

Project Roles and Responsibilities

or

“I thought Joe did that task ...”

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Agenda

- Organizational Structure Models
- Generic Project Team Roles
- Defining and Delegating Project Team Roles
- Getting Commitment to the Team Role

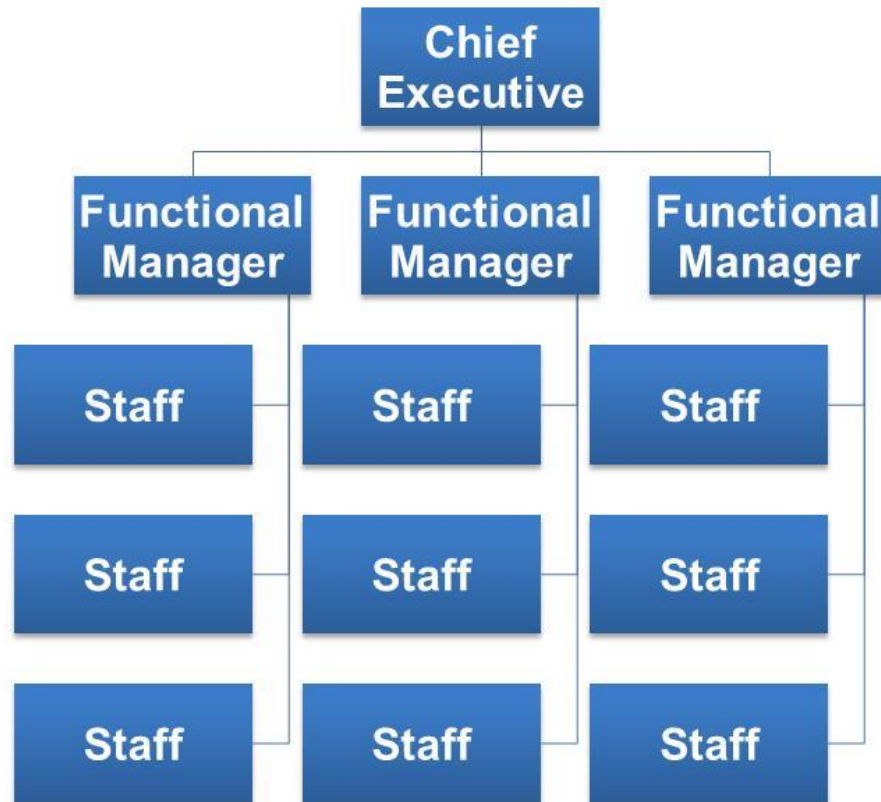


