

Purpose

The purpose of this document is to provide a summary of the primary roles in the X project and the responsibilities associated with each role. A roles and responsibilities spreadsheet also maps the roles and assigned responsibilities on the date of creation. (These roles and responsibilities will change over the course of the project.)

Scope

The roles and responsibilities described encompass those of the internal X project team and its primary sponsors.

Authorized by

Mr. or Ms. X
Project Manager
Mr. or Ms. X
Project Sponsor

Maintained by

Version	Date	Author	Description	Approved
.01				
.02				
1.0				

Definitions

Term	Definition
Role	A project role is an assignment on the project team.
Responsibility	Project authority to take action, make decisions, and initiate action.
Area of responsibility	Areas identified as important to the success of the project.
Artifact	A work product produced during the course of the project. Also called a deliverable. There are two categories of artifacts: 1) artifacts that lead to the finished product (i.e., requirements document) and 2) artifact used to manage the project (i.e., work breakdown structure planning document).

Acronyms

Acronym	Description
SME	Subject matter expert
BA	Business analyst

Summary

Within the X project environment, a clear definition of the roles and responsibilities that individuals play will be critical to the success of the project. Throughout the course of the project, the role an individual plays, or the “hat” that is worn, may change. In addition, an individual may play more than one role simultaneously. Individuals must understand the roles they play to know what responsibilities they have in making decisions, taking actions, reporting, and reviewing. Role definition benefits the project by:

1. Bringing order to the chaos of a normal project.
2. Allowing the team to reach “perform” stage of development faster.
3. Keeping people from performing redundant activities.
4. Creating a “job description.”
5. Predetermining decision-making responsibility.
6. Identifying personal responsibility for success at the beginning of the project.
7. Reducing confusion about who does what when.

Everyone on the project team holds the role, or wears the hat, of a project team member. Each team member is responsible for understanding the other roles and responsibilities. A detailed mapping of the X project roles and responsibilities is provided on the attached spreadsheet. Each project team member should refer to the matrix when assigned a role on the team.

Project roles

A project role is an assignment on the project team. It’s similar to a job description. A team member can have one or more roles at the same time. A person’s role may be temporary or last for the life of the project. For example, one person may have the role of team lead, artifact owner, and SME. When the artifact is completed, baselined, and the project phase is complete, the person would relinquish those roles and take on the responsibility of the next role assigned.

Some roles, like project sponsor, project manager, project control office, or project track lead, will last over the course of the project track, project, or program. At certain times, the persons wearing these hats may be asked to put on the hat of a different role, like business analyst (BA) or SME. While assuming that role, the responsibilities also change.

To facilitate smooth team interactions and clear lines of authority and responsibility, every person on the team should identify which role he or she is filling when giving direction, making decisions, calling meetings, or reviewing artifacts.

Project responsibilities

When a team member is assigned a role on the project, he/she is given certain responsibility and the authority to take action or make decisions. On most projects, responsibilities usually fall into process steps:

1. **Initiate:** Start action on a project track, project phase, artifact, or task. As long as the action taken is within the scope of the project, the person who is given authority to initiate action can do so without being directed by management. Usually, initiating action takes place before a completed plan is in place. The major output of initiating is moving to the planning responsibility. The same person may or may not also be involved with the planning role. For example, the project manager may initiate a project track and turn it over to the project track lead for detailed planning.
2. **Plan:** Some roles require planning. The roles associated with planning are project manager, project track lead, and artifact owner. The person doing the planning can use other persons (business process SME, technical SME, project sponsor) to create effective plans. Major outputs of the planning responsibilities are an approved plan, an artifact, or the project.

- 3. Implement:** Roles that are responsible for implementing a plan are usually those associated with completing tasks on the project plan. Some of these roles are: team lead, artifact owner, author, developer, and tester. The output of implementation is work produced to create an artifact that leads to building the finished product.
- 4. Monitor:** The monitoring responsibility is assigned to a variety of roles. Monitoring is not to be confused with reporting. A status report may capture some of the results of monitoring. However, monitoring may also involve problem solving and coaching. Monitoring is an active responsibility. For example, a team lead will monitor the progress of the artifact owners and developers working on the tasks of the plan. If the artifact is not being produced to plan, that person has the responsibility of understanding what problems exist that prevent implementing the plan. It may be that the plan needs revision. If that's the case, the problem can be escalated to the role that had the planning responsibility and those who approved the plan. Conversely, the individual who is implementing the plan may not fully understand the specifications, plan, or objectives of the project. In that instance, the monitoring individual can coach the implementer with a review of the specifications, plans, or project objectives. Outputs of the monitoring responsibility are verification that the plan is on track, minor coaching, reporting, and requests for assistance.
- 5. Controlling:** The roles that assume responsibility for controlling are those that own a process or artifact. For example, the project track lead, team lead, or artifact owner can take corrective action when the monitoring indicates the project or artifacts are not being created or produced as designed or planned. Controlling is a reactive responsibility. The same person may have the role of monitoring and controlling an artifact. Once monitoring responsibilities are fulfilled, the request for assistance can lead to a decision, counseling, new planning, and resetting scope. One aspect of controlling is the responsibility for preventing the project scope from changing after it has been baselined. This is accomplished through the core processes of change management and risk management. The owners and administrators of these two core processes have the responsibility for administering the processes. The scope change control and responsibility is built into the process and is not assumed by an individual. However, within the process, certain roles are identified that have the responsibility of making scope change decisions.
- 6. Closure:** It is the responsibility to close out anything that was initiated. A project track, project phase, artifact, or task needs closure. It is usually the responsibility of the role of owner to conduct closure. Some tasks associated with closure are archiving drafts and baselined artifacts, contract closure, celebrating, reviewing, lessons learned, knowledge transfers, and hand-offs to the next user of the artifacts.

