



**STATE OF NEVADA**  
**DEPARTMENT OF ADMINISTRATION**  
*Division of Human Resource Management*  
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**MEMORANDUM**  
**HR#37-17**

July 28, 2017

**TO:** DHRM Listserv Recipients

**FROM:** Peter Long, Administrator *Peter Long*  
Division of Human Resource Management

**SUBJECT:** PROPOSED CLASSIFICATION CHANGES – DIRECTOR, PROJECT  
MANAGEMENT OFFICE

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Attached are proposed classification changes for your information pursuant to NRS 284.160, subsections 3 through 5. If you have any comments or objections regarding these changes, please send your written notification to Cassie Moir at [cmoir@admin.nv.gov](mailto:cmoir@admin.nv.gov) no later than August 29, 2017.

If no written objections are received in this office by August 29, 2017, action will be taken to effect the changes and a report will be made to the Personnel Commission.

Attachments

# NOTICE OF PROPOSED CLASSIFICATION CHANGES

Number: Posting #3-18  
Posting Expires: August 29, 2017

Per NRS 284.160, the Administrator may make a change in classification without the prior approval of the Commission. The following change(s) are proposed

CURRENT				PROPOSED			
CODE	TITLE	GRADE	EEO-4	CODE	TITLE	GRADE	EE0-4
	<i>New</i>			7.209	<i>Director, Project Management Office</i>	48	A

## ***Basis for Recommendation***

In consultation with Subject Matter Experts from the Department of Administration and Division of Human Resource Management it has been determined that a new series should be developed as a result of the creation of the Project Management Office (PMO), which will be tasked with Enterprise Resource Planning for the State of Nevada.

Enterprise Resource Planning (ERP) is the integrated management of core business processes, often in real-time and mediated by software and technology. ERP is usually referred to as a category of business-management software, typically a suite of integrated applications, that an organization can use to collect, store, manage and interpret data from these many business activities. The Project Management Office is tasked to develop and implement an ERP that will integrate business functions to include Budget, Financial Administration, Grants, Human Resource Management, Purchasing and Technical Resources.

The Director, Project Management Office will be responsible for providing leadership and guidance in directing and managing ERP for the State of Nevada; responsible for the State's overall Information Technology governance function; coordinate with key stakeholders and PMO staff in the development of methods and best practices to provision IT into the State of Nevada's business functions in order to improve overall Project Portfolio Management (PPM) maturity across the State of Nevada's ERP system; responsible for supporting and enabling the organization's projects, programs and structured work efforts to ensure the work of the PMO embraces the strategy of the organization and meets the goals set by the Executive Committee.

In reviewing the job duties, it was determined that this class aligns with the Fiscal Management & Staff Services Occupational Group, Business Management Subgroup. The recommended grade was compared to other Department/Division managers to include Administrator II, Professional Engineer (6.221, grade 47), Warden (12.501, grade 46), and Deputy Administrator, Regulatory Agency (6.804, grade 46) and it was determined that the complexity of the assignment, the consequence of error, the high degree of judgment necessary and the overall importance of the duties and responsibilities necessitated the higher grade 48. The recommended grade is also two grades above the Administrator, Project Management Office, which is consistent with the majority of class series within the State.

Throughout the process, management within the Department of Administration, the Division of Human Resource Management and Analysts within the Recruitment Unit participated by offering recommendations and reviewing changes as the process progressed and they support the recommendation.

***Note: Changes, additions and/or deletions on the class specification are noted in red.***

The formal recommendations and specifications are on file with the Division Administrator, Human Resource Management. To view a copy in Carson City, go to 209 East Musser Street, Room 101; in Las Vegas, go to 555 East Washington Avenue, Room 1400. For more information call (775) 684-0130.

**Objections to the proposed change(s) must be received in writing by August 29, 2017.** Objections should be addressed to Cassie Moir, Deputy Division Administrator, Compensation, Classification and Recruitment Section of the Division of Human Resource Management, 209 East Musser Street, Room 101, Carson City, Nevada 89701-4204.

**POSTING DATE: July 28, 2017**



**STATE OF NEVADA**  
**Department of Administration**  
**Division of Human Resource Management**

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**CLASS SPECIFICATION**

<u>TITLE</u>	<u>GRADE</u>	<u>EEO-4</u>	<u>CODE</u>
<b>DIRECTOR, PROJECT MANAGEMENT OFFICE</b>	<b>48</b>	<b>A</b>	<b>7.209</b>

Under general administrative direction of the Executive Committee, the Director of the Project Management Office (PMO) provides leadership and guidance in directing and managing Enterprise Resource Planning (ERP) for the State of Nevada; responsible for the State's overall Information Technology (IT) governance function; coordinates with key stakeholders and PMO staff in the development of methods and best practices to provision IT into the State of Nevada's business functions in order to improve overall Project Portfolio Management (PPM) maturity across the State of Nevada's ERP System; responsible for supporting and enabling the organization's projects, programs and structured work efforts to ensure the work of the PMO embraces the strategy of the organization and meets the goals set by the Executive Committee.

