

Kenosha County Administrative Proposal Form

1. Proposal Overview

Division: Human Resources Department: Administration

Proposal Summary: The Division of Information Technology is requesting a mid-year budget amendment to replace a vacated position, Services Support Analyst (E04), with the position of Project Office Manager (job description attached-E12). This position will be responsible for managing large projects and the overall management and administration of the IT Project Management Office (PMO).

The PMO is a team within the Division of Information Technology specifically dedicated to the management of small to large-scale projects. The PMO is tasked with ensuring projects are delivered on time, within scope, and within budget. The Project Office Manager will hold three primary responsibilities; manage large-scale projects (65%), responsible for developing standard practice and policy related to all IT projects (15%) and manage subordinate members of the PMO (20%).

During the first 18-30 months of employment, the Project Office Manager will act as the Kenosha County Project Manager for the implementation of the Enterprise Resource Planning (ERP) project. The project is estimated to last 18-24 months, with another 3-6 months of post-implementation support. During this time, the Project Office Manager will spend closer to 80-90% of time managing the project with the remainder developing the structure of the PMO. Subordinate members of the PMO will continue to be managed by other members of IT Management.

In addition to managing the ERP, the Project Office Manager will also provide oversight and guidance on IT projects County-wide. This includes important projects such as the new Electronic Medical Records (EMR) application used by the Division of Health, migration of legacy applications, and assist in the implementation of a Business Intelligence (BI) platform providing powerful enterprise reporting across the County.

Dept./Division Head Signature: _____



Date: 3/16/2017

2. Finance Division Review

Comments: The salary for the proposed position is \$110,000 plus roll-ups and benefits. The financial benefit is linked to having an on-site coordinator for the ERP implementation rather than the contract service the County is currently using. A financial analysis is attached.

Staffing Type	Annual Cost
Contract	\$ 243,000
County Employee	\$ 150,000
Annual Savings	\$ 93,000

- For the duration of the ERP project, the time spent working on the ERP (80-90% of salary) will be capitalized labor. This replaces the contract costs which also would have been capitalized.
- This position will be highly focused on capital projects after the ERP; this will result in a larger portion of the overall labor being capitalized resulting in an equal or lower impact to County levy.
- This will not result in an increase of FTE for IT; this position will replace a position vacated by the retirement of another member of IT.

Recommendation: Approval ☒ Non-Approval ☐

Department Head Signature: _____

Date: 4/4/17

3. County Executive Review

Comments:

Recommendation: Approval ☒ Non-Approval ☐

Finance Signature: _____

Date: 4/5/17

Kenosha County, WI Job Description

Classification Title	Project Office Manager
Job Code	
FLSA Status	Non-Exempt
Pay Grade	E12

GENERAL SUMMARY

The role of the Project Office Manager is to establish, implement, develop, and control best practices for IT project management throughout the organization. This includes defining and documenting all policies and processes of project lifecycles in order to deliver these projects according to plan and within budget. The Project Office Manager will also create formal methodologies for defining project key performance metrics and allocating resources. The Project Office Manager will also play a key role in the development of the annual IT Budget and Project scheduling.

ESSENTIAL DUTIES & RESPONSIBILITIES

The intent of this job description is to provide a representative summary of the major duties and responsibilities performed by incumbents of this job. Employees may be requested to perform job-related tasks other than those specifically presented in this description.

- Strategy and Planning
 - Define how the scope, goals, and deliverables of IT projects should support business goals, in collaboration with senior management.
 - Define project success criteria and disseminate them to involved parties throughout project lifecycle.
 - Effectively communicate and manage project expectations to project managers, owners, sponsors, team members, and other stakeholders in a clear and concise fashion.
 - Establish project timelines and milestones/deliverables using the appropriate tools.
 - Determine frequency and content of status reports from project managers, analyze results, and troubleshoot problem areas/mitigate project risks.
 - Participate in the IT Budgeting process for Projects to include regular reports of ongoing projects to the CIO and ITSC, assist in developing project budgets in the annual budget process, and developing project priorities and schedules.
 - Act as a Project Manager for large-scale, enterprise-level, or other projects as assigned.

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Operational Management

- Manage development of all IT projects within the PMO portfolio from beginning to end.
- Develop best practices, techniques, and tools for project planning, execution, project management, ongoing milestone/deliverable tracking, communication, and key performance metrics.
- Communicate project management standards and techniques to the appropriate training staff.
- Review budget proposals, and recommend subsequent budget changes where necessary.
- Track and monitor all project milestones and deliverables.
- Identify and manage project dependencies and critical path.
- Accept and assess status reports, change requests, and requirements documentation to ensure smooth project progression.
- Conduct project post mortems and create a recommendations report in order to identify successful and unsuccessful project elements.
- Coach, mentor, motivate, and supervise new project team leads, team members, and contractors, and influence them to take positive action and accountability for their assigned work.
- Identify and resolve issues and conflicts within and between various project teams.