Organizational Structure Models

- Functional
- Projectized
- Matrix
 - Strong Matrix
 - Weak Matrix
 - Composite

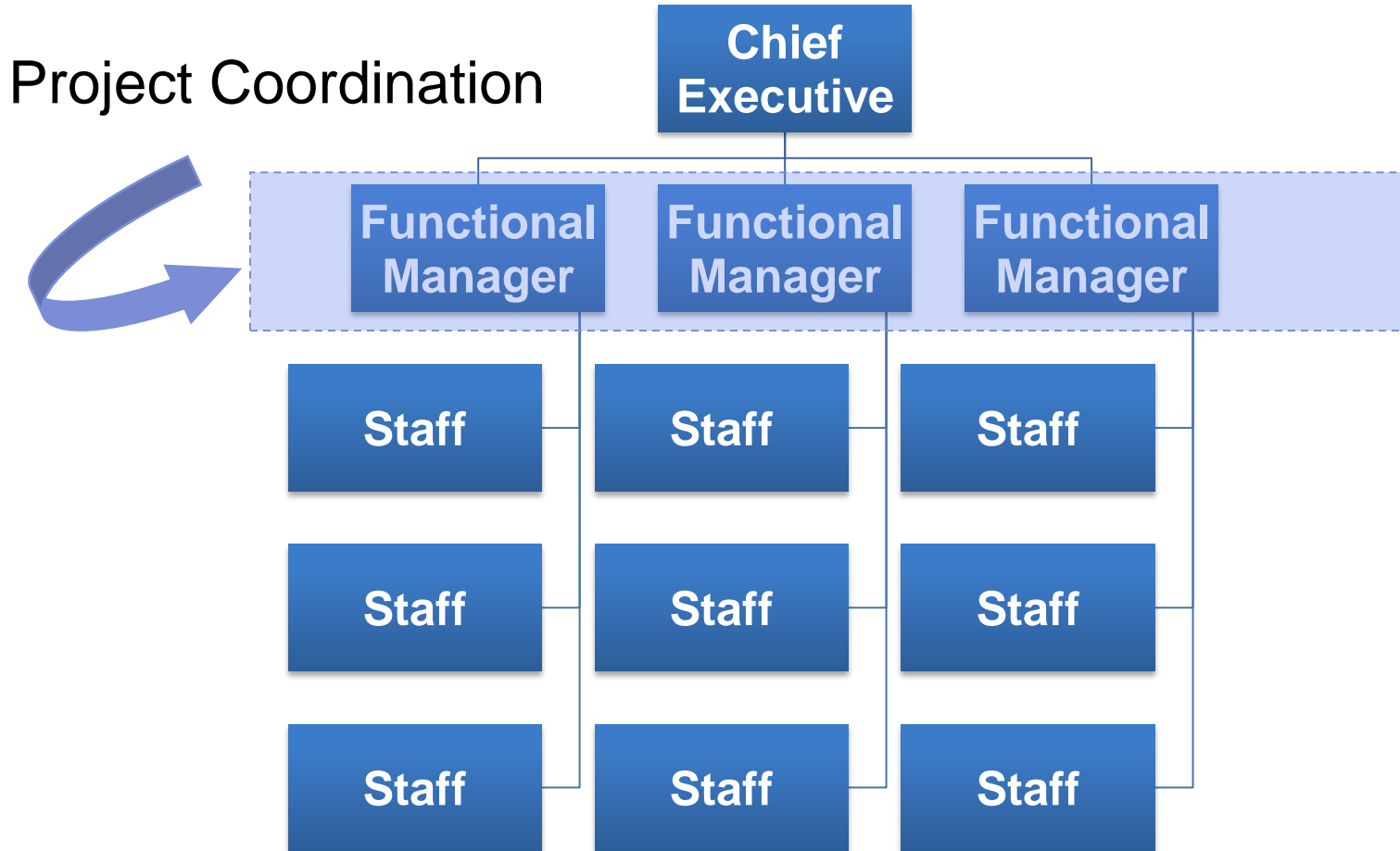


Functional Organizational Structure

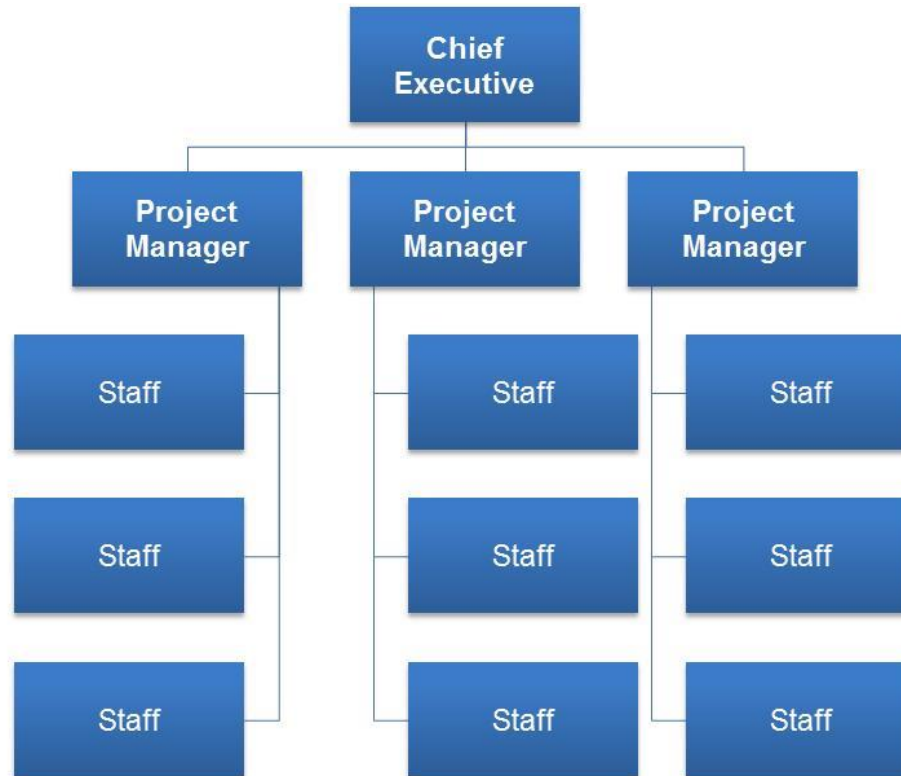


Functional Organization: a stable structure composed of functional units as basic building blocks

