

Program and Project Responsibilities

The attached roles help establish a project governance system and can be adjusted for your particular organisation. Depending on the selected function(s) of your Project Office, you may add a range of alternate roles.

Contents

Program and Project Responsibilities	1
Executive Steering Group	1
Project Control Group	2
Sponsor	3
Program Manager.....	4
Project/Delivery Manager	5
Subject Matter Expert	5
Business Analyst	6
Business System Owner.....	8
Product Owner	9
Design Authority.....	9
Business Solution Architect (Enterprise Architect).....	10
IT Solution Architect	10
Change Leader and Implementation Coordinator	10
Configuration Advisory Board	11
Project Governance Group.....	12
Project Managers Forum.....	13
Project Centre of Excellence.....	13

Functional roles and responsibilities are part of a standard Governance (Project Management) Framework. The relevant roles are addressed in or referenced from the Project Initiation Document which is a mandatory document for the delivery initiative. Any variation will be subject to approval by the Executive Steering Group.

Executive Steering Group

The Executive Steering Group is the governance body that oversees all programs and projects. It promotes the exploitation of synergies between programs, manages resource constraints and priorities, and ensures the objectives of each program are met. The Executive Steering Group comprises senior managers who are impacted, or likely to be impacted, by programs and projects and are program sponsors in all programs. It is accountable for the overall success of the programs, and has responsibility and authority for them. The Executive Steering Group monitors overall progress on a regular basis in order to apply direction, control and assurance.

This involves:

- Reviewing the overall portfolio of programs for progress against agreed plans and business case(s), making calls on priority, resources and timing where appropriate as implementation progresses
- Helping to resolve high-level issues and manage cross-business dependencies and risks
- Ratifying plans (and changes to plan) and associated contingencies and approving changes that have cross-program/organisation impact
- Approving changes to business cases
- Approving key deliverables where they have implications across programs
- Managing communication of the programs' objectives, status and progress across and outside the business where appropriate
- Motivating colleagues and providing momentum

Project Control Group

- Each program/project has a Project Control Group (PCG) which is the controlling body that oversees and directs the project/program. The principal member of the Control Group is the Program/Project Manager who has overall responsibility for the coordination and delivery of the solution to meet the business case for the particular program/project; in particular, the realisation of the benefits to be delivered by the scope
- In addition to the Project/Program Manager, the PCG comprises the Sponsor (or his/her nominated representative), the Business Solution Architect, and a number of individuals representing the interests of key stakeholders from all impacted areas of the business. The PCG is accountable for the success of the program/project, and has responsibility and authority for that program/project. The PCG monitors the overall progress on a regular basis (at least monthly) in order to apply direction, control and assurance
- The PCG meets to meet the requirements of the project/program manager and the attendees may vary depending on the need

At the beginning of the program/project, the PCG's key responsibilities are to:

- Ensure that the objectives and deliverables of the program/project are aligned with the needs of the business and are accurately defined
- Ensure that funding and resources are available and allocated to the project
- Authorise the Program by signing-off the mandatory project forms/documents post Decision Gate 2 (the business case sign-off)
- Agree the organisation, governance and specific responsibilities in accordance with standard roles and responsibilities and the on-going pursuit of best practice
- Plan and agree when benefits will be realised, by whom, and when/how they will be measured. (Benefits Management)
- Support mobilisation and appointment of resources
- Agree the appointment of key individuals

As the program progresses, the PCG is responsible for:

- providing overall direction, ensuring the Program/Project remains aligned with business needs and within any specified constraints

- reviewing overall progress against agreed plans and business case(s), making calls on priority, resources and timing where appropriate as implementation progresses; subject to the objectives and business case remaining valid, approving continuance
- approving changes to business cases before submission to the Executive Steering Group
- authorising any necessary changes to plans and funding where such changes are significant and do not require variation management through the Executive Steering Group
- approving changes or ratifying decisions on actions resulting from change requests or issues
- helping resolve high level issues, dependencies and manage risks
- approving key deliverables where they have implications for the whole program
- supporting the manager in achievement of deliverables and benefits
- monitoring external dependencies, identifying and promoting external synergies
- managing communication of the program/project objectives, status and progress across the business and to all other affected parties, including the means by which the communication is delivered and frequency thereof
- Ensuring that there is a mechanism for the on-going capture of “lessons learned” and that it is regularly reviewed and updated
- motivating colleagues and providing momentum

