Project Governance: Roles and Responsibilities Worksheet

Establish project decision-making by defining key roles and responsibilities



## Defining roles among the project team helps identify who is ultimately responsible for managing specific project tasks and establishes a common set of expectations around project accountabilities. Project roles also help establish governance: the framework in which project decisions are made. For any project, a clear governance structure, executive sponsorship and project management are key.

## Instructions

1. Review the project roles and responsibilities provided as examples below. Determine which roles are needed to complete your project. Add, delete or modify roles based on your project needs and resource availability.
2. Review and refine the specific key activities, deliverables or outputs each of these roles will own.
3. Identify the named staff person who will be part of the project team and take responsibility for each identified role. For some projects, individuals may perform more than one role.
4. Identify individuals as back-up for key roles to mitigate the risk of unplanned absences of integral project team members.

## Helpful hints

* Sample roles are provided for consideration and should be adapted/modified to suit your specific needs.
* Roles and responsibilities will depend on the nature of your project and resource availability.
* The **Staff Allocation Matrix** can also be completed to determine staff capacity (bandwidth and/or capability) to assume project roles.
* The **RASCI (Responsible-Accountable-Support-Consulted-Informed) Template** can be used to provide a more detailed look at who will be involved in various tasks and to what degree.
* **Bolded text** (as used above) throughout the worksheet indicates that the resource referenced is available elsewhere in the IIS Migration Toolkit.
* Boxes marked “note to author” (indicated with a lightbulb icon) are intended to serve as guidance and offer prompts as you populate the template, and should be deleted before the document is finalized.

# Project Roles and Responsibilities Worksheet

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|  | **Note to author**: The table below includes sample project roles and responsibilities that can be used to form a core team and extended team, as well as inform a governance structure for decision-making authority. Core team members will be engaged in daily project activities and tasks, while extended team members may be needed to provide subject matter expertise periodically throughout the project duration. System development life cycle roles and responsibilities are included in the matrix below should |
| your project require these specific skill sets.  The roles in the matrix below are intended as a starting point that can be modified or adapted to suit your project needs and resource availability. | |

