

Many people with different skill sets and experiences are required throughout the life of a project in order to see it through to a successful completion. The Project Team is responsible for executing tasks and producing deliverables as outlined in the Project Management Plan. The following are the roles and responsibilities of the various groups and individuals that make up a project team. Depending on the scope and complexity of the project, not all roles identified may be required at any one time, or on every project.

Business Analyst

The Business Analyst works with the Customer to develop a strong understanding of the business requirements and processes related to the project, and to assist with the development of project requirements, scope and acceptance testing. This individual may also recommend improvements in the existing business processes.

Change Control Board (CCB)

The Change Control Board serves as the focal point for change management and retains the authority for deciding which submitted Change Requests will be incorporated into the scope of the project. In accordance with the CCS Change Control Procedure, the CCB will be the same body that had approved the Project Charter (either the CIO or ISSC).

Customer

The Customer is the business unit(s) that identified the need for the product or service that the project will address, and are the recipients of the product or service. Customers can be at all levels of an organization. Since it is frequently not feasible for all the customers to be directly involved in the project, customer representatives are identified and made available to the project for their subject matter expertise.

Project Director

The Project Director is usually the Sponsor's representative. This individual is responsible for ensuring project success from a functional perspective, and for all activities and deliverables assigned to the users, functional unit SME's and staff. The Project Director usually signs off on deliverables, and may sign off on project completion on behalf of the Sponsor.

Information Systems Steering Committee (ISSC)

The committee established to provide governance on information systems projects. The committee membership generally includes management representatives from all of the key organizations across the institution. The ISSC is the final decision maker for approving projects and funding, making policy decisions, approving change requests, and providing governance for the strategic direction of information systems projects at Carleton University.

Project Manager

This person is responsible for ensuring that the Project Team successfully completes the project. The individual is charged with managing all activities during the implementation process, project resourcing, communicating with other team members, and acting as the primary contact between the project team and project sponsor(s). It is the responsibility of the Project Manager to secure acceptance and approval of deliverables from the Project Sponsor and Stakeholders. Some of the Project Manager's duties consist of communication, status reporting, risk management, escalation of issues that cannot be resolved by the team, and, in general, making sure the project is delivered on budget, on schedule, and within scope.

Project Mentor

A member of the Project Management Office assigned to provide assistance, guidance, or advice on the application and use of the CCS Project Management Methodology.

Project Sponsor

This individual is a senior member of management with demonstrable interest in the outcome of the project and is responsible for securing spending authority and functional resources. The Project Sponsor acts as a vocal and visible champion, legitimizes the project's goals and objectives, keeps abreast of major project activities, and is a decision-maker for the project. The Project Sponsor will participate in and/or lead project initiation and the development of the Project Charter. The Project Sponsor provides support for the Project Manager; assists with major issues, problems, and policy conflicts; removes obstacles; is active in planning the scope; approves scope changes; signs off on major deliverables; and signs off on approvals to proceed to each succeeding project phase.

Security Analyst

The Security Analyst works with the Customer(s), Project Director(s) and Project Team to define security requirements. Under normal circumstances, the Security Analyst will be a representative from the CCS Information Security Division. The Security Analyst will also assess project changes to identify security risks resulting from a change, and recommend a mitigation strategy.

Stakeholders

Stakeholders consist of individuals and organizations that are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or project completion. This includes but is not limited to the Project Team, Sponsors, Steering Committee, Customers, and Vendors. Stakeholders may be from outside the Carleton community. Stakeholders may exert influence over the project and its results.

Subject Matter Expert (SME)

Their responsibility is to accurately represent their business unit's needs to the Project Team, and to validate the deliverables that describe the product or service that the project will produce. SME(s) are also expected to bring information about the project back to the Customer community. Towards the end of the project, SME(s) will test the product or service the project is developing, using and evaluating it while providing feedback to the Project Team.

Technical Lead

The Technical Lead is responsible for ensuring the success of the project from a technical perspective. This individual interacts with team members in defining technical requirements, recommendations, and validation.

Testing Coordinator

This person is responsible for developing the project test plan, monitoring testing activities, reporting on testing progress, validating and reporting system defects, and obtaining final user acceptance and sign-off of test results. The Testing Coordinator is also tasked with working with development staff or project team members for defect resolution.

Trainers

These individuals are responsible for developing the training program and any supporting documentation. They are also responsible for training staff on the new system or service during the initial implementation and possibly on an ongoing basis.

Vendor

A Vendor is an external contractor who provides additional products or services that are required as part of the project. Although vendors are external to the project organization, they are still considered to be members of the Project Team.