At the end of the program/project, each PCG must approve closure and ensure that the PM notifies closedown to everyone associated with the Program/Project. In addition, they must ensure that the PM:

- performs a formal Post-Implementation Review to review success and review lessons learned
- confirms appropriate financial and contractual closedown is performed
- confirms all scope has been delivered satisfactorily
- confirms all Acceptance Criteria have been met
- ensures all follow-on actions are passed to the appropriate authorities, including those for benefits management/delivery
- Produces the Benefits Realisation Report and Project Closeout Validation documents

Sponsor

The Sponsor is the person with overall executive accountability for the successful mobilisation and delivery of the program/portfolio/project to meet the business need(s), ensuring that the business need is valid and correctly prioritised. As the champion and key signatory to the life-cycle checkpoints, the Sponsor is accountable for the delivery of the approved Business Case in conjunction with all impacted business area stakeholders.

Throughout the project lifecycle, the Sponsor has a key role in ensuring continued strategic alignment and monitoring the project's on-going viability. As an executive manager of the business, the Sponsor provides the necessary directional and decision making support to the project manager. The Sponsor is responsible for ensuring that the program is managed in line with proper Project and Program Management governance standards throughout its lifecycle.

Primary responsibilities are:

- Participate in PCG meetings, or provide a nominated business representative

- Understand the scope, objectives and benefits of the program/project and its place in the bigger picture (understand the fit with the Target Operating Model)
- Communicate the objectives, scope and deliverables of the program to the executive management team and validate the project manager's communication plan for the rest of the organisation
- Confirm that roles and responsibilities are defined for the project team
- Confirm that all plans meet policy and strategic needs.
- Ensure that the project is under control by ensuring risks are tracked, conflicts resolved and cross-business obstacles removed
- Authorise expenditure within the agreed budget and within the delegations
- Ensure that the business case is kept up to date with accepted changes in scope, costs and benefits
- Monitor the continuing viability in relation to the business case and the overall objectives
- Ensure that the scope deliverables achieved the expected business benefits
- Approve the PM's report on measures that result in the realisation of benefits
- Ensure that the program/project is completed within the agreed costs and timescales

Program Manager

- The Program Manager is responsible for a consolidated management approach and creating an environment that will deliver a successful outcome
- Specifically, he/she is responsible for:
 - implementing and maintaining an overall methodology which meets the requirements of the standard project management framework, to ensure the program/project outcomes are consistent and coherent
 - establishing the Project Control Group and implementing a schedule of meetings commensurate with the priority and impact of the program (at least monthly)
 - ensure that PCG meetings have appropriate representation from all key Business stakeholders
 - ensuring the effective integration of business and IT resources
 - liaising with, and supporting, all the projects as needed to ensure the overall program delivery is achieved
 - motivating colleagues and providing change momentum
 - mobilising and supporting project managers where required in the preparation of:
 - consistent key communications across projects
 - project definition
 - detailed project plans
 - status reports
 - contributions to the issues, benefits, risk, cost and change management approaches
 - reviewing progress with project managers as implementation progresses.
 - ensuring that the consolidated views of all project issues, risks, changes, and dependencies are managed within the program and escalated, as appropriate
 - alerting the business and IT on issues when and where appropriate:
 - delivering all Program Status Reports and approved program outputs
 - controlling project outputs
 - managing quality assurance; ensuring appropriate review and approval processes are in place, and that where appropriate, external reviews are conducted
 - liaising with the Business Architect and IT Solution Architect to ensure on-going

integrity of the solution with other EM initiatives and the existing technology and Business architecture (Operating Model)

- promoting best practise for management and control of projects.