ENTRANCE QUALIFICATIONS

Formal Education & Certification

- Bachelor degree in the field of computer science, Project Management, or business administration.
- Certifications as a Project Management Professional from PMI strongly recommended or ability to complete.

Knowledge & Experience

- 10 years' direct work experience in an IT project management capacity, including all aspects of process development and execution.
- Strong familiarity with project management software, such as Microsoft Project, Microsoft SharePoint, the entire Microsoft Office Suite.

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- Strong familiarity with financial software or systems, such as ERP, Point of Sale Systems, Electronic Medical Records, or other line of business applications.
- Experience in developing and deploying project best practices, policies, procedures, and processes.
- Demonstrated experience in personnel management; preferably at least 7 years.

Personal Attributes

- Ability to facilitate relations between business groups and technology departments.
- Solid leadership skills.
- Experience at working both independently and in a team-oriented, collaborative environment is essential.
- Can conform to shifting priorities, demands, and timelines through analytical and problem-solving capabilities.
- Ability to read communication styles of project team leads, team members, and contractors who come from a broad spectrum of disciplines.
- Persuasive, encouraging, and motivating.
- Ability to defuse tension among and between project teams, should it arise.
- Advanced interpersonal, written, and oral communication skills.
- Adept at conducting research into project-related issues and products.
- Must be able to learn, understand, and apply new technologies.
- Ability to effectively prioritize and execute tasks in a high-pressure environment is crucial.

OTHER JOB REQUIREMENTS

- Valid driver's license
- Overtime may be required to meet deadlines.
- Some travel may be required for the purpose of meeting with clients, stakeholders, or off-site personnel/management.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The position involves **light physical demands**, such as exerting up to 20 lbs. of force occasionally, and/or up to 10 lbs. of force frequently, and/or a negligible amount of force constantly to move objects. Also requires: dexterity of hands and

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fingers to operate a computer keyboard, mouse, and other devices and objects; ability to participate in training sessions, presentations, and meetings. This position may require sitting for long periods of time.

Kenosha County, WI is an Equal Opportunity Employer.

Date created:	02/20/17
Dates revised	

KENOSHA COUNTY

BOARD OF SUPERVISORS

RESOLUTION NO. _____

Subject: RESOLUTION TO AMEND THE 2017 BUDGET BY ADDING A PROJECT OFFICE MANAGER IN THE DIVISION OF INFORMATION TECHNOLOGY			
Original <input checked="" type="checkbox"/>	Corrected <input type="checkbox"/>	2nd Correction <input type="checkbox"/>	Resubmitted <input type="checkbox"/>
Date Submitted: April 18, 2017		Date Resubmitted:	
Submitted By: Human Services and Finance Committees			
Fiscal Note Attached <input type="checkbox"/>		Legal Note Attached <input type="checkbox"/>	
Prepared By: Robert J. Riedl		Signature:	

WHEREAS, the Kenosha County Division of Information Technology, is requesting a mid-year organizational chart update, and

WHEREAS, the Division of Information Technology is engaged in the implementation of the Enterprise Resources Planning (ERP) project, and

WHEREAS, the addition of a Project Office Manager dedicated to large-scale projects will benefit Kenosha County through improved efficiency and cost savings, and

WHEREAS, the Project Office Manager will contribute three primary responsibilities: managing large-scale projects, developing standard practices and policies related to all IT projects and management of employees of the Project Management Office, and

WHEREAS, the first and immediate benefit of adding the Project Office Manager will be the successful implementation of the ERP more efficiently and cost effectively than retaining a contractor, and

WHEREAS, the Division of Information Technology will convert a Senior Systems Analyst to the Project Office Manager, funding the balance of the exchange with revenue saved from retaining a contractor to manage the ERP implementation,

NOW, THEREFORE, BE IT RESOLVED, that the Kenosha County Division of Information Technology, be authorized to update its organizational chart by eliminating a Senior Systems Analyst position and hire a Project Office Manager.

FINANCE/ADMINISTRATION COMMITTEE:

	<u>Aye</u>	<u>No</u>	<u>Abstain</u>
<hr/> Terry Rose, Chairman	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/> Ron Frederick, Vice-Chairman	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/> Daniel Esposito	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/> Jeffrey Gentz	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/> Edward Kubicki	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/> Greg Retzlaff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/> Rick Dodge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>