

# PROJECT ROLES AND RESPONSIBILITIES

## 1.0 Overview

These roles and their relationship to the organisational management structure need to be determined for each project or type of project, taking into account its scale and nature. The interests of the various roles differ. If any one person is allocated more than one of these roles, then they will, at times, be placed in a position of attempting to satisfy competing interests.

These arrangements propose advisory committees rather than steering committees. This recognises that the state purchasing policy (SPP), and normal administrative arrangements require there to be one accountable officer. This officer may well seek advice from a group which is currently called a steering committee. However such officer can not justify arrangements outside the SPP simply because a committee voted for it. If the committee can not authorise spending, it isn't steering, it is really advisory in nature.

Project roles are defined as follows:

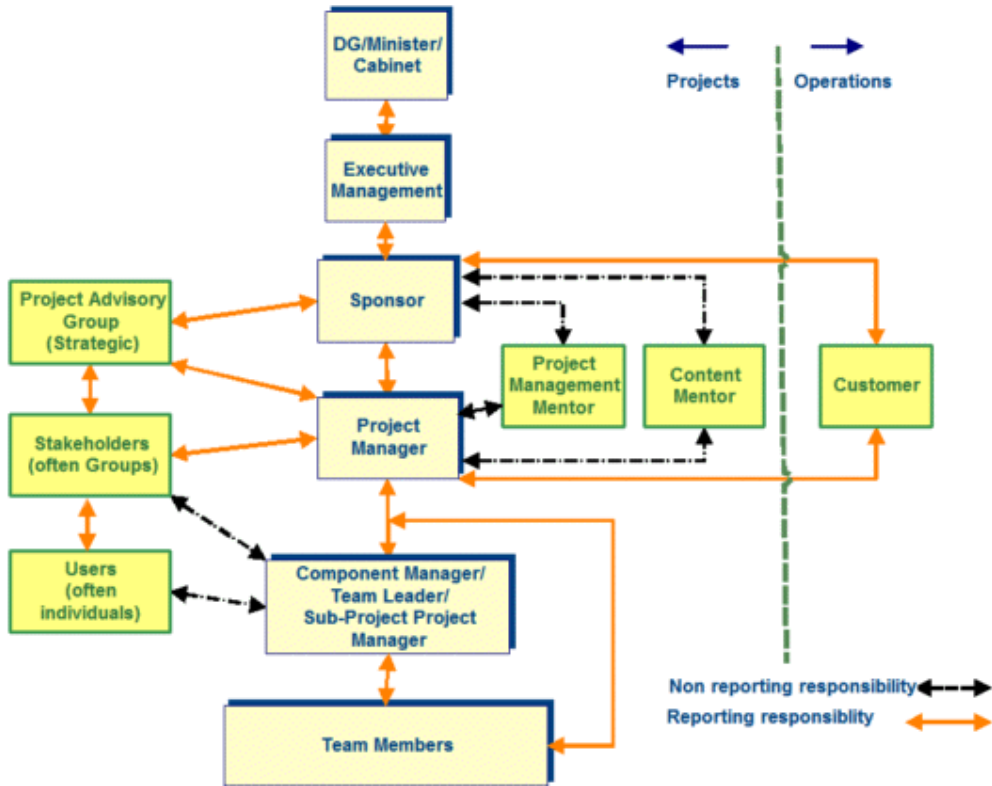
- **Customer** – a person with authority, nominated to represent the organisation(s) that receives the business benefit of the project.
- **Sponsor** – a person with authority nominated to represent the organisation(s) undertaking the project.
- **Project management mentor** – a person nominated to assist/advise the project manager and provide project management oversight to the project.
- **Content mentor** – a person nominated to assist/advise the project manager and provide content oversight to the project.
- **Project manager (concept)** – a person appointed to manage a project from initiation to project approval (i.e. only the concept phase).
- **Project/sub project manager** – a person appointed to manage a project/sub project from initiation (approval) through until project finalisation.
- **Component manager** – a person who manages a project component.
- **Team leader** – a person appointed to lead a team to deliver part of the project's work scope.
- **Team member** – person assigned to a project team.
- **Project advisory group** – the group advising the sponsor and project manager.
- **Stakeholders** – people and organisations that are impacted by the project.
- **Users** – people and organisations that will use the output of the project.

These roles relate to the project organisational model in section 2. Roles are further detailed in section 3 along with responsibilities.

A **sub-project** is a section of a project which can be delivered independently from other sub-projects and which is to be managed as a project.

A **component project** is a smaller project or work package which forms an integral part of the overall project such that the two cannot be delivered independently. The component project is governed by the overall project management structure, and may be carried out by internal or external subcontractors.

## 2.0 Project organisational model



**3.1 Project customer** – a person with authority, nominated to represent the organisation(s) that receives the business benefit of the project.

**Role**

- Ensure the project output meets the needs of the customer's organisation.
- Ensure the project is aligned with the strategic goals of the organisation.
- Provide any funding that may be required for the project.
- Ensure the project business benefits are realised.

**Responsibilities**

- Ensure the project scope is fit for purpose.
- Monitor project progress to ensure project benefits will be realised.
- Providing funding to cover progress payments.
- Provide resources to represent customer interests.
- Approve changes to project scope and deliverables.

**3.2 Project sponsor** – a person with authority nominated to represent the organisation(s) undertaking the project.

**Role**

- Ensure the project output meets the needs of the customer.
- Maintain the organisational capacity to resource the project.
- Authorise or obtain organisational commitment to undertake the project.
- Obtain any funding that may be required for the project.

