



Administration Job Family: **Project Manager Progression**

These generic job title summaries are intended to indicate the kinds of tasks and levels of work complexity that will be required of positions classified to any of these titles and are not intended to be construed as declaring the specific duties and responsibilities of any particular position. The use of particular expressions or illustrations describing functions within a specific job title does not exclude other duties of a similar kind and/or level of complexity. Positions are classified to a particular job title based upon the predominant level of expected work complexity. **A position that is classified into this title and band must meet the Cornell requirements for exemption under the FLSA.**

GENERIC JOB PROFILE SUMMARIES

Project Associate I INDIVIDUAL CONTRIBUTOR	Project Associate II INDIVIDUAL CONTRIBUTOR	Project Manager INDIVIDUAL CONTRIBUTOR	Senior Project Manager INDIVIDUAL CONTRIBUTOR
Assist with developing and formalizing project/product requirements/scope; assign resources and set project/product deadlines.	Develop and formalize project/product requirements/scope; assign resources and set project/product deadlines; conceptualize project/product specifications and secure possible funding sources.	Identify unique requirements of each project/product and ensure needs are met; Develop and manage project/product scope including review of cost estimates and specifications for both short and long term project/products; may work with leadership on scope development, tracking deliverables/approval, and communicating status; secure possible funding sources.	Identify unique requirements for major project/products and ensure needs are met from multiple areas of the university; Develop project/product management systems and manage expectations from multiple high-level stakeholders. Partner with leadership in strategic development, direction and implementation of strategic priorities.
Manage day-to-day operational aspects of project/products, including planning, scheduling and monitoring activities to fulfill identified project/product requirements	May lead and manage scope, time, cost, quality, human resources, communication, risk and procurement for assigned project/products.	Lead and manage scope, time, cost, quality, human resources, communication, risk and procurement for assigned project/products.	Lead strategic priorities, complete strategic assessments and recommend appropriate actions, improvements and cost savings opportunities and implement recommendations.
Communicate project/product scope, goals and responsibilities to staff	Communicate project/product scope, goals and responsibilities to staff; establish clear customer expectations, and requirements of varying degrees of complexity.	Communicate project/product scope, goals and responsibilities to staff; establish clear customer expectations, and requirements of varying degrees of complexity, some of which may require significant discovery and analysis	Lead project/products including the planning, implementation, tracking and reporting on complex project/products.

Project Associate I INDIVIDUAL CONTRIBUTOR	Project Associate II INDIVIDUAL CONTRIBUTOR	Project Manager INDIVIDUAL CONTRIBUTOR	Senior Project Manager INDIVIDUAL CONTRIBUTOR
Develop reports related to project/product activities, general project/product management, and financial issues	Develop reporting procedures and monitor performance in project/product control activities; prepare and distribute reports related to project/product activities, general project/product management, and financial issues.	Develop reporting procedures and monitor performance in project/product control activities; develop and distribute reports related to project/product activities, general project/product management, and financial issues.	May oversee reports generated by multiple Project/product Managers. Monitor performance of multiple areas of the university and report project/product status to Leadership.
Assess and determine project/product priorities with Director and Project/product Managers; recommend and implement appropriate solutions	Collaborate with client to determine scope of project/product(s) as well as define expected goals and outcomes	Collaborate with client to determine priorities and scope of project/product(s) as well as define expected goals and outcomes based on established priorities.	Interpret and analyze client needs and partner with resource managers to identify and approve human resources needed to provide resolution.
Evaluate existing processes for potential improvements or changes and make recommendations to management for implementation.	Assist in developing and modifying internal processes and procedures to improve process, project/product management and communication methods	Develop and modify internal processes and procedures to improve process, project/product management and communication methods	Develop and recommend new and innovative business processes to integrate functions. Share best practices with other Project/product Managers on campus.
May provide direction and oversight to the appropriate set up and execution of project/products.	May provide supervision of staff	May provide supervision of staff	May provide management and supervision of staff
	Assess and manage issues; prioritize and drive resolution of all issues associated with a project/product	Assess and manage issues; prioritize and drive resolution of all issues associated with medium to high complexity project/products	Assess and manage issues; prioritize and drive resolution of all issues associated with multiple complex and high visibility project/products
Prepare impact analysis statements	Prepare impact analysis statements and manage the change request process	Prepare impact analysis statements and manage the change request process for medium to high complexity project/products	Manage change request process for multiple complex and high visibility project/products
Tracks timelines and budgets for individual project/products, reports status, and resolves or escalates issues as necessary.	Ensure project/products are delivered on-time and within defined budget restrictions; modify timelines as needed and communicate to staff	Ensure strategic project/products are delivered on-time and within defined budget restrictions; modify timelines as needed and communicate to staff	Ensure strategic and high visibility project/products are delivered on-time and within defined budget restrictions; modify timelines as needed and communicate to staff
	Advise and make recommendations on policy and procedural issues that affect project/product planning and schedules and customer obligations	Advise and make recommendations on policy and procedural issues that affect project/product planning and schedules and customer obligations	Participate in the implementation of policy and procedural issues that affect project/product planning and schedules and customer obligations
	Advise and assist the clients and senior administrative staff in the oversight of project/product budget and the project/product financial planning.	Advise and assist the clients and senior administrative staff in the formulation of project/product budget and the project/product financial planning.	Develop and monitor project/product budgets.

