

Working Title

Project Management Reporting and Standards Coordinator

Division, Branch/Unit

Corporate Strategies &
Services Division,
Policy & Strategic Initiatives Branch,
Project Management Centre of Excellence

Ministry

Infrastructure

Present Class

Program Services 3

PURPOSE: Give a brief summary of the job; covering the main responsibilities, the framework within which the job has to operate and the main contribution to the organization (see Non-Management Job Description Writing Guide [Pages 7-8](#)).

The Project Management Reporting and Standards Coordinator reports to the Project Management Support Specialist to develop and report on project management processes and tools that support the ministry's project management community in delivering infrastructure construction projects.

The Project Management Reporting and Standards Coordinator works with project managers, project support staff and staff within the Project Management Centre of Excellence (PMCOE) to scope requirements for project management procedures, processes, templates, guidelines, and other documents to ensure they meet project management standards and governance requirements. This work would aid delivery and maintenance of construction projects managed by Capital Projects Delivery and Properties Divisions. As there are multimillion-dollar and billion dollar projects spanning multiple years (i.e., from 6 months to more than 10 years) using multiple delivery methods at any given time, the position must ensure that project managers and their teams possess the right tools and templates in order to complete each respective phase of the projects in legally, politically, financially, and technically appropriate ways. Having collaborated with stakeholders and gained an understanding of what is required for a project, the position facilitates requirements gathering and develops the templates, guidelines, tools and reporting indicators, acting as a consultant and advisor to project managers and ministry staff to ensure the documents meet their needs and are in alignment with ministry project management standards. The position then ensures that the processes and documents are communicated to all users, appropriate training provided, and entered and maintained in PIMS template repository and other PM tools. PIMS is a SharePoint-based electronic central document repository of project management information, processes, and templates that is used to manage construction projects from planning to close-out stages. PIMS currently contains approximately 1000 business process documents and resources for multiple project delivery methods, and supports consistent project management and delivery throughout the ministry.

As new project delivery process and methods used for infrastructure projects emerge and new requests from the project management community are brought forward, the position works with the Project Management Support Specialist to ensure these processes are in alignment with established project management standards and tools are developed to support these processes in a timely manner. The Project Management Reporting and Standards Coordinator is responsible for providing end user with support services on PIMS and other PM documents and tools and is the primary lead for PIMS and other supported PM tools quality assurance and reporting activities. The role also facilitates end-user governance by ensuring PIMS and other supported PM tools are maintained and developed to meet ministry project management needs. The position develops training for PIMS and other PM tools usage and PM templates for staff across the ministry and works with project management community business users to tailor and deliver the necessary training required. Comprehensive knowledge of the ministry's business plans, legislation, policies and procedures is required along with a wide breadth of content knowledge applied to project management.

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The PMCOE is the primary resource centre within Alberta Infrastructure for business processes and best practices that facilitate continuous improvement, flexibility, innovation, and creativity in relation to infrastructure project management and delivery. The PMCOE is committed to enhancing the quality and success of infrastructure projects, as well as reducing waste and duplication through creation and implementation of project delivery, resources, and systems.

RESPONSIBILITIES AND ACTIVITIES: The purpose of the job can be broken down in different responsibilities and end results. Each end result shows what the job is accountable for, within what framework and what the added value is. Normally a job has 4-8 core end results. For each end result, approximately 3-6 activities should be described (see Writing Guide [Pages 9-10](#)).

