Creating a Project Management Career Path

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PM History at Carnegie Mellon

• PPMO organized in 2003
  – Increase PM culture
  – Support Project Portfolio Management

• Project Administrator Job Class
  – Proj Admin I, II, and III primarily for administration of research grants
  – Staff for research principal investigators
PMs in PPMO

- First PM hire used Proj Admin III Job Class (2005)
- Combination of one-off position descriptions for PMs in PPMO as needed (2008-2011)
  - Project Associate
  - (Mid-level) Project Manager
  - Senior Project Manager
New Project Administration/Management Job Family Created (2012)

- PPMO established credibility of fulltime PMs
- Research units increased requirements from funders
  - “Beef up” project and program management functions
- Next targeted career path to be created...Business Analyst
PM Job Titles and Qualifications

• Project Administrator I
• Project Administrator II
• Project Administrator III
• Project Manager
• Senior Project Manager
• Program/Project Management Manager

• 2 yrs, work plans, rpts
• 4+ yrs, multiple projects
• 6+ yrs, process improvements
• 5-7 yrs, all project phases
• 7-10 yrs, large, complex projects
• 10+ yrs, managing programs and PMOs