# Project Team Roles

Adapted for PAAMCO

## Project Roles, Authority & Responsibilities

- **Role** – a defined function assumed by or assigned to a person in the project

- **Authority** – the right to apply project resources, make decisions, sign approval, accept deliverables and influence others to carry out the work of the project

- **Responsibility** – the assigned duties and work that a project team member is expected to perform in order to complete the project’s activities

<table>
<thead>
<tr>
<th>Role</th>
<th>Purpose</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| Project Sponsor(s)                  | Provides resources and support for the project and is accountable for enabling success | • Provide project objectives and goals  
• Provide funding  
• Approve Project Charter and Plan  
• Signs off on approvals to proceed to next phase  
• Vocal and visible project champion  
• Ultimate decision maker for project  
• May chose to delegate some of these responsibilities  
• Review and approve strategies to resolve project risks |
| Steering Committee (includes management representatives from key stakeholder groups) | Project Governance/Oversight | • Act as advisory group for the design, implementation and training aspects of the project  
• Acts as vocal and visible project champions and liaisons to stakeholders  
• Approve project deliverables  
• Approve scope changes to be presented to sponsor  
• Helps resolve issues and policy decisions  
• Provides resources (in some cases)  
• Provides subject matter expertise |
| Functional Owners Working Group     | Business Function Oversight                                              | • Work with the Project Manager to launch the project.  
• Rapid decisions regarding business or functional issues that impact project success  
• Identify policy, project risks or business unit issues that need to be escalated to the Steering Committee  
• Addresses the concerns about SME members of the project team in conjunction with the PLF |
<table>
<thead>
<tr>
<th>Role</th>
<th>Purpose</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager (PM)</td>
<td>Direct and manage project work</td>
<td>• Responsible for ensuring that the Project Team completes the project; responsible for management of project process  &lt;br&gt; • Develops Project Charter and comprehensive project plan via joint planning with the PLF, PLT and other members of the Project Team  &lt;br&gt; • Coordinates and manages the team’s performance of project tasks, ensuring integration of all project work with focus on creation of project deliverables and work performance information  &lt;br&gt; • Secures acceptance and approval of deliverables from the Project Sponsor, Steering Committee and Stakeholders  &lt;br&gt; • Responsible for communication including status of project health  &lt;br&gt; • Responsible for risk management, and escalation of issues that cannot be resolved in the team  &lt;br&gt; • Responsible for managing change requests and documenting decisions made by accountable parties: sponsor, steering team, PLF, Enterprise Architecture, Information Security, etc.  &lt;br&gt; • Manages project procurements working with Resource Management  &lt;br&gt; • Ensures project is delivered within budget, on schedule and within scope</td>
</tr>
<tr>
<td>Project Lead Functional (PLF)</td>
<td>Customer representation and decision making</td>
<td>• Ensures project success by providing subject matter expertise to project  &lt;br&gt; • Responsible to accurately represent their organization’s needs to the Project Team  &lt;br&gt; • Ensures all appropriate Stakeholders, working groups (ancillary and administrative, etc.) are included for input / validation, working with Steering Committee, Project Manager and Technical Leader.  &lt;br&gt; • Makes project decisions on behalf of business units that will use or be affected by the product or service the project will deliver  &lt;br&gt; • Responsible for achieving consensus of their business unit(s) on issues or deliverables and communicate decisions to the Project Manager  &lt;br&gt; • Review and approve process deliverables, and ensure the right subject matter experts are available to the Project Team  &lt;br&gt; • Validates deliverables that describe the product or service the project will produce  &lt;br&gt; • Communicates information about the project to the customer community, including stakeholders &amp; external constituents</td>
</tr>
<tr>
<td>Role</td>
<td>Purpose</td>
<td>Responsibilities</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>--------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Project Lead Technical (PLT)              | Provides technical leadership  | • Ensures project success by providing technical system expertise to guide technical work, coordinating closely with PM  
• Ensures successful translation of business requirements into technical specifications and solutions in conjunction with the PLF  
• Provides vision, understanding and guidance of how various pieces of solution will fit together at WUSTL to the Project Team  
• Owns entire solution from a technical design and engineering perspective and ensures it is consistent with the architectural standards of the organization; works with EA & Info Security as needed  
• Lends expertise to evaluate vendor offerings in conjunction with the PLF specifically around transition to new solution including any conversion activities, integrations; works with PM to size technical effort  
• Guides how solution will operate and function in the context of the larger technical ecosystem at WUSTL (interfaces, interoperability, built for support, reuse, traceability, etc.)  
• Drives change to mitigate system / technical risks; facilitates resolutions to technical system issues  
• Ensures technical testing, deployment and transition to support plans are appropriate |