Project/Delivery Manager

The Project/Delivery Manager has ownership and responsibility for end-to-end delivery of the agreed outputs, including any technical solution and embedding it into the business area(s). He/she has the authority to run the project on a day-to-day basis. The Project/Delivery Manager ensures that the outputs are delivered on time and to budget in accordance with the approved Delivery Plan.

Responsibilities include:

- Setting up and working with the project team to deliver the end-to-end project
- Defining the required skills and resources and the responsibilities of individuals on the delivery team
- ensuring that an approved plan exists, is maintained, and comprises all end-to-end tasks including the development approach and detailed tasks (e.g. Agile sprints) to a level to allow monitoring and reporting to all stakeholders
- Managing the production and approval of all the deliverables - IT and business
- Ensuring project activity and development supports the business case
- Ensuring specific change management plans are created with respect to training, communication to, and orientation of employees in conjunction with key Business Stakeholders impacted by the proposed change(s)
- Ensuring program and project governance standards are applied within their project
- Managing communication within the project team
- Ensuring conformance to corporate architectures, policies, standards and strategy
- Reporting progress to their Sponsor, Program Manager (if appropriate) and the Program Management Office.
- Ensuring that any commercial arrangements with suppliers are set up to the benefit of the company
- Directing any 3rd party suppliers' nominated Project Managers to ensure there are no mismatches between their working plans and the overall Delivery Plan and all deliverables delivered by them are adequately reviewed or checked
- Liaising with managers of related projects to ensure that work is not overlooked or duplicated, and cross-dependencies are understood, reflected in plans, and monitored
- Reviewing and agreeing proposed changes and variations to plans, and seeking approval of the Sponsor where such variations are significant, through to the Executive Steering Committee where delegations/contingency is exceeded
- Ensuring changes, issues, risks, and dependencies are effectively managed, including the development of contingency plans
- Escalating any changes, risks, issues and dependencies that exceed his/her remit
- Managing and reporting project costs and benefits
- Establishing and maintaining appropriate records to demonstrate operation of processes and an audit trail to deliverables

Subject Matter Expert

A Subject Matter Expert (SME) - also sometimes known as a domain expert - is a person with special knowledge or skills in a particular area of the business.

SMEs may be used to develop artefacts such as business requirements, user specifications or the definition of business processes.

He/she has demonstrated expertise that has delivered superior performance within their department, function, business unit, or leadership level within the organization.

SMEs are typically found among those who have been in their roles for a long enough period of time for the knowledge and skills to be “second nature”, or in other words, they know how to do their jobs without having to look up any information.

Evidence of subject matter expertise includes:

- defining how tasks are to be performed because he/she knows the “right” or “best” way to perform them
- correctly determining what levels of performance are acceptable and can identify and clearly describe performance objectives
- knows the order in which successful performance steps are to be performed, and may have made recommendations for improvement that have been adopted
- has a high degree of familiarity with the technical jargon in his/her area of expertise
- For work that is less about performing tasks and more about mastering knowledge required to make effective decisions or to prioritize and assign work to teams, a SME is very familiar with the requisite knowledge that underlies effective decision-making
- can produce many cases that illustrate good versus poor decisions in his/her area of expertise
- may have written an article or paper that has been published in an industry magazine or journal
- often the “go to” person within a department or function - the person everyone goes to when they have a question about the domain in which they work, or a problem they are struggling to solve.

Business Analyst

A Business Analyst (BA) is someone who analyses the organisation or business domain and documents its business or processes or systems, assessing the business model or its integration with technology.

There are at least four types of business analysis:

- Strategic planning - to identify the business needs
- Business model analysis - to define policies and market approaches
- Process design - to standardize the organization’s workflows
- Systems analysis - the interpretation of business rules and requirements for technical systems (generally within IT)

The BA may also support Integration and testing of new solutions and the development of training material, participating in the implementation, and providing post-implementation support. This may involve the development of project plans and often requires project management skills.