| **Project role** | **Description/notes** | **Purpose/roles** | **Key project activities/deliverables** | **Person(s) responsible** |
| --- | --- | --- | --- | --- |
| Executive sponsor | An executive or senior-level individual with overall accountability for the project | * Champions the project business case. * Ensures appropriate financial, human and other resources are available and committed to the project. * Resolves project issues and provides direction. * Provides insight. * Owns engagement between IT and the program. * Serves as the ultimate decision-maker. * Participates in project meetings, as available. | * Approves the charter. * Secures project resources (funding and staffing). |  |
| Executive steering committee | A leadership team often comprising the executive sponsor, project manager, and project lead(s) who meet periodically (e.g., monthly) to ensure the project is on track | * Provides project strategic vision and guidance. * Ensures financial, human and other resources are allocated. * Resolves executive-level issues (project barriers/challenges). * Leveraged as the decision-making authority for critical decisions. | * Reviews and approves/denies project change requests. | *In the absence of a steering committee, the responsibilities can be allocated to the project sponsor(s).* |
| Program project manager | An individual tasked with managing the project scope, budget and timeline to ensure the project meets the program’s objectives | * Serves as a single point of contact for stakeholders. * Develops and oversees the implementation of projects and implements performance metrics. * Reviews and approves all project artifacts and deliverables. | * Develops high-level/detailed requirements. * Manages the project budget. * Reviews and approves user acceptance testing plan. * Reviews and approves training plan. * Drafts and negotiates service level agreements. * Conducts outreach and communications. * Reviews release notes. * Manages grants (if applicable). |  |
| Project core team | A small group of staff, including the project manager, who meet periodically (e.g., daily or weekly) to manage and deliver the project | * Owns project day to day; manages to the plan. * Monitors project progress: tracks the project plan, drives daily tasks, makes decisions to keep the project on track. * Escalates issues to the sponsor or executive steering committee when needed. * Serves as key owners and advocates of the project. * Reports status and escalates issues. * Prepares project deliverables; delivers to the plan. * Provides subject matter expertise. |  |  |
| Project extended team | A broad team of individuals who contribute to the project, usually as subject matter experts and participate in project activities/meetings as needed | * Provides input to project drafts as subject matter expert. * Reviews and signs off on project deliverables. |  |  |
| Stakeholder advisory group | A broad representation of end users with diverse skills, expertise and experience to share ideas and perspectives with others | * Demonstrates support and advocacy of the program. * Validates project direction and decisions. * Provides suggestions/recommendations for enhancements. |  | *Advisory group may or may not include non-department staff. In the absence of a formal advisory group, some mechanism to collect user feedback is recommended.* |
| Legal analyst | Individual(s) who can provide guidance and support as to the local, state and federal rules and regulations | * Provides consultation (review and/or drafting) of legal documents or artifacts. | * Drafts the revised data use/data sharing agreements. |  |
| Communications lead | Person accountable to define and distribute appropriate messages to various audiences and through a variety of channels to keep key stakeholders informed | * Leverages a variety of channels and types of communication vehicles to report project status, progress and benefits. * Drafts communication notifications for internal and external distribution or posting. | * Drafts and executes the **Communications Plan**. * Manages the communication artifacts. |  |
| IT project manager  (IT PM) | An individual tasked with managing the project scope, budget and timeline to achieve project objectives | * Drives end-to-end delivery of the project. * Develops and owns the project schedule. * Proactively manages risks, assumptions, issues and dependencies. * Ensures adherence to the organization’s project management standards. | * Develops the **Project Charter**. * Manages the project plan and **Project Schedule**. * Manages and tracks the project budget. * Runs the kick-off meeting. * Conducts the **Resource Forecast**. |  |
| Business analyst (BA) | Individual(s) responsible for identifying, documenting and tracking business requirements | * Engages the program to understand needs. * Translates requirements for IT to develop and improve solutions. * Owns requirements throughout the delivery lifecycle. * Assists in the execution of testing. | * Develops high-level requirements and a scope statement. * Documents business requirements. * Documents functional requirements. * Creates use cases. * Maintains the project’s **Requirements Traceability Matrix (RTM)**. * Maintains the defect log. |  |
| Other IT: infrastructure, security analyst | Individual(s) who can provide guidance and support as to the local, state and federal architecture | * Leverages networks, existing networks if possible, to minimize cost/complexity in the build/deployment of hardware/software. * Supports secure use of the internet as a wide-area network. * Develops standards for information technology and assesses them based on technology trends. | * Provides input to the project plan. * Guides technical architecture. * Guides technical standards. * Coordinates infrastructure and production release readiness. * Performs application scans. |  |
| IT systems analyst (SA) | Individual(s) responsible for translating business requirements into a system design specification | * Uses analysis techniques to define system requirements. * Ensures business requirements are effectively translated into functional specifications. | * Produces the technical specifications document. * Produces a technical test plan and scripts. |  |
| Technical lead/developer | Individual(s) responsible for coding the technical specifications into a working system | * Undertakes an architectural assessment of proposed initiatives. * Identifies solution option(s), develops high level solution designs. * Ensures solutions comply with the documented requirements and state standards. | * Conducts architectural assessment. * Explores high level solution options. * Conducts high level design. * Produces final code set. * Provides notification on release. |  |
| IT tester/quality analyst | Individual(s) responsible for validating the system works to the documented specifications | * Executes a program or application with the intent of finding errors or other defects. * Provides objective independent verification that the system meets the requirements that guided its design and development. | * Produces a test plan. * Writes test scripts and logs results. * Maintains a defect log. |  |
| User test coordinator | Individual tasked with coordinating user acceptance testing | * Leads the development and buy-in of the program’s user acceptance testing plan. * Ensures testing scripts are kept in-sync with system configuration changes. * Works with program leadership to ensure primary (and in some instances, secondary) testers are appropriately assigned to IIS functional areas for testing. * Submits change/enhancement requests to the vendor, as appropriate, based on testing results. * Develops plan for testing defect fixes, enhancements and future releases. | * Leads user acceptance testing (see **Sample User Testing Roles and Responsibilities**). * Develop **Test Plan**. * Executes test scripts and logs results. | *This individual may also be responsible for planning and coordinating all project testing in addition to UAT.* |
| Training lead | Individual tasked with developing, leading and coordinating training efforts. | * Leads the development and buy-in of the program’s training plan. * Conducts and coordinates training to ensure users are trained before go-live. | * Drafts and executes the **Training Plan**. * Develops and manages training materials. * Conducts training sessions. |  |