Foundations of Project Management: Week 1

TOPIC 4: Roles and Responsibilities

Contents:

Note: As with the presentation of life cycles, the following sections regarding software development team roles and responsibilities are intended largely for review; it is assumed that the majority of these concepts are familiar from the prerequisite course/experience.

a. Team Roles and Responsibilities

Steering Committee

- Provides vision, goals, and success criteria
- Authorizes changes in scope and/or schedule
- Supports any changes introduced by the program
- Resolves issues

Program Director

- Overall leadership and accountability for Program
- Generates visibility and communicates vision, goals, objectives to key stakeholders
- Ensures that program plans are maintained and that sufficient resources are acquired
- Maintains knowledge and understanding of business and technology
- Selects IT Program Manager

IT Program Manager

- Manages program on behalf of Program Director
- Manages day-to-day operations of program (risks, issues, conflicts, priorities, and communications)
- Plans program and monitors progress, reports status
- Uses influence skills to effectively build relationships, communicate and motivate teams
- Effectively resolves problems and makes timely decisions

Business Program Manager

- Acts as a change agent who represents business interests
- Partners with Program Director and Program Manager to ensure program achieves requirements
- Plans releases of project deliverables to optimize business operations
- Prepares the business areas for any new operations and manages the transition process
- Uses influence and marketing skills to communicate the program vision with business unit
- Ensures that business requirements are set and approved by appropriate business unit stakeholders

Program Architect

- Works with program team to set architecture priorities/requirements (availability, scalability, performance, flexibility) and ensure that designs are implemented to meet these needs
- Produces, collects, sells, and enforces architectural guidelines
- Assists program manager with building relationships with technical teams and resolving technical issues

Project Leads

- Ensures necessary skills and resources are present on project team
- Communicates effectively with program manager and project team
- Develops, tracks, and maintains the project plan, schedule

The Sponsor

- Champions the project; solicits management buy-in
- Provide overall direction and funding
- Validate project is in line with business strategy and business priorities
- Ensure timely availability of resources
- Reviews and approves the project plans and budget.
- Supports the project or program manager
- Establish project status reviews
- Support post project reviews
- Encourages recognition

Effective Sponsorship is a Critical Success Factor.

The Project Manager:

- Ensures that the necessary skills and resources are present in the project team.
- Develop a project team, and keep members motivated
- Determine and clarify roles and responsibilities
- Manage communications with project stakeholders
- Determine project approach
- Prepare and present the initial project proposal to sponsor
- Communicates effectively with management, clients, users, and the project team.
- Develops, tracks, and maintains the project plan, schedule, and budget
- Ensures reasonable project schedule, resource estimates, and budget.
- Manages project scope/requirements.
- Manages the project team to meet budget, schedule, and delivery objectives.
- Identifies and resolves issues
- Provides performance feedback to employee and functional manager

The Functional Manager:

- Has overall management responsibility for the success of the project components within their domain.
- Coordinates project with peers and program/project management.
- Commits skilled resources to the project in a timely manner.
- Performs administrative related tasks such as approving time, conducting performance reviews, assisting in career planning, managing: finance, capital/travel expenses, training, recruiting, office space/equipment, morale, and welfare of the work force.
- Obtains input from Program Manager and Project Manager for performance reviews.
- Makes sure overall staffing is in balance and ensures that team members are not over-extended.

Team Members:
- Completes assigned activities on schedule, within budget, at agreed to functionality and quality.
- Informs the Project Manager of activity and milestone status regularly.
- Brings issues and risks to the Project Manager that could impact cost or schedule.
- Acts as a team player, creating a synergistic atmosphere.

b. Role of Functional Manager vs. Project Manager

Functional Manager

- Permanent job
- Hiring, firing, compensation level
- General training and development
- Assignment of employee to project team - not assignment of project duties or tasks
- Alignment of employee goals with organizational goals
- Performance reviews and evaluations
- Career planning

Project Manager

- Temporary job
- Determination of project roles and responsibilities
- Project-specific training and development
- Assignment of project duties and tasks
- Alignment of employee goals with project goals
- Performance feedback to employee and functional manager
- Increased duties and responsibilities within project.

Motivation Keys for the Project Manager

- Remember to communicate the "big picture" to avoid the team "not seeing the forest for the trees"
- Ensure all team members and stakeholders have a <u>common</u> and <u>clear</u> project vision and direction
- Ensure the best training is available at "teachable" moments (just in time)
- Match people's passion
- Don't over control, give people as much responsibility as they can handle
- Continually work on eliminating roadblocks and obstacles