

**SAM – INFORMATION TECHNOLOGY
(California Department of Technology)**

PROJECT MANAGER QUALIFICATIONS
(New 5/2016)

4910.1

Agencies/state entities must assign Project Managers with the qualifications and skills commensurate with the complexity of the IT project they are managing. Assigning a skilled Project Manager is of critical importance to the success of IT projects. Project Management qualification requirements may be met through formal training, certification in industry stated project management, or previous experience. The following Project Manager qualification requirements are based on the project's Complexity Rating and assessed by the Department of Technology IT Project Oversight Division through the Project Approval Lifecycle:

Low Complexity Projects – The Project Manager should have some training in project management methodology and project management tools. In addition, the Project Manager should have demonstrated leadership, organization, critical thinking, and interpersonal skills.

Medium Complexity Projects – In addition to the requirements identified for low complexity projects, the Project Manager should have substantial project management training and experience leading several low complexity project efforts through all phases of the project lifecycle requiring the effective management of people and technology. The Project Manager should have proficiency in leadership, organization, critical thinking, stakeholder management, and Information Technology. Medium complexity projects typically incorporate more than one technology type or functional group, and the Project Manager needs to be able to manage several different functional groups with different needs.

High Complexity Projects – The Project Manager should possess advanced project management certifications and should have been directly responsible for all knowledge areas across all process groups for high-profile medium complexity project engagements and be well recognized for their efforts. The project manager must also have knowledge of various approaches to system development/replacement, procurement, contract management, personnel management, supplier management, stakeholder management, operation support, and Organizational Change Management. A project manager at this level must be able to understand the technology being used but not necessarily be an expert in it. Project managers will be spending most of their time working the planning and controlling aspects of the project as well as dealing with the “political” issues. Delegation, time management, and interpersonal skills are keys to success. Large complexity projects are those that are Agency/state entity-wide or extend beyond the Agency/state entity itself. The person must have the unwavering confidence of Agency/state entity management and be considered an acceptable and respected representative for the Agency/state entity.

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4910.1 (Cont. 1)

The AIO or the Department CIO, as appropriate, is responsible for ensuring that project managers possess the appropriate qualification before their assignment to an IT project. The Department of Technology may require, at any time, the Agency/state entity to provide evidence of the Project Manager's certification, training or previous project management experience.