability
to manage technology projects. Or an equivalent combination of experience and training
that will demonstrate the required knowledge and abilities.

Security Clearance

As a condition of employment, these positions require a criminal background investigation and a
security clearance to have and maintain access to the Area Information Records System (AIRS)
and/or the Law Enforcement Data Systems (LEDS).

SENIOR INFORMATION SERVICES PROJECT MANAGER

DEFINITION

The Senior Information Services Project Manager directs and manages the processes and activities of multiple, concurrent, large and complex County technology projects. Employees in this classification are assigned the most complex technology projects that may involve customers at a county wide, regional or inter-governmental level.

CLASS CHARACTERISTICS

This is the senior level in the Information Services Project Manager series. Work involves the management of diverse stakeholder expectations and cross-functional project teams. Employees are responsible for projects being accomplished within the prescribed scope, schedule, funding parameters, and stakeholder quality requirements and expectations.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from assigned management personnel. May exercise technical and functional supervision to assigned staff.

EXAMPLES OF DUTIES - Duties may include, but are not limited to the following:

Strategy & Planning
> Define and document project scope, goals, deliverables, success criteria and budget that support business goals in collaboration with senior management and stakeholders.
> Effectively communicate and manage project expectations and success criteria to team members and stakeholders in a timely and clear fashion, throughout the project life cycle.
> Plan, schedule and track project timelines, milestones and deliverables. Identify and manage project dependencies and critical path.
> Conduct project post mortems and create a recommendations report in order to identify successful and unsuccessful project elements.

Acquisition & Deployment
> Estimate the resources and participants needed to achieve project goals.
> Negotiate with department managers for the acquisition of required personnel from within the organization.
> Assess the need for additional staff and/or consultants and make the appropriate recruitments if necessary during project cycle.

Operational Management

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Direct and manage project development from beginning to end.
Delegate tasks and responsibilities to appropriate personnel.
Identify and resolve issues and conflicts within the project team.
Develop and deliver progress reports, proposals, requirements documentation, and
presentations.
Proactively manage changes in project scope, identify potential crises, and devise
contingency plans.
Coach, mentor, motivate and lead project team members and contractors, and influence them
to take positive action and accountability for their assigned work.
Build, develop, and grow any business relationships vital to the success of the project.

Other Duties

Provide training to other technical staff and clients.
Provide input to performance evaluations of staff assigned to projects.
Develop Requests-For-Information (RFI) and Request-For-Proposals (RFP) per the Lane
County standards.
Work with County's legal representatives and department representatives towards the
execution of contracts.

MINIMUM QUALIFICATIONS

Knowledge of:

Project management principles, processes, and techniques.
Team management principles and techniques.
Communication techniques to bring about agreement between divergent points of view.
Methods and techniques of contract administration and procurement procedures.
Techniques for facilitating group processes including meetings and electronic
collaboration.
Change control and quality assurance processes.
Principles and techniques used in budget management.

General Knowledge of:
Data storage concepts and management.
Application programming techniques, database and system design.
Server administration, system security and network design.
Internet, Intranet, Extranet, n-tier and cloud architectures.
Requirements gathering and documentation techniques.
Principles of functional and technical supervision.

Ability to:

Plan and manage multiple, concurrent, large, complex technology projects.
Assemble and lead multiple, concurrent multi-disciplinary project teams.

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Recognize issues that impact the projects and mitigate project risks.
Gain consensus among conflicting individuals and groups.
Speak effectively in public to groups or individuals.
Convey technical information simply and clearly, both verbally and in writing.
Write clear, concise and direct narrative and statistical reports.
Use a personal computer and software typical to project management including spreadsheets, word processing and other presentation software.
Apply project management principles and professional standards.
Maintain awareness of current technology and future technological trends.
Effectively facilitate meetings.

Experience and Training

Training:
Equivalent to a Bachelor's degree from an accredited college or university with major course work in computer science, Project Management, Business Information Systems, Business Administration, Management, Public Administration or a related field.

Possession of an Oregon Project Management Associate Certification or Project Management Professional Certification awarded by the Project Management Institute is required.

Experience:
Six years of professional technology experience; two of which must be direct work experience in a technology project management capacity, including all aspects of process development and execution. Or an equivalent combination of experience and training that will demonstrate the required knowledge and abilities.

Security Clearance

As a condition of employment, these positions require a criminal background investigation and a security clearance to have and maintain access to the Area Information Records System (AIRS) and/or the Law Enforcement Data Systems (LEDS).