... also known as Technical Project Lead
<table>
<thead>
<tr>
<th>Role</th>
<th>Purpose</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| Business Analyst or         | Requirements management                       | 1) Takes a leadership role in defining, analyzing and documenting requirements working with the PLF and appropriate SMEs  
2) May assist / participate with defining the business case  
3) Elicits requirements (business, stakeholder, solution, functional, nonfunctional, transition)  
4) Organizes, translates and simplifies requirement statements for appropriate use in solution development / configuration process  
5) Lead role in planning, monitoring and designing use cases and test cases as well as acceptance testing criteria  
6) Participates in planning and determining content of training materials working with performance support resources and the PLF. |
| Business Systems Analyst    |                                              |                                                                                                                                                  |
| Core Team                   | Provide leadership of various domains/disciplines necessary to plan and execute project work | 1) Leaders of the various functional areas/units who must create deliverables necessary to successfully complete the project; emphasis is on “doers” of work  
2) Guides the work of the Extended Team – also “doers” who create project deliverables (project management deliverables and technical deliverables) for review and verification by customers, Steering Committee, and Sponsor(s)  
3) Participates in joint planning session with PM  
4) Always includes PM, PLF. May also include representatives from functional business areas, key IT disciplines external entities (vendors), etc. |
| Extended Team               | The “doers”, create project deliverables.     | 1) Includes all resources who provide labor to create the deliverables of the project  
2) May include members of functional business departments, external entities (vendors), IT resources, customers, etc. |
| Extended Team-Stakeholders  | The “liaisons” assuring representation        | 1) Collects, communicates and represents the interests of the larger stakeholder community to the Steering Committee  
2) Shares and updates their stakeholder community on the status of the project and the deliberations and decisions of the Steering Committee  
3) Recommends education and communication strategies expected to most benefit the stakeholder community |
### Project Roles & Authority

- **Authority** – the right to apply project resources, make decisions, sign approval, accept deliverables and influence others to carry out the work of the project

<table>
<thead>
<tr>
<th>Role</th>
<th>Purpose</th>
<th>Authority</th>
</tr>
</thead>
</table>
| **Project Sponsor(s)**            | Provides resources and support for the project and is accountable for enabling success | • Approve Project Charter and Plan  
• Signs off on approvals to proceed to next phase  
• Ultimate decision maker for project  
• May chose to delegate some decisions |
| **Steering Committee**            | Project Governance/Oversight                      | • Approve project deliverables  
• Approve scope changes to be presented to sponsor |
| (includes management representatives from key stakeholder groups) |                                                                                     |
| **Project Manager (PM)**         | Direct and manage project work                    | • Authorized to spend budget and assign resources to realize project goals  
  a) Use of resources is negotiated with functional management in IT or in business  
  b) Assigns project related work |
| **Project Lead Functional (PLF)** | Customer representation and decision making       | • May assign non-IT work to business per project plan developed with PM and PLT  
• Makes project decisions on behalf of business units that will use or be affected by the product or service the project will deliver  
• Approves process deliverables  
• Validates/accepts deliverables that describe the product or service the project will produce  
• Authorized to implement a robust change management process |
| ... also known as Business / Functional Project Lead |                                                                                     |
| **Project Lead Technical (PLT)** | Provides technical leadership                     | • Authorized to accept/approve entire solution from a technical design and engineering perspective and ensures it is consistent with the architectural standards of the organization  
• Make technical implementation decisions (how solution will operate and function in the context of the larger technical ecosystem at WUSTL (interfaces, interoperability, built for support, reuse, traceability, etc.)  
• Technical sign-off |
| ... also known as Technical Project Lead |                                                                                     |
| **Business Analyst or Business Systems Analyst** | Requirements management | none |

Last updated: 4/10/2015 DM