



Project Management Organization (PMO) Roles and Responsibilities

Project Management Organization Manager (PMO Manager)

Under the direction of the PMO Senior Leadership, responsible for the overall project management function, provides leadership, coordination, and management of project management resources and activities. Creates and maintains a uniform approach to project management, and serves as a change agent for continuous improvement through improved/enhanced processes and methodologies.

Support PMO Practices and Methodology

- Manage and optimize scheduling activities related to Project Management resources
- Work closely with Regional Vice Presidents and Regional Delivery Directors to determine the best approaches to meet/exceed client expectations related to project management and delivery of successful projects
- Work with Consulting Center Management Team to support delivery and resourcing plans for solution(s), as requested
- Develop and maintain PM on-boarding and training plans
- Help represent PMO best practices to internal organizations (Consulting Services, Sales, Product Development, Product Marketing, other) and external organizations (clients, 3rd parties, other)
- Work with Professional Services Operations Teams to develop and maintain PM processes and job aids
- Support cross-divisional initiatives that will require integration with the PMO or its processes
- Lead and support recruiting efforts to hire qualified PM professionals.
- Participate in quality and process reviews
- Serve as the escalation point for issues concerning the “application of PMO processes” within projects, programs and portfolios.

People Care, Mentoring, and Coaching

- Equip Project Managers with the tools, knowledge, and opportunities they need to develop their professional skills and become more effective
- Mentor and coach Project Managers on Ellucian Implementation Methodology
- Actively support training and development initiatives
- Coach and develop Project Managers on Project Management/Leadership skills
- Communicate clear expectations to Project Managers and coach them to lead project teams to meet expectations
- Mentor Project Managers on coaching of their teams and providing feedback to others

- Provide direct, constructive feedback to Project Managers, both positive and developmental
- Provide people care for talent within Project Management Organization:
 - Performance Reviews
 - Salary Reviews
 - CLEAR Awards
 - Career Plans
 - Training Plans
 - Promotions
 - Retention
 - One-on-ones

Communication

- Receive and share information appropriately to ensure clear understanding and proper action
- Demonstrate professional communication skills, both verbally and in writing, to all levels of the organization (internal and external)
- Identify communication barriers among Project Managers (internal and external) and work to resolve them
- Coach Project Managers on effective communication skills
- Demonstrate good presentation skills to all levels, both in person and via teleconference

Change Management

- Initiate, manage, support, and promote necessary changes to PMO/Processes
- Challenge the status quo in a professional manner and develop strategic solutions
- Mentor Project Managers on effectively facilitating changes to PMO/Processes
- Challenge team to embrace change and new situations as positive opportunities for learning and growth
- Adapt to and effectively respond to shifts in priorities, new and changing job requirements and unexpected events

General Management

- Set priorities with the appropriate sense of urgency and execute strategic/tactical plans efficiently and effectively
- Establish and communicate clear performance expectations, and hold employees accountable for meeting them
- Create team and individual goals that support Professional Service goals that contribute to accomplishing overall business goals
- Build and maintain a high performance organization
- Meet and/or surpass team/individual utilization targets

- Work effectively across organizational boundaries
- Actively seek information to understand customers circumstances, problems, expectations and needs in order to improve PMO practices and resources
- Champion and facilitate development of breakthrough PMO solutions and ensure successful execution of new ideas

Project Managers (PM)

Responsibilities include:

- Leading one or more projects through all phases of the project methodology from their initial planning state through the execution of contracted deliverables and project closing process to ensure successful project.
- Applying Project Management disciplines; such as, quality, risk, resource, and change management while being accountable for meeting the time, cost, and scope of each project.
 - Communicating the plan, roles, constraints, milestones, and critical path to subject matter experts and other resources in order to expedite productivity.
 - Understanding and applying standard project management and delivery methodology and project tracking standards in order to build effective plans and deliver quality solutions.
- Translating customer's business needs into project requirements. Based on experience, can anticipate and mitigate risks and identify opportunities.
- Leading project team status meetings to ensure the project milestones are met and dependencies are tracked.
- Managing activities of customer and resources to deliver a fully integrated solution.
- Acting as a shared point of contact between internal and external stakeholders.
 - Proactively and timely coordinates and communicates project activities to all involved parties.
 - Providing management with an articulate summary of project status.
- Facilitating discussions with appropriate leadership and key sponsors to negotiate key decisions related to the triple constraints (time, cost, scope) while maintaining excellent customer satisfaction.
 - Building and maintaining positive professional relationships and functions as the change agent for customers.
- Managing all resources when project turnaround situations occur. Leading cross-functional team resolutions to mitigate project risks and issues.
- Providing timely and constructive performance feedback regarding resources assigned to projects.
- Ensuring various operational elements that affect financial and resource forecasts are on track; including but not limited to:
 - Up-to-date accuracy of all project plans for the duration of the project; Customer satisfaction; and

- Accurate revenue recognition, which requires timely review and approval of timesheets, expense reports, billing request documents, and credit requests.
- Assisting Customer Relations team in developing solutions by providing knowledge and expertise during the sales cycle (this may include the ability to sell the value of project management services).
- Identifying business growth opportunities by applying knowledge of higher education's industry, business processes, and software products.

Note:

The above represents a general set of responsibilities for Project Managers. Please note however, the Project Management family includes the following five (5) levels of Project Managers with each role having its own formal job description:

- Project Coordinator
- Project Manager Associate
- Project Manager
- Senior Project Manager
- Project Director