- 1. Facilitate requirements gathering sessions with project management Subject Matter Experts in developing and maintaining project management (PM) documents to ensure content is aligned with project management standards established for all phases of infrastructure project management.**
 - Provide support and leadership to the ministry-wide, senior level, Project Management Templates Committee and other project committees to review, develop, evaluate, and approve infrastructure-related project management and delivery business processes and associated documents, tools, templates, and procedures in alignment with project management standards. Facilitate committee meetings, prepare content, and develop tools and templates as a result of the various committee decisions.
 - Promote alignment of construction projects with established project management standards through the design, development, and maintenance of project management templates, forms, information, and resources with the objective of creating consistent application across the ministry (e.g., “one form, one process”).
 - Develop working relationships with project management Subject Matter Experts and leverage on their knowledge and expertise to develop project management tools and templates to support the project management community.
 - Provide reporting on the Project Management Templates Program key performance indicators (e.g. number of PIMS Change Requests, number of new templates developed).
 - Develop and maintain PM templates for all phases of infrastructure project delivery to ensure alignment with project management standards and governance established:
 - Strategic Analysis
 - Project Assessment (templates to support determination of needs, project scope, sign off requirements, etc.)
 - Definition and Start-up (documents on forming project teams, determining resources, financial and planning information, project charters and project management plans, expenditure officer authority matrices)
 - Consultant Selection (team organizational chart, Project Manager responsibilities, procurement responsibilities, client responsibilities, capturing best practices)
 - Design (start-up meetings, agendas, minutes, stakeholder identification and analysis, contract approval summaries, quality assurance, landlord approvals, etc.)
 - Tendering and Award (field procurement, bidder, contract award recommendation)
 - Construction (monitoring and control, change / charge orders, contract administration)
 - Commissioning (completion of mechanical and electrical systems, handing building over to client, sign off)
 - Warranty (capturing deficiencies)
 - Evaluation and Close Out
 - Provide the technical expertise to develop, enhance, design and maintain forms, information, templates, and business workflow documents prior to entry into and updating of PIMS. As there are over 1000 forms and templates within PIMS, there is a continual need to ensure each maintains accuracy to contracts, relevance to best practices and needs of the ministry’s PMs, etc.
 - Ensure all tools and templates developed are in accordance with contracts, regulations, and legislation. When developing a new template, conduct detailed reviews and analysis to ensure that other templates and tools used for the same project or project delivery method also reflect the legal obligations, terminology and stipulations outlined in specific contracts. Understand the impacts of changes to other templates and tools within the process.
 - Solicit project teams to conduct post-implementation reviews to determine effectiveness of project management business process developments and enhancements. Identify requirements for template enhancements, including developing new functionality to meet user needs.

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- Remain current to trends and best practices in project management tools on behalf of the ministry, ensuring relevant enhancements, as well as previous lessons learned, are reflected in templates housed in PIMS.
 - Advise clients and users on template use, including providing training and responding to user questions.
 - Troubleshoot, resolve and respond to end-user needs and concerns, addressing issues with current PIMS and/or template functionality, providing specialized knowledge and information.
 - Develop and maintain operation support documentation and guides, both from a technical aspect of maintaining PIMS and its content, as well as end-user guides for support using PIMS and its content.
- 2. Advise and consult with end-users of PIMS and other PM tools on system abilities, site navigation and template use, ensuring applications and sites are tailored for the unique needs of infrastructure projects, portfolios and project management teams.**
- Conduct risk assessments, analytics and audits on technical aspects of PIMS and other PM tools to resolve system issues, including troubleshooting and escalating system problems; pro-actively identifying potential system, process, and policy / procedure implications resulting from system enhancements or changes; identifying system faults and recommending modifications; and communicating issue resolution progress and application-related information to users.
 - Respond to inquiries for information and assistance in relation to using PIMS and other PM tools and its content.
 - Support, develop, update and communicate appropriate Wiki pages to support PIMS and other PM tools.
 - Work with stakeholders to identify business process issues that relate to the PIMS and other PM tools system functions.
 - Ensure effective troubleshooting and escalation of system problems while proactively identifying potential systems, process, and policy/procedural implications resulting from new initiatives or corrective changes.
 - Identify faults within the system and recommend modifications to resolve the problems in an efficient and timely manner. Communicate progress of issues, as well as any application related messages to the end-user.
 - Assist with user acceptance and application testing, working with users to ensure templates, the PIMS site, and other PM tools meet their access, timing, and content needs.
 - Provide issues management support to all stakeholders for PIMS and other PM tools. Collect, analyze, and process application issues in production. This includes tracking all issues identified and resolving those issues through consultation with the appropriate branch business representation and technical resources.
 - Coordinate and deliver training opportunities for project managers and support staff in the usage of PIMS templates and content and other PM tools.
 - Assist the PM Support Specialist and other PMCOE staff in delivering training on PIMS usage and other PM tools.
 - Ensure integrity of the production data.
 - Provide specialized expertise and information to all stakeholders of PIMS and other PM tools as required.
- 3. Develop and establish processes to ensure technical standards for PIMS and other PM tools.**
- Implement technical enhancements for PIMS and other PM tools and ensure integrity of production data, including assisting with user acceptance testing; developing documentation and coordinating the rollout of supporting applications and tools; collecting, analyzing, and processing application issues in production and resolving issues through consultation with business areas and technical resources; coordinating application testing; and keeping users informed of changes and enhancements.
 - Collect, analyze and process PIMS and other PM application data and issues in production to proactively identify potential enhancements and resolve issues through consultation with business areas and technical resources; coordinate application testing; and keep users informed of changes and enhancements.
 - Develop, identify and analyze key performance indicators pertaining to operation and use of PIMS and other PM tools, using information to identify and resolve operational issues and ensure the system meets targeted levels of support to clients and stakeholders, facilitates quality assurance goals and includes relevant and up-to-date content.
- 4. Provide leadership and facilitation to ensure compliance to project management standards and governance are being met.**