A BA may perform one or more of the following activities:

- **Scope the system.** During the initial phase of the project, the BA will work with key project stakeholders/SMEs to formulate and communicate the business vision, to envision initial requirements, and to scope the project. The key objective is to get the project focused early by translating the initial high-level vision into something realistic. They may also help to identify potential areas of automation and even to aid in reengineering the underlying business process
- **Translate business needs.** A major responsibility of the BA is to work with project stakeholders/SMEs to translate their requirements into something that developers can understand as well as to translate the resulting questions that the developers have into something the stakeholders can understand. This is an iterative process throughout the project. An important part of this is to the distillation of the differing messages of various project stakeholders into a single, consistent vision
- **Translate technical issues.** BAs will also explain technical/architectural complexities to project stakeholders. BAs often explain what the developers are doing and why they need to do it, including explanations of the basis of schedules and estimates.
- **Model and document.** The BA will often work with project stakeholders/SMEs to identify, model, and then document their requirements and business domain details
- **Act as a communication broker.** The BA should have very good connections within the business community and therefore are in a position to help development teams find the right people with whom to work.
- **Test and validation.** BAs will work with project stakeholders to validate their requirements and analysis models via techniques such as reviews, walkthroughs, and play acting. BAs will often aid in writing user acceptance test (UAT) cases and will be a liaison between project stakeholders and the testing organization during UAT
- **Represent stakeholders.** When project teams don't have direct access to their project stakeholders, BAs will act as "stakeholder surrogates". Typically, developers will treat a BA as the "customer" from which requirements, domain information, and business priorities are provided. The BA in turn will work with the stakeholders to obtain information and to verify decisions.

Agile Business Analysis

Traditional methodology conducts analysis before tackling the design. With Agile, coding begins while the analysis is still underway.

The principal activities of the Agile BA in conjunction with Product Owner are:

- Communication
- Setting the Roadmap
- Keeping the team on course

1. Communication

Business Analysts can serve as the “bridge” between the stories, the requirements definitions and the task list. Greater linkages are required between team members, managers and users, and an increased reliance on:

- User stories
- Active feedback loops
- Integrating the customer’s perspective

The Agile methodology is predicated on enhanced communication, sharing of information and collaboration. The on-going flow of communication will also raise some important questions –

what is a high-value payoff versus what is a lower-value attribute? Business Analysts can help the team maintain the discipline to determine these trade-offs.

2. Work Plan

The BA is responsible for calibrating the timing of specific work while keeping in mind the importance of staying nimble. Business Analysts help to set priorities and design the overall “road map” in conjunction with the Product Owner.

In an Agile environment, this means the Business Analyst will provide systems perspective - Every project tackles the job of turning business needs into a technology work plan, and Business Analysts can make this happen by introducing the “technology thinking” or a “systems perspective” into the process.

In an Agile environment, the Business Analysts provides this input early on. Even as the business needs are identified, the analysts should be providing the information within the context of the technological capabilities, both the functional and non-functional aspects.

Testing - In an Agile environment, testing happens throughout the process rather than immediately before deployment. Business Analysts will also incorporate this practice throughout their work.

3. Keeping the Team on Course

When the roadmap is set, the Business Analyst will help keep the team - including managers, developers, users and other analysts - focused on the end-game.

Modelling can add significant value in an Agile workplace; the Business Analyst shares models with the team to make sure everyone is:

- Speaking the same language
- Asking the same questions
- Moving towards the same end-game.

Business System Owner

The role of a Business System Owner includes the following responsibilities:

- Define the expected business outcomes that are supported by the application
- Identify the criticality of selected application functions and the expected service level goals for application operations and support
- Identify the priority of IT support and project requests that impact the system
- Represent the application in business strategy discussions and ensure there is a short-term and long-term strategy for the application
- Represent the application in configuration change discussions (at the CAB)
- Describe and clarify business processes and terminology to help the IT organization understand the business benefits of the application
- Review and approve the proposed functional recommendations from IT development teams
- Ensure that IT is providing the appropriate level of status and explanation
- Control and prioritize all of the business requests that are submitted to IT to ensure that limited IT resources are spending their time on high-value requests instead of low-priority LIFO (Loudest-In-First-Out) requests

- On-going legislative/regulatory compliance

Product Owner

This role is used in some organisations for products that are developed using the Agile software development method.