Facilitate, coordinate and lead the strategic planning process between senior leadership and business partners in order to develop, define and implement the overall PMO Charter in the form of the PMO mission, vision, goals, operating model and approval; facilitate a consensus, between PMO stakeholders and organizational leadership, around the mission and vision of the PMO organization to foster a project-management oriented culture and mindset.

Coordinate and lead the identification and development of PMO roles, team configurations and recruitment appropriate to deliver PMO goals and objectives.

Coordinate and lead the identification and implementation of project management processes, methods, tools, guidelines, standards, policies and procedures; establish a stable framework that supports all project teams and stakeholders in order to improve and ensure project delivery success; evaluate the effectiveness of established frameworks in meeting goals, performance measures and requirements; coordinate efforts in developing corrective actions; evaluate and approve the development and redesign of frameworks as required.

Develop, define, manage and direct end-to-end PMO work efforts; identify and leverage best practices and techniques; identify, quantify and track the realization of expected benefits; regularly review and evaluate opportunities to improve best practices in order to achieve higher maturity in PPM; leads the establishment of a project management community of practice to facilitate collaboration and best-practice sharing among project managers and key stakeholders.

Make presentations before legislative committees, executive committees and/or other entities to justify and explain needs, priorities and outcomes; participate in public hearings, meetings and conferences to explain processes, resolve concerns and problems, and present the State's position regarding PMO projects.

Establish and maintain positive working relationships with senior leadership and key stakeholders; function as a trusted advisor.

Develop, implement and submit analytical, narrative and statistical reports regarding PMO projects as required; develop, review and oversee PMO budgets as required.

Supervise, coach and mentor PMO staff and project managers; delegate authority and responsibility to appropriate personnel; provide for training and staff development opportunities.

Perform related duties as assigned.

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**MINIMUM QUALIFICATIONS**

**EDUCATION AND EXPERIENCE:** Bachelor's degree from an accredited college or university in business administration, public administration, or closely related field and six years of professional experience in the development, implementation, evaluation and management of program(s) and activities which must include two years of experience equivalent to a Division Administrator in Nevada State service or three years of experience equivalent to a Deputy Division Administrator in Nevada State service; **OR** one year of experience at the Administrator, Project Management Office in Nevada State service; **OR** an equivalent combination of education and experience as described above.

**ENTRY LEVEL KNOWLEDGE, SKILLS AND ABILITIES** (required and time of application):

**Working knowledge of:** organizational structure and administrative/business practices common to State government; organizational analysis and design; principles and practices of effective management and administration; coordination of multiple work units within a large and complex government organization; principles and techniques used in planning, organizing, developing, administering and evaluating a comprehensive program(s); research methods and techniques; supervisory principles and practices. **General knowledge of:** principles and practices of Enterprise Resource Planning (ERP); principles and practices of strategic planning; development and implementation of best practices; fiscal management. **Ability to:** understand the political and/or organizational climate and effectively and efficiently navigate obstacles; communicate effectively, both verbally and in writing, with all levels of management and staff to ensure proper implementation of directives, goals, policies and procedures; coordinate and facilitate the activities of a wide variety of personnel of varying backgrounds, experience and education levels; analyze core business processes and develop proposals for solutions; develop and present information to management, legislators, Governor's office, key stakeholders and other interested parties regarding activities of work unit; write clear, concise and comprehensive analytical, narrative and statistical reports regarding program and/or project activities; mediate between conflicting groups and develop mutually beneficial solutions; establish and maintain positive and effective working relationships with others. **Skill in:** speaking before groups and committees to present detailed information and respond to questions; organizational analysis sufficient to analyze business processes and offer ERP solutions; mediating between individuals with opposing points of view; writing extensive and detailed proposals and reports.

**FULL PERFORMANCE KNOWLEDGE, SKILLS AND ABILITIES** (typically acquired on the job):

**Detailed knowledge of:** State government functions, organization and business practices. **Working knowledge of:** principles and practices of Enterprise Resource Planning (ERP); principles and practices of project management; State legislative and budgetary processes. **Ability to:** negotiate solutions to problems where competing interests and conflicting opinions exist.

This class specification is used for classification, recruitment and examination purposes. It is not to be considered a substitute for work performance standards for positions assigned to this class.

7.209

ESTABLISHED: X/X/XXUC