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- Support PMCOE in the development and application of effective project management standards and governance of construction projects and portfolios to promote efficient use of resources and strengthen accountability of project management stewardship.
 - Ensure PM tools and templates support and are in compliance with the project management standards and governance developed by the PMCOE.
 - Lead and facilitate project management standards and governance training to the project management community.
 - Manage project management templates and documents to ensure content alignment with the project management standards developed by the PMCOE.
- 5. Facilitate and lead initiatives and projects related to project management templates and support processes to ensure alignment to project management standards.**
- Lead, facilitate and be wholly accountable for smaller scale, less complex projects and responsible for pieces of multi-level, complex projects being led by the PM Support Specialist, such as the Multi-Disciplinary Team (MDT) approach program.
 - Lead working groups in sharing and developing best practices in PM template, process and tool development.
 - Support ensuring implemented project management initiatives and programs align to existing and future business needs.
 - Lead and/or participate in special project development, design, and delivery.
 - Provide project management expertise and lead change management activities.
 - Work collaboratively with other department staff in the development and implementation of project management tools and templates.

SCOPE: List specific information that illustrates the challenges, problem solving and creativity requirements and decision making capacity of the position. Also identify the internal or external areas the job impacts (see Writing Guide [Pages 11-12](#)).

The Project Management Reporting and Standards Coordinator contributes to the ministry's goal of continuous improving project management to deliver provincial infrastructure on time, on budget and to specification. For the most part, the position is advisory / consultative in nature and illustrates the balance between a development (needs assessment/issues identification) and implementation (delivery of information and training) within the project delivery areas of the ministry. It develops tools and templates to be used for a project and housed within PIMS and other PM tools to ensure that content of tools and templates are aligned with project management standards in the ministry and is appropriate for the different user groups. It maintains these processes and tools, ensuring they remain relevant for future projects, reflect relevant legislation and regulations, and are consistent with existing documentation on PIMS and other PM tools. The position must have strong knowledge of the entire construction Project Management process and the related flow of information in order to advise ministry clients on the development of Project Management processes and tools and PIMS and other PM tools. This position is expected to maintain a broad and comprehensive view of the ministry's project delivery mandates by facilitating centralized and readily available access to approved templates and supporting project documents while also reporting on compliance to standards through the compliance to the PM processes and tools it supports.

Projects managed and delivered by the Ministry are diverse, and can range from major capital projects (e.g., Calgary Cancer Project with approximately \$1B in costs, new Edmonton Royal Alberta Museum at approximately \$350M) to minor upgrade projects (e.g., replacing boilers in government facility) to cross-jurisdictional projects (e.g., partnering with the federal government, school authorities, health authorities, or external groups for projects such as the new provincial museum, hospitals, provincial operating center, or fish hatcheries). The requirement for leadership and collaboration is considerable as the development and implementation of project management templates and information documents which involves facilitating and participating in working groups and collaborating with business areas and Subject Matter Experts of varying levels of authority to identify specific business needs and requirements.

One of the main misunderstandings about PIMS is its perceived simplicity due to the user-friendly SharePoint software on which it is based. Another common misconception about PIMS is that it is often labelled as a repository of documents that support project managers should they wish to use them. PIMS currently houses 1,000 tools and documents that are the result of several years' worth of business process mapping outcomes and collaborations with stakeholders both internal to

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the ministry and external. There are external, non-Government users of PIMS content and projects which require multiple project delivery methods thereby requiring a unique set of processes and templates from PIMS, where there is potential legal ramifications if the system and content is not reliable.