The Product Owner is a key stakeholder in the delivery program/project. The primary goal of the Product Owner is to represent the needs and desires of the business area(s) to the agile delivery team and act as a project team representative to those business stakeholders. Product Owners bridge the communication between the development team and the business unit stakeholders.

The detailed responsibilities are defined within the Agile methodology.

Broadly, he/she must:

- Have significant business domain experience, expertise, and skills
- Prioritise requirements, defects, and other work items for the development team
- Be an active participant in modelling, if required
- Be an active participant in user testing
- Facilitate the development team in gaining access to expert stakeholders as required
- Facilitate requirements modelling sessions, including requirements envisioning
- Educate the development team in the Business domain, as necessary
- Manage requirements dependencies with other teams, negotiating and reprioritizing as appropriate in conjunction with the Delivery Manager as appropriate
- Represent the development team to Business Unit stakeholders
- Demonstrate the solution to key stakeholders as required
- Communicate release status
- Organise milestone reviews
- Facilitate requirements modelling sessions
- Educate stakeholders in the development process
- Negotiate priorities, scope, and timescales in conjunction with the Delivery Manager.

The product owner is commonly a lead user of the system with a solid understanding of users, the market place, the competition and of future trends for the domain or type of system being developed.

Communication is a large part of the product owner responsibilities. The product owner role requires working closely with key stakeholders throughout the business and beyond, so he or she must be able to communicate different messages to different people about the project at any given time.

Design Authority

The Design Authority is the group responsible for ensuring that the business solution design meets the objectives of the program and dovetails with other related programs where appropriate, and the overall EM Operating Model and Business Strategy.

Specific responsibilities are:

- Reviewing and making key process, control and design decisions in a timely manner

- Liaising across projects and business areas to ensure decisions are appropriate and supported by the business
- Identifying and managing issues and risks specific to the design solution
- Overseeing the program baseline change control process to ensure all appropriate parties are impacted and to approve or reject these design changes
- Ensuring an effective audit trail of decisions is maintained.

Business Solution Architect (Enterprise Architect)

The Business Solution Architect is responsible for:

- Organising and chairing Design Authority meetings
- Review and approval of all design Change Requests raised within each project
- Delivery of the business solution across the program
- Maintaining a clear audit trail of design decisions

IT Solution Architect

The IT Solution Architect is responsible for the delivery of the IT solution across the program.

He/she is also responsible for ensuring that the IT solution fits with other programs, strategic direction, design standards, across the entire business.

In practical terms, this means:

- Working with the project managers to identify systems requirements (new data, processes improvements, and system capabilities)
- Consolidating requirements across the projects to put together a single cohesive IT solution
- Working with other programs and areas of the business (e.g. Finance) to manage any IT cross-over and interdependencies and minimise disruption
- Working with the product areas to understand impact of changes, and capability to implement
- Working with, as appropriate, other areas of the business to establish areas of likely impact

Change Leader and Implementation Coordinator

The Change Leader and Implementation Coordinator (CLIC) is a key role active throughout the program/project from its inception to the sustainment phase. He/she plays a pivotal role in ensuring the delivery program and/or project (change initiative) meets the agreed objectives on time and on budget by increasing employee adoption and usage. This person will focus on changes to business processes, products, systems and technology, job roles and organisation structures.

He/she is responsible for creating conditions for a smooth transition of the change(s) with least resistance from employees and maximum enthusiasm to adapt to the change.

The CLIC works to drive faster adoption, higher ultimate utilization and greater proficiency of the changes that impact employees in the Business Unit(s). This brings to fruition benefits realization, value creation, ROI and the achievement of results and outcomes. He/she works to achieve quick adoption of the change(s) and ensure efficient understanding and training in

order to deliver operational proficiency to handle the new initiative. He/she may perform the role of a coach or mentor for senior managers of the Business Unit(s) to assist them to fulfil their role as change sponsors for their respective departments and teams.

