



PROJECT **PERFECT**
Pty Ltd

Roles and Responsibilities User Guide

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Document Origin

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Change History

Version	Date	Changes
1.0	1 Feb 09	Initial Version

Roles & Responsibilities

Purpose The definition of roles and responsibilities is essentially identifying what needs to be done, and allocating the work to specific people.

Definition – Role A role is a logical grouping of responsibilities to be carried out by one person. One person however, can undertake more than one role. Conversely, several people may fulfill the same role (e.g. Business Representative, Developer)

Definition – Responsibility A responsibility is the identification of a contribution to the project. Typically it has two parts:

- The form of the contribution (e.g. decides, contributes to, approves)
- The contribution (e.g. business requirements, test plan, business case)

Where the responsibility involves ultimate approval, the responsibility should be unique. Several people should not share it.

Benefits of the definition There are two key benefits:

- It ensures the role people will play in particular activities is understood
- It avoids particular activities not having people allocated

Defining There are a number of ways to list responsibilities. You need to find a way that suits the organisation and is easily understood. We cover three approaches.

- Functional
- Resource Matrix
- RACI

Typically Functional and Resource Matrix are used together although for a small project, you may just use a Resource Matrix

Functional Approach

Functional approach

The functional approach is to identify roles and write down as much as you can about that role. The WBS and schedule are good prompts to ensure you cover all activities. In doing so you can use functional definitions such as

- Approves
 - Recommends to Sponsor
 - Collates and documents
 - etc.
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Example Functional approach

The following table sets out the basic Human Resource management responsibilities for the main roles in a project. Whilst we focus in the example on HR, the role obviously has many other responsibilities.

Role	Responsibilities
Sponsor	<ul style="list-style-type: none">• Act as escalation point for Human Resource issues
Champion (Customer)	<ul style="list-style-type: none">• Acquire customer resources for the project
Project Manager	<ul style="list-style-type: none">• Identify stakeholders and understand impacts• Identify project Human Resource requirements• Identify training needs• Set up orientation process• Manage separation• Handle team member replacement
Project Team	<ul style="list-style-type: none">• Fulfil roles and responsibilities

Problems

The approach is ‘random’ and does not necessarily cover all aspects of the project. If it is extensive, there is the possibility of overlaps where two people are responsible for the same thing.

Another limitation is the understanding of terms. For example if I am responsible for “handling team member replacements” and someone else is responsible for “replacing team members” there is the scope for both of us to be doing the same thing.

Using RACI

You can use the terms defined in the RACI approach. Rather than repeat the explanation, check below for a definition of Accountable, Responsible, Contributes and Information.

The example above may become “Accountable for team member replacement” and “Responsible for team member replacement”. Each term (Accountable and Responsible) has a specific meaning.

Resource Matrix

R&R Matrix

When responsibilities are allocated it is important to prepare a matrix of roles and responsibilities. In this way, duplication can be identified. For example if several people are identified as having to approve a particular document, it raises the question of who has overall responsibility if there are conflicting views that cannot be resolved.

It may be more appropriate to have each person responsible for approving a particular part of the document. Another way may be for each person to forward comments to one person who is responsible for accepting or rejecting the changes.

Instructions

It may be appropriate to prepare this in Excel depending on the number of people involved. The following is part of the matrix for a small project

	Budget	Define Roles & Responsibilities	Prepare Requirements Definition
Sponsor	Approves		
Project Mgr	Recommends to Sponsor	Approves	
Business Analyst	Provides Input		Collates and documents
Business Mgr	Provides Input	Provides Input	Provides and signs off
Business User	Provides Input		Provides

Problem in the matrix

The following matrix is not workable. By recording the information in a matrix, the problems can be highlighted.

	Budget	Define Roles & Responsibilities	Prepare Requirements Definition
Sponsor	Approves	Approves	
Project Mgr	Recommends	Approves	Approves
Business Analyst			
Business Mgr	Recommends	Provides Input	Approves
Business User			

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Resource Matrix, Continued

Problem with Budget

In this case the Project Manager and the Business Manager are both recommending the budget. There could be two problems:

- Two different budgets are recommended causing conflict and rework
 - Both assume the other is doing the recommendation and the deadline for budget approval is missed.
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Problem with R&R

If the Project Manager approves, and the Sponsor also approves, who has the final say? If it is the Sponsor, then the Project Manager gathers input from the Business Manager and forwards the R&R to the Sponsor who approves. The Project Manager may “Endorse and submit for Approval” but if the Sponsor can overrule the Project Manager, the PM cannot be the approver.

Problem with Requirements Definition

If agreement is required from both parties to approve the document, there should be another responsibility for both parties to escalate areas they cannot agree to the Sponsor for resolution.

A more appropriate situation would be for the PM to “Agree with BM or escalate” and vice versa. The Sponsor has the responsibility to “Resolve issues when requested”.

RACI

RACI

You can also use a RACI approach. RACI uses clearly defined terms to identify what people are doing.

Term	Meaning
Accountable	A single person who is answerable to the project and the company for the task being completed successfully. The buck stops here.
Responsible	The single person who is responsible for getting the work done. They might not do all the work. There may be others involved but they are the ones who manage the work.
Contributes	The person or people who carry out work at the direction of the person responsible. Part of the output. A two way role.
Information	This is a one way street. The person or people who receive information. They have no input to the work, but receives the output of the work. A one way role.

Example

It is useful to put a “Key” section at the top of the RACI chart. Follow that up with a listing of abbreviations before moving into the actual RACI breakdown of activities.

Key

The following is a description of RACI and the meaning of each term.

R=Responsible	A=Accountable	C=Consulted	I=Information
The person/function who will do the work	The person/function that will be held accountable. “The buck stops here!”	The person/function that provides input	The person/function that will be provided with this information
One person	One person	One or more people	One or more people

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RACI, Continued

Abbreviations The following abbreviations are used within the chart

Abbreviation	Role	Abbreviation	Role
PM	Project Manager	BA	Business Analyst
SP	Sponsor	PMO	Program Management Office
BRM	Business Representative Manager	BU	Business Users

RACI The RACI chart is set out below.

Activity	R	A	C	I
Creates the budget	PM	SP	BRM	PMO
Provide detailed requirements	BA	PM	BU, BRM	SP

Summary Assuming for the sake of the example, that these were the only two activities, you can now prepare roles and responsibilities for the team.

Role	Responsibilities
Sponsor	<ul style="list-style-type: none">Accountable for creating the budgetReceives information on the detailed requirements
Project Manager	<ul style="list-style-type: none">Responsible for creating the budgetAccountable for detailed requirements
Business Representative Manager	<ul style="list-style-type: none">Contributes towards creation of the budgetContributes towards detailed requirements
PMO	<ul style="list-style-type: none">Receives information on the budget
Business Users	<ul style="list-style-type: none">Contribute towards detailed requirements
Business Analyst	<ul style="list-style-type: none">Responsible for producing detailed requirements