The position works within the parameters of established policies and processes of the Ministry and Government of Alberta. Once goals and objectives are established in consultation with the PMCOE Management Team, independence is delegated to this position in terms of developing templates and tools and related activities. Work is reviewed for the quality of the programs developed and consultation provided; comprehensiveness of PMCOE standards, templates, tools, business processes, systems, and practices developed and provided stakeholders. Assignments are normally only reviewed at major milestones and upon completion.

KNOWLEDGE, SKILLS & ABILITIES: Include information on required diplomas and degrees along with identifying the most important knowledge factors, including knowledge about practical procedures, administrative, technical or professional techniques, technical, scientific or program related processes, etc. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position (see Writing Guide [Pages 12-14](#)).

University degree in a related field (such as business administration, computer science) or an equivalent combination of education and experience is required, advanced knowledge of SharePoint and project management principles and methodologies is also required as the position is the PIMS and other PM tools site manager and responsible for content management and development. The PM Reporting and Standards Coordinator must be proficient with creating MS Word and PDF templates and forms using macros, form fields, word styles and JavaScript.

In addition, the position is required to have knowledge and skills in the following areas:

- Ministry and Government business plan goals, priorities and policies.
- The client and stakeholder community affected by the PM Processes and Improvements unit.
- Template development best practices.
- LiveMeeting and/or Web Meeting abilities.
- Advanced computer skills and working knowledge of software applications such as Microsoft Word, Excel, PowerPoint, Outlook, Publisher, Visio, SharePoint and Adobe Acrobat Professional and LiveCycle. A thorough understanding of Visual Basic for Applications is necessary.
- Problem solving skills to be able to analyze system requirements and to implement solutions.
- Communication skills to be able to relay technical information to diverse audiences.
- Knowledge and experience in the following software applications would be considered an asset: Microsoft Project, Project Server, Microsoft Dynamics, Power BI, and other Project Management related systems.

The Project Management Reporting and Standards Coordinator requires well developed and demonstrated:

- Superior communication and interpersonal skills including the ability to communicate effectively with staff and clients with varying degrees of systems expertise, to clarify and address program and system requirements.
- Analytical, conceptual, and problem-solving skills
- Time management and organizations skills
- Demonstrated initiative & creativity
- Project management skills and the ability to manage several tasks concurrently
- Commitment to client service, teamwork and continuous improvement
- Change management skills and be able to demonstrate a fundamental understanding of driving and building support for successful implementation and effectively communicating change.
- Collaboration skills to be able to build collegial relationships and influence the development of positive outcomes and identifying the business process and template impacts of business decisions.
- Facilitation, persuasion and influencing skills to be able to guide discussions and build group consensus. Must be able to summarize the essence of discussions and capture outcomes.

The Project Management Reporting and Standards Coordinator must be able to:

- Lead management, professional, technical and administrative staff and is required to resolve conflicts, negotiate “win-win” solutions and influence decision-making.

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- Troubleshoot, investigate and contribute to resolution of issues relating to the use and operation of PIMS and other PM tools.
- Develop and maintain collaborative working relationships with clients, stakeholders and partners to be able to influence direction, design and implementation of PIMS updates and other PM tools as well as content changes which may impact project management processes.
- Pro-actively anticipate and plan for requirements.
- Function independently as well as lead and contribute effectively within a team environment.
- Demonstrate initiative, motivation, professional judgement, flexibility and creativity.

CONTACTS: Identify the main contacts the position communicates with and the purpose of the communication (See Writing Guide [Pages 14-15](#)).

The position has regular and ongoing contact with:

- The Project Management Support Specialist (the position's supervisor): to receive support and guidance on the strategic direction of project management and knowledge management in the Ministry and to develop priorities, strategies & budgets, resolve issues, refine procedures.
- PMCOE staff: to collaborate on Project Management processes and corresponding tools and templates required to support project managers, and in alignment with project management standards.
- Ministry Project Management and Project Delivery Support staff: significant contact to exchange information; determine nature of project management tools required; integrate ministry, divisional, and branch specific initiatives into PIMS and other PM tools; collaborate on solutions to problems; provide training on PIMS system, templates, and other PM tools; develop working relationships, identify and resolve issues and explain project management services, and associated responsibilities.
- Representatives of other governments and professional associations to exchange information; identify best practices, resolve issues, and coordinate activities.
- External consultants, knowledge experts and peers to provide support for knowledge management standards and practices; exchange information; and resolve issues relating to training or knowledge management practices.