Specifically, the CLIC:

- Operates as a key member of the Change Management Team (See Business Readiness Roadmap)
- Applies structured methodology and leads change management activities so that there is consistency in adopting change for every employee, every project team, and every department
- Assesses change readiness and go-live preparedness. (See assessment checklists)
- Assesses the change impact and conducts Change Readiness Assessments, for the duration of the project/initiative
- Identifies the most expected and potential points of resistance to change. Develops counter strategies to reduce the resistance and addresses any doubts and uncertainty surrounding the change to foster a positive acceptance of change
- Uses motivational strategies to engage the workforce. (See PODS Change Leadership Workbook)
- Encourages as much participation and involvement from affected areas and stakeholders, as possible
- Creates specific change management plans (under the direction of the project manager) with respect to training, testing, roll-back, communication to, and orientation of employees. Training and change leadership will drive the management of resistance to change and maximum utilization of the new initiatives
- Establishes parameters to measure the early adoption, effective utilization and proficiency to new change initiatives for individual employees as well as groups or departments
- Identifies deviations in performance from the change standards and implements strategies for corrective action to achieve full organizational adoption of the change
- Maintains a close engagement with specialists from the HR, learning & development, and communication departments to ensure a smooth transition of the change and organization-wide successful implementation of change initiatives
- Supports delivery teams in integrating change management activities into their delivery plans
- Identifies change saturation and change fatigue issues (See qualitative and quantitative change heat mapping approaches), highlighting them to the PM and leadership

Configuration Advisory Board

The Configuration Advisory Board (CAB) is chaired by the CIO or his/her nominated representative. It meets at least monthly or more frequently if required as a result of business imperatives.

The CAB membership is comprised of representatives from participating business and technical support teams. These representatives participate in the scheduled CAB meetings and prioritise presented requests.

Each CAB meeting considers the recommended priority of the task and the available resources, and ascribes a prioritised list for the work. Each subsequent meeting considers the

status/progress of tasks. Tasks that have been completed between CAB meetings will be notified to the Configuration Co-Ordinator who will update the register and provide resourcing advice to the CIO.

All tasks reviewed during the CAB meeting will need representation should questions arise. If there is no representative to address questions, the task will remain in a pending state until the next CAB meeting. The chairperson will notify the owner that the task was placed in a pending state. If the owner wants to schedule a meeting to discuss the task prior to the next CAB meeting, he/she should contact the CAB chairperson. The CAB chairperson gives prioritisation re-approval once outstanding issues are resolved.

Configuration changes must consider end-to-end delivery, integration, and implementation; not just the configuration change.

Urgent change requests must be linked to a corresponding incident record. An urgent change is for work performed against a Severity 1 or Severity 2 problem ticket, one that is accumulating failed customer interactions (FCIs) and can be performed prior to a change ticket being created. It is important that the FCIs be corrected under the normal SLA for Severity 1 and 2 incidents. The owner of the change will need to submit a service request, recording the event, within one business day of fixing the urgent problem. If the urgent fix will require a system outage or reset, the task executor must first ensure that all users are informed of this outage or reset.

Project Governance Group

The Project Governance Group (PGG) is a group that meets at least bi-monthly to review the on-going suitability, stability, workability, application, and maintenance of the Project Management Governance Framework and its tools.

The PGG consists of project and program managers from across the business who come from a variety of business backgrounds and with high levels of skills, expertise and experience, working together to deliver exceptional and effective standards in the whole area of governance.

The main aim of the forum is to encourage voluntary and experience-based participation in the development and application of best practice program and project delivery through a practical approach to building a consistent and effective governance structure to help project team members to operate to the best of their ability.

