

Roles and Responsibilities - Examples

See below for a definition of the roles and responsibilities required for project success. In some cases, the list of roles will increase as the project is further defined and additional needs are identified.

Role	Description
Executive Sponsor	<ul style="list-style-type: none"> • Member of the executive team (Mayor’s Office or Agency (Department/Division) Head) or (SVP or C-level) • Maintains Organizational level visibility of the Project • Works towards meeting the original business justification for the project • Ensures that project objectives reflect changing business conditions (and continue to provide benefits overtime) • Makes required escalated business decisions to ensure continued progress • Approves strategic business requirements • Approves significant scope changes and change orders and secures funding • Is available for key project status reviews and helps resolve or manage conflicts related to priorities, funding and external commitments • Is accessible and approachable in a timely manner to address major issues affecting the progress of the project and its deliverables • Negotiates resolution of cross-functional issues • Assure the availability of essential project resources • Champions the cause throughout the length of the project
Project Sponsor	<ul style="list-style-type: none"> • Preferably Agency (Department/Division) Head or VP-level • Provides leadership and accountability to drive true change in the business area • Signs off on all project deliverables • Must sign-off on all major business-related work products and/or change controls • Works towards meeting the original business justification for the project • Ensures that project objectives reflect changing business conditions (and continue to provide benefits overtime) • Makes required escalated business decisions to ensure continued progress • Approves strategic business requirements • Approves significant scope changes and change orders and secures funding • Is available for key project status reviews and helps resolve or manage conflicts related to priorities, funding and external commitments • Is accessible and approachable in a timely manner to address major issues affecting the progress of the project and its deliverables • Negotiates resolution of cross-functional issues • Reports project status to the appropriate governing committees • Assure the availability of essential project resources • Communicates the project goals to the organization • Champions the cause throughout the length of the project
Business Owner/Lead	<ul style="list-style-type: none"> • Accountable for business decisions on the project • Partners with the Project Manager in the development, execution, and management of the business pieces of the project plan • Facilitates the escalation and resolution of issues on the project in partnership with the Project Manager • Partners with the Project Manager on business changes and risks

	<ul style="list-style-type: none"> • Develop the business estimates (including resources) for the project and ensure business resources 'sign off'. • Source of expert level knowledge and input to the development of detailed business requirements • Review and approve new business processes • Define the testing and acceptance approach for the solution • Sign off on all project deliverables • Ensure project remains aligned with the business objectives • Monitor status to ensure progress is in accordance with business area expectations • Follow all defined project controls and processes • Provide detailed knowledge of the business to identify the business needs of a project • Be accountable and responsible for the delivery of specific functions or services. • Influence and steering of high-level decisions to deliver specific functions or services.
Project or Program Manager	<p><u>Project Planning</u></p> <ul style="list-style-type: none"> • Work with project team to develop the project plan, charter, business case and identify resources • Monitor status and progress against plans; monitor and report on anticipated and/or actual schedule variances along with mitigation plans to get projects back on track. • Work with resource managers to ensure the correct resources are identified and available at the required time <p><u>Project Controls</u></p> <ul style="list-style-type: none"> • Review and manage all project issues, changes and risks through formally defined processes • Work with the Project team to adhere to project controls and processes • Facilitate the definition of the project scope and the subsequent control. • Review, and be responsible for, the overall work effort and deliverables of the project team. • Manages vendor relationship during project lifecycle including point of contact for vendor and managing terms of SOW • Manage the project budget to ensure accurate tracking and forecast • Ensure that each project is populating reports, documents, plans to the same level using common standards <p><u>Communication</u></p> <ul style="list-style-type: none"> • Provide transparency of progress and status of all projects to all stakeholders. This will allow for early warnings of issues allowing intervention to keep projects on track. • Ensure team understand business direction and value of the project • Identify and manage cross project dependencies <p><u>Leadership</u></p> <ul style="list-style-type: none"> • Drive the project team to deliver the project and associated benefits • Facilitate meetings effectively to ensure they meet objectives, drive collaboration and result in action. • Hold the project team accountable for their project related tasks.

	<ul style="list-style-type: none"> • Manage the communication and change required to ensure the project success • Establish roles and responsibilities for the project
Business Analyst	<ul style="list-style-type: none"> • Define and document business requirements • Bridge together the business problem with the technology solution • Assist with creating training materials. • Assist with testing of solution • Define and document functional (& technical) requirements. • Assist with creating the Business Case
Change Manager	<ul style="list-style-type: none"> • Apply a structured methodology to lead change manage activities • Identify, analyze and prepare risk mitigation tactics based on impact to people and anticipated resistance • Consult and coach project teams, senior leaders, front lint manger and supervisors • Support communication and training efforts • Integrate change management activities into project plans based on end user impact and readiness • Identify and manage stakeholders (internal and external project teams)
Technical Owner/Lead	<ul style="list-style-type: none"> • Partners with the Project Manager in the development, execution and management of the technical aspects of the project for their specific line of expertise • Works with Business Lead to ensure technology is aligned with business needs and ongoing support requirements • Analyze and define technical requirements. • Develop the technical estimates (including resources) for the project. Works with other technical resources as needed to define needed resource roles required for the project. • Review and validate all technical project deliverables for their specific line of expertise • Defines integration, conversion, and technical architecture approach, ensuring that it meets the business requirements and performance goals and that the technical direction is consistent with long-term direction for their specific line of expertise.
Quality/Test Lead	<ul style="list-style-type: none"> • Create testing plans or scripts. • Review test strategies and verify that all areas are covered (i.e. unit, functional, performance, stress, acceptance, regression etc.) • Identify and secure resources needed for testing. • Lead testing sessions • Responsible for remediation of issues identified during testing • Sign off on completed testing sessions.
Steering Committees	<ul style="list-style-type: none"> • Provides executive management oversight to a project or program • Ensures project remains aligned with the stated benefits and business unit objectives • Ensures appropriate stakeholder involvement in a project or program • Makes necessary business and directional decisions for escalated items • Monitors status to ensure progress is in accordance with budgets and plans • Resolves executive-level issues • Keeps project management and stakeholders appraised of potential issues, conflicts, and/or synergies with other initiatives • Assesses change requests and approves budget and schedule changes