Deliverables responsibilities

Because this is a deliverables-based project, we have created two additional responsibilities: primary owner and secondary owner. These responsibilities are associated with either an artifact or a process.

Primary owner: The responsibility of primary owner combines the responsibilities of planning, implementing, and monitoring. In addition, the responsibility includes assuring that the necessary quality, change, and risk processes are applied to the artifact or process.

Secondary owner: The responsibility of secondary owner usually applies to project processes. For example, the change management process can have a primary owner who initiated, planned, and implemented the process. The responsibility of the secondary owner is monitoring and controlling. Additional responsibilities include holding meetings as required by the process, maintaining logs, and facilitating decisions.

Oversight responsibilities

Because the project has active sponsors, a business unit driving the project, and a client/project team relationship, we assign approval responsibilities: approval, reporting, and assigning.

Approval: Responsibility for approval normally occurs with a plan, process, or decision that affects project scope, methodology, or artifact creation. Sponsors have approval responsibility for WBS, project processes, and other project plans. The project manager assumes responsibility for approving project work plans, artifact/QC plans, and QC sign-offs. The project track lead approves tasks, resource assignments, and work time estimates. The Sponsor approves the project manager’s request for acquiring new project resources.

Reporting: Every project team member has the responsibility for reporting. A more complete description of the roles and responsibilities for reporting is provided in the communications plan. A high-level description of the responsibility is to have it roll up from team lead to project track lead to project manager to sponsor to advisory committee.

Assigning: Assignment mostly covers acquiring and allocating resources to tasks. Although the responsibility for acquiring resources belongs to the project manager, the project track lead and project manager jointly assign them to ownership of artifacts and resources to tasks.

Roles and responsibilities matrix

The roles and responsibilities for the X project are presented in the chart below. To read the chart, a project team member should determine what role one is playing at any point and what area of responsibility is of concern. See the chart legend for letter designations. They correspond to the responsibilities described in this document. For example, if a person is assigned as an artifact owner and wants to determine his or her responsibilities for the tasks to create the artifact, he or she would read across and find the letters: E, F, H. Referring to the chart legend, the artifact owner is responsible for E = implementing the task, F = controlling the task, and H = closing the task.

(Note: You can substitute what we’ve provided here with your own team member titles or other tasks in your project that are not included here.)

Roles and responsibilities legend

A	Primary ownership: Creation
B	Secondary ownership: Administering
C	Initiating
D	Planning
E	Implementing
F	Controlling
G	Monitoring
H	Closing
I	Approving
J	Reporting
L	Assigning

Roles and responsibilities matrix

	Project processes	Project scope	WBS definition	Project schedule	Artifact	Resources	Project task	Project status	Archiving	External communications	Internal communications	Scheduling (rooms, meetings)	Desktop Support	Work Environment
Project sponsor		C,F		G		I		H		C	G			
Project manager	C,D,F	D,E	C,D,J	C,J		C		E	D	C	C,E		C,G	D
Project control office	F							E	C,H	D	C,D	D		
Project track lead	E	F		D,E,F,J	C,E,H	D,L	C,D,E	D			E			
Phase team lead				J	D,E,F,H	F	E,F,H	C			E			
Artifact owner					E,F,H		E				C			
Artifact author					E,F,F		E							
Artifact developer			D				E							
Business analyst SR.				G			E							
Business analyst							E							
Technical analyst		D					E						D	
System architect		E												
Methodology SME	D,E		D											
Subject matter expert		G	C	G			E							
Content provider							E		J					
Technical writer							E		J					
Business writer							E			J	J			
Quality assurance auditor	G,J	G,J	G,J											
Quality control technician					H,J									