Specifically, the PGG provides input to the development of best practice project governance by reviewing and suggesting changes, at least to:

- Project tracking recording tools (whether ERP or more locally based)
- Procedures
- Templates
- Roles & responsibilities
- Reporting strategies
-

Each member of the PGG will act as a champion of the project management governance framework, in turn stimulating on-going participation throughout the organisation.

Project Managers Forum

The Project Managers Forum (PMF) consists of all project and program managers and convenes on alternate months to discuss implementation of the Project Management Governance Framework.

The main aim of the forum is to encourage experience-based feedback about the implementation of the Project Governance Framework. It assists in capturing lessons learned, shares best practice and innovation, and offers suggestions to avoid past errors; and also discusses what benefits may work for similar future projects.

Project Centre of Excellence

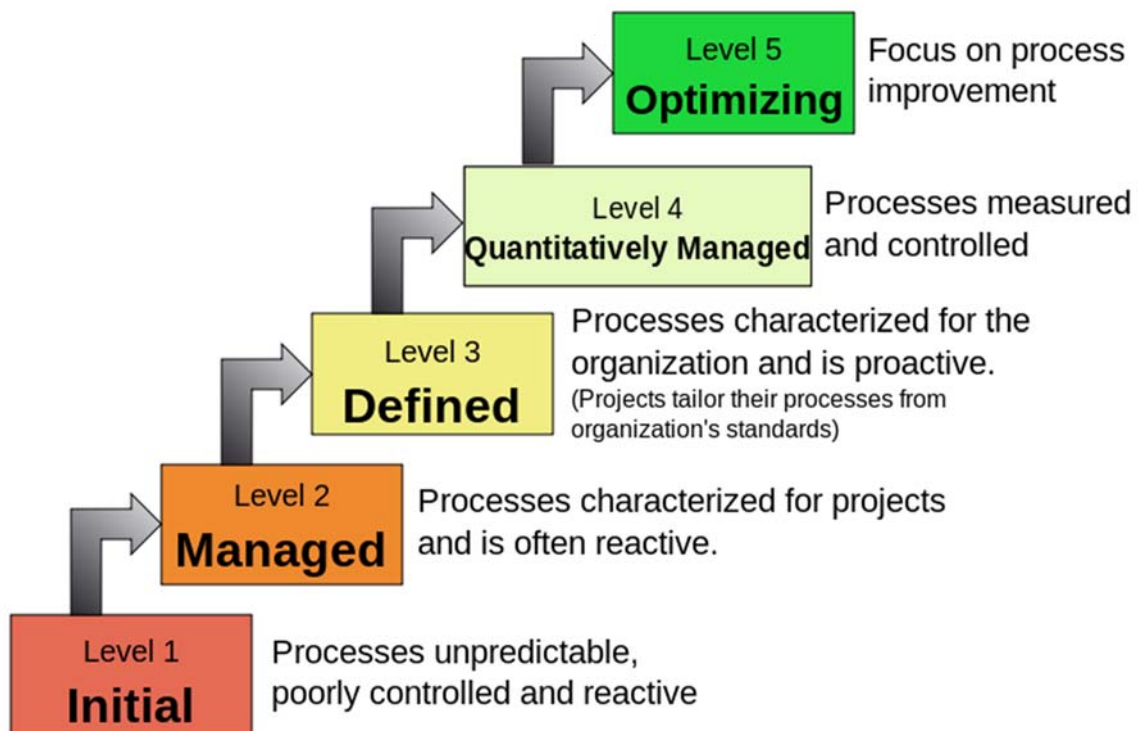
The Project Centre of Excellence (PCoE) refers to the transformation team that provides leadership, best practices, coaching, research, support and/or training for project and change management.

The PCoE is responsible for project improvement communication through project websites, electronic forums, formal procedures and policies.

The team comprises experienced program and project managers who work collaboratively with the community of project and program managers throughout the business with differing levels of skills, expertise, and background. The objective is continuous improvement in the ways in which projects and programs are delivered within the organisation.

Externally recognised benchmarks of project and program management are used to assess the maturity of the project management capability as below:

Characteristics of the Maturity levels



After P3M3 and CMMI