# Skill Matrix
## General traits for **Project Management** job family

| Job Levels | Project Manager I | Project Manager II | Sr. Project Manager | Program Manager |
|---|---|---|---|---|
| **Education / Experience or Equiv. Combination** | Bachelors and/or 3 years | Bachelors and/or 5 –9 years | Bachelors and/or 10+ years | Bachelors and/or 12+ years |
| **Technical Knowledge/ Depth of Expertise** | ✓ Understands project management methodology<br>✓ Understands project life cycle<br>✓ Ability to create and manage Gantt charts, milestone charts, and track schedule variances<br>✓ General knowledge of business and IT systems | ✓ Designs strong projects plans and effectively executes projects<br>✓ Deep understanding of project management methodology, project life cycle<br>✓ Strong technical background, understanding of applications, infrastructure and integration issues | ✓ Strong scope management, time management and people management skills<br>✓ Strong technical and business analysis skills<br>✓ Applies broad, advanced project management principles and concepts<br>✓ Contributes to innovation of new concepts and ideas | ✓ Defines leading practices<br>✓ Collaborates with the worldwide business partners to ensure systems and processes are aligned to the needs of the business<br>✓ Champions new ideas for the business<br>✓ Strong technical/functional expertise |
| **Complexity of Problem Solving** | ✓ Resolves moderate to complex issues<br>✓ Uses judgment within defined practices and procedures | ✓ Resolves issues that require creativity and judgment within broadly defined policies and practices.<br>✓ Manages people and project conflicts effectively | ✓ Works on complex problems and provides highly creative solutions<br>✓ Uses independent judgment to accomplish outcomes<br>✓ Works under limited to consultative direction<br>✓ Manages project issues with serves as the escalation lead | ✓ Resolves unique, complex issues that require effective, targeted solutions, creativity.<br>✓ Effectively identifies risk and performs risk management<br>✓ Owns people and project conflict resolution |
| **Freedom to Act/ Autonomy** | ✓ Normal to limited supervision<br>✓ Work may be reviewed for accuracy to ensure objectives are met<br>✓ Can work effectively on a project with | ✓ Limited direction<br>✓ Exerts latitude in determining objectives of assignments<br>✓ Acts independently on defined project tasks | ✓ Receives limited direction from senior management<br>✓ Helps define the project strategy | ✓ Determines team and/or project strategy and assigns projects to team members<br>✓ Establishes program and/or business unit |

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| | detailed task ownership Acts with general supervision | ✓ Receives general direction from management | | strategy and defines long-range targets |
| **Scope of Impact** | ✓ Moderate impact to project work<br>✓ Failure to accomplish work or erroneous decisions requires additional resources to correct errors or achieve goals | ✓ Erroneous decisions or recommendations may result in inability to reach crucial project and organizational objectives<br>✓ Would require expenditure of resources and risk of missing critical milestones in larger projects | ✓ High impact<br>✓ Erroneous decisions have immediate impact and may have long-term effects such as restated timelines<br>✓ Negative impact may affect the image of the organization in more senior management roles | ✓ High impact<br>✓ Erroneous decision have long-term effect and could affect image of the organization |
| **Internal/External Contacts** | ✓ Works with teams on more detailed aspects of projects | ✓ Works with internal customers solving complex problems<br>✓ Interacts with management and business partners<br>✓ Works with vendors | ✓ Works with internal customers solving complex problems and handling large scale projects<br>✓ Interacts with senior management and business partners<br>✓ Works with vendors | ✓ Serves as organization spokesperson on projects/programs<br>✓ Significant partnering with business partners<br>✓ Effective vendor relationship management |
| **People/Budget Management** | N/A | ✓ Manages entry-level project individual contributors<br>✓ No budgetary authority<br>✓ Has input into hiring and performance evaluations, but not salary decisions<br>✓ Effective use of cost estimating methodologies, | ✓ Ability to structure and manage individual project teams<br>✓ Supervises intermediate and senior project managers | ✓ Ability to lead direct reports as well as cross-functional teams<br>✓ Management responsibility for programs and/or business unit budget(s)<br>✓ Has hiring and firing authority |

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| | | budgeting process and tracking cost variances | | |
| **Interpersonal Skills/ Leadership Capability/ Action Values** | ✓ Good analytical skills<br>✓ Good organization skills<br>✓ Good written and verbal communication skills | ✓ Strong problem solving skills<br>✓ Very strong organizational skills<br>✓ Good written and verbal communication skills<br>✓ Good presentation skills | ✓ Impeccable organization skills<br>✓ Can manage multiple people on multiple tracks at the same time<br>✓ Good written and verbal communication skills<br>✓ Can make presentations to upper management or at external conferences<br>✓ Ability to effectively articulate barriers to success | ✓ Strong influencing skills<br>✓ Ability to define and communicate strategic goals |