**Responsibilities**

a) Project management

- Provide high profile support and visibility for the project.
- Approve the project budget.
- Approve project expenditure as required by the Financial Administration & Audit Act and the Finance Management Standard 1997.

b) Content

- Final approval of project deliverables.
- Approve recommended solutions to resolve complex issues.
- Approve recommended solutions to conflicts the Project may have with other projects/organisations.
- Approve changes to project scope and deliverables together with changes to budget and schedule which are outside any contingency allowance.

**3.3 Project management mentor** – a person nominated to assist/advise the project manager and provide project management oversight to the project.

**Role**

Provide support & mentoring to the project manager and advice to the sponsor on project management aspects of the project.

**Responsibilities**

- Assist and guide the project manager in the completion of the project.
- Promote best practice and coordination of systems development through the building of sound relationships with both internal and external partners and stakeholders.
- Ensure project management methodology is being applied and provide control over the management of scope, identification and escalation of issues, risks, budgets etc that cannot be handled at the project manager level.
- Ensure regular reporting is done.
- Address issues resulting from reports.
- Skills transfer (on individual projects).

**3.4 Content mentor** – a person nominated to assist/advise the project manager and provide content oversight to the project.

**Role**

Provide support & mentoring to the project manager and advice to the sponsor on technical and work aspects of the project.

**Responsibilities**

- Resolution of any conflict on technical issues within the project which cannot be resolved by the project manager / team.
- Assist project manager with political and other high level issues.
- Review effectiveness of technical approach
- Review project documents

**3.5 Project manager (concept)** – a person appointed to manage a project from initiation to project approval (i.e. only the concept phase).

**Role**

Manage the concept phase of the project, ensuring that the concept remains consistent with organisational objectives (eg policy, strategy). (Note that the project manager of the concept phase may or may not progress to be the project manager of later phases).

Establish strong communications linkages with the customers, stakeholders and content providers to gather support for the project.

**Responsibilities**

- See project manager

**3.6 Project manager/sub project manager** – a person appointed to manage a project/sub project from initiation (approval) through until project finalisation.

**Role**

Manage the development, implementation and finalisation phases of the project/sub project. Take accountability for establishment of project baseline, management of variations to it and performance against it.

**Responsibilities**

- 1 Project integration management
- 2 Project scope management
- 3 Project time management
- 4 Project cost management
- 5 Project quality management
- 6 Project human resource management
- 7 Project communications management
- 8 Project risk management
- 9 Project procurement management

**3.7 Component manager** – a person who manages a project component.

**Role**

The component managers have the role of the day-to-day management of a component of the project's work scope on behalf of the project manager. Component managers are accountable to the project manager for the management of the component's schedule, quality, and cost, unless otherwise agreed with the project manager.

**Responsibilities**

- Lead a group of people in the delivery of a component of the project.
- Undertake to deliver objectives in accordance with the approved project plan.
- Allocate activities amongst component team members.
- Manage the progress of allocated activities.
- Manage the budget allocated for the component of the project.
- Report progress (and potential delays and issues) to the project manager in the format and timeframe agreed with the project manager.
- Monitor and control quality of component deliverables
- Identify and act on potential problems as early as possible.
- Identify, report and act on risks as early as possible.
- Identify and act on conflicts of interest with other areas within or external to the project.
- Monitor team performance and provide feedback.

**3.8 Team leader** – a person appointed to lead a team to deliver part of the project's work scope.

**Role**

Lead a team undertaking a part of the project's work scope, on behalf of the project manager or component manager.

## **Responsibilities**

- Work on assigned activities according to the quality and timeframe agreed with the project manager / component manager.
- Identify, report and act on potential delays, risks and issues.
- Report time spent on each activity, in the manner and timeframe required by the project manager / component manager.

**3.9 Team member** – person assigned to a project team.

### **Role**

Work on activities as assigned.

### **Responsibilities**

- Work on assigned activities according to the quality and timeframe agreed with the project manager / component manager / team leader.
- Report and act on potential delays and issues.
- Report time spent on each activity, in the manner and timeframe required by the project manager / component manager / team leader.

**3.10 Project advisory group** – the group advising the sponsor and project manager.

### **Role**

- Provide feedback to the project manager and team on issues referred to it.
- Identify issues which may impact on the project.

### **Responsibilities of group members**

- Keep their senior management informed of project progress.
- Advocate/promote the project within their organisation.
- Identify and advise on any emergent issues or risks to the project.
- Participate in any risk management / value management workshops that may be required.
- Provide advice on likely organisational response to changes proposed during the course of the project.
- Provide a sounding board for how changes resulting from the project will be accepted in their organisation.
- Prepare their organisation for the changes resulting from the project.

**3.11 Stakeholders** – people and organisations that are impacted by the project.

### **Role**

Stakeholders have considerable power and influence in respect of the project's scope. Some stakeholders may be responsible for obtaining the forecast benefits of the project on behalf of the project sponsor, and in this regard have (or should have) an active interest in the specification and quality of the project's deliverables.

### **Responsibilities**

- Actively participating in the definition and planning of the project.
- Reviewing deliverables as required by the project manager.
- Demonstrating ongoing commitment to the project.
- Actively using the project's deliverables to achieve the forecast benefits.

**3.12 Users** – people and organisations that will use the output of the project.

**Role**

To provide information based on practical experience with using existing system and processes. Users have no power or influence over the project's scope. Users are often consulted by the project manager, component manager or stakeholders on the potential impacts of the project.

**Responsibilities**

- Provide input and comment on any sections or aspects of the project referred to them by the project manager, component manager or stakeholders.