Project Associate I INDIVIDUAL CONTRIBUTOR	Project Associate II INDIVIDUAL CONTRIBUTOR	Project Manager INDIVIDUAL CONTRIBUTOR	Senior Project Manager INDIVIDUAL CONTRIBUTOR
Develop agenda for and organize and schedule meetings, conference calls, and teleconferences	Work closely with team leaders to affect the successful planning and coordination of ongoing activities between technical groups	Work closely with team leaders to affect the successful planning and coordination of ongoing activities between technical groups	
Coordinate the progress of subcontractors toward meeting agreed-upon deliverable		Appoint, supervise and mentor project/product leaders in the coordination of individual project/products	Appoint, supervise and mentor project/product leaders in the coordination of individual project/products
			Analyze and evaluate highly complex existing and proposed systems.
	Assist in the development of innovative solutions.	Continuously develop innovative solutions.	Continuously develop innovative solutions.
	Establish and maintain the department's culture/climate by cultivating and facilitating effective relationships between assigned resources and clients	Establish and maintain the department's culture/climate by cultivating and facilitating effective relationships between assigned resources and clients.	Establish and maintain the department's culture/climate by cultivating and facilitating effective relationships between project/product managers and clients
Responsible for material management which includes the organization of electronic and hardcopy resources; coordinate with others to ensure that project/product documents and materials are complete, current, and stored appropriately			
Responsible for coordinating and contributing to the writing of articles, technical bulletin news items, etc	Responsible for contributing to the writing of articles, technical bulletin news items, etc		
Contribute to content design and conceptualization for project/product website	May develop content design and conceptualization for project/product website	Develop content design and conceptualization for project/product website	

JOB FACTOR PROFILE TABLE

FACTOR PROFILE	11427 PROJECT ASSOCIATE I, BAND E	11428 PROJECT ASSOCIATE II, BAND F	11429 PROJECT MANAGER, BAND G	11430 SENIOR PROJECT MANAGER, BAND H
MINIMUM EDUCATION AND EXPERIENCE EQUIVALENCY	Bachelor's degree and 2 to 4 years relevant experience or equivalent combination	Bachelor's degree and 3 to 5 years relevant experience or equivalent combination	Bachelor's degree and 5 to 7 years relevant experience or equivalent combination	Bachelor's degree and 7 to 10 years relevant experience or equivalent combination
IMPACT	Moderate impact	Moderate impact	Moderate impact	Substantial impact
CONTACTS - INSIDE	Provide guidance to others Coordinate activities	Provide guidance to others Coordinate activities	Provide guidance to others Coordinate activities	High-level interaction Involved in diverse and highly sensitive or confidential activities
CONTACTS - OUTSIDE	Provide information that exists within pre-established documents or programs	Provide information that exists within pre-established documents or programs	Provide/receive guidance, advice or information that must be analyzed and developed by the position	Provide/receive guidance, advice or information that must be analyzed and developed by the position
CONTACTS - STUDENTS	Frequent contact to provide information and instruction	Frequent contact to provide information and instruction	Frequent contact to provide information and instruction	Limited contact

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SUPERVISION	On-the-job training, guidance, advice and counsel other employees in the group and to same positions performing similar work	Day-to-day supervision to employees within the dept	Provide supervisory direction to other supervisors	Provide supervisory direction to other supervisors
COMPLEXITY	Frequently adapt, combine, or make improvements to services, products, processes, & programs. Work requires reasoning skills and judgment	Frequently adapt, combine, or make improvements to services, products, processes, & programs. Work requires reasoning skills and judgment	Occasionally required to develop new innovative solutions, services, products, processes, & programs. Work requires sophisticated reasoning skills	Continuously required to develop new innovative solutions, services, products, processes, & programs. Work requires sophisticated reasoning skills
LEVEL OF DECISION MAKING	Responsible for assisting in and influencing decisions concerning policy-setting, research, planning, or students	Responsible for assisting in and influencing decisions concerning policy-setting, research, planning, or students	Responsible for making decisions regarding policy-setting, research, planning, or students	Responsible for making decisions regarding policy-setting, research, planning, or students
FREEDOM OF ACTION	General supervision Some interpretation of established work policies and procedures is required	Very general supervision Interpretation of work policies and procedures, and, at times deviation from standard work practice	Very general supervision Interpretation of work policies and procedures, and, at times deviation from standard work practice	Little direct supervision Considerable latitude for exercising judgment and self-direction
EFFECT OF DECISION MAKING	Directly effects multiple functional areas Limited effect on students and employees	Directly effects entire department Moderate effect on students and employees	Directly effects entire department Moderate effect on students and employees	Directly affect entire college or school administrative unit Critical effect on students and employees
WORKING CONDITIONS	Normal working conditions, including limited or no exposure to hazardous conditions/materials/ equipment. Safety gear may sometimes be required	Normal working conditions, including limited or no exposure to hazardous conditions/materials/ equipment. Safety gear may sometimes be required	Normal working conditions, including limited or no exposure to hazardous conditions/materials/ equipment. Safety gear may sometimes be required	Normal working conditions, including limited or no exposure to hazardous conditions/materials/ equipment. Safety gear may sometimes be required