Coordination in a Functional Organization

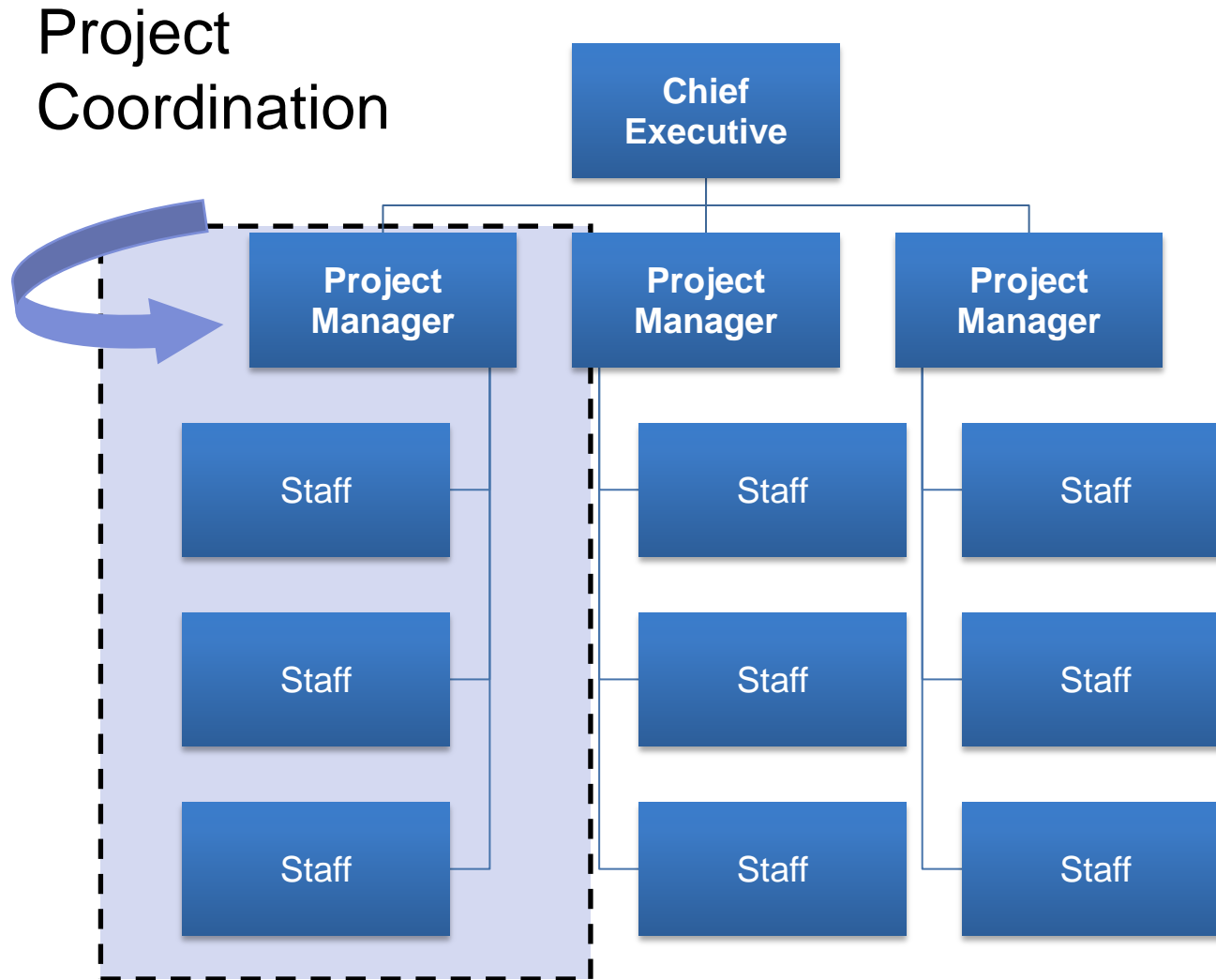


Projectized Organizational Structure

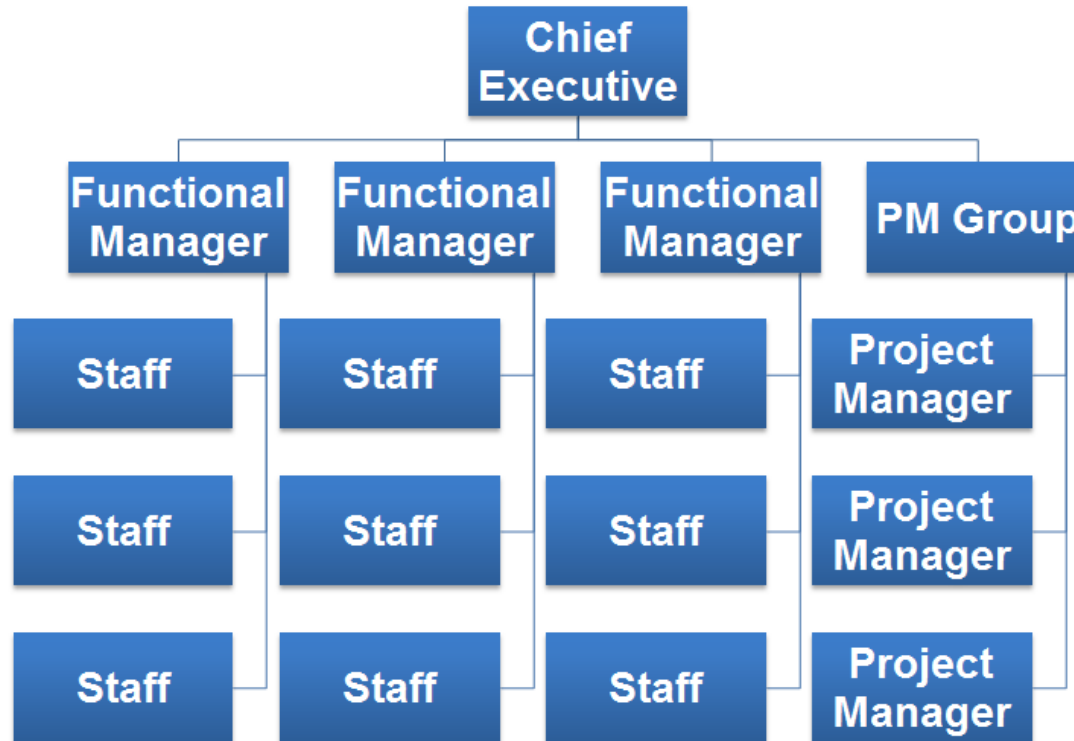


Projectized Structure: dynamic structure composed of projects as the basic building blocks

Coordination in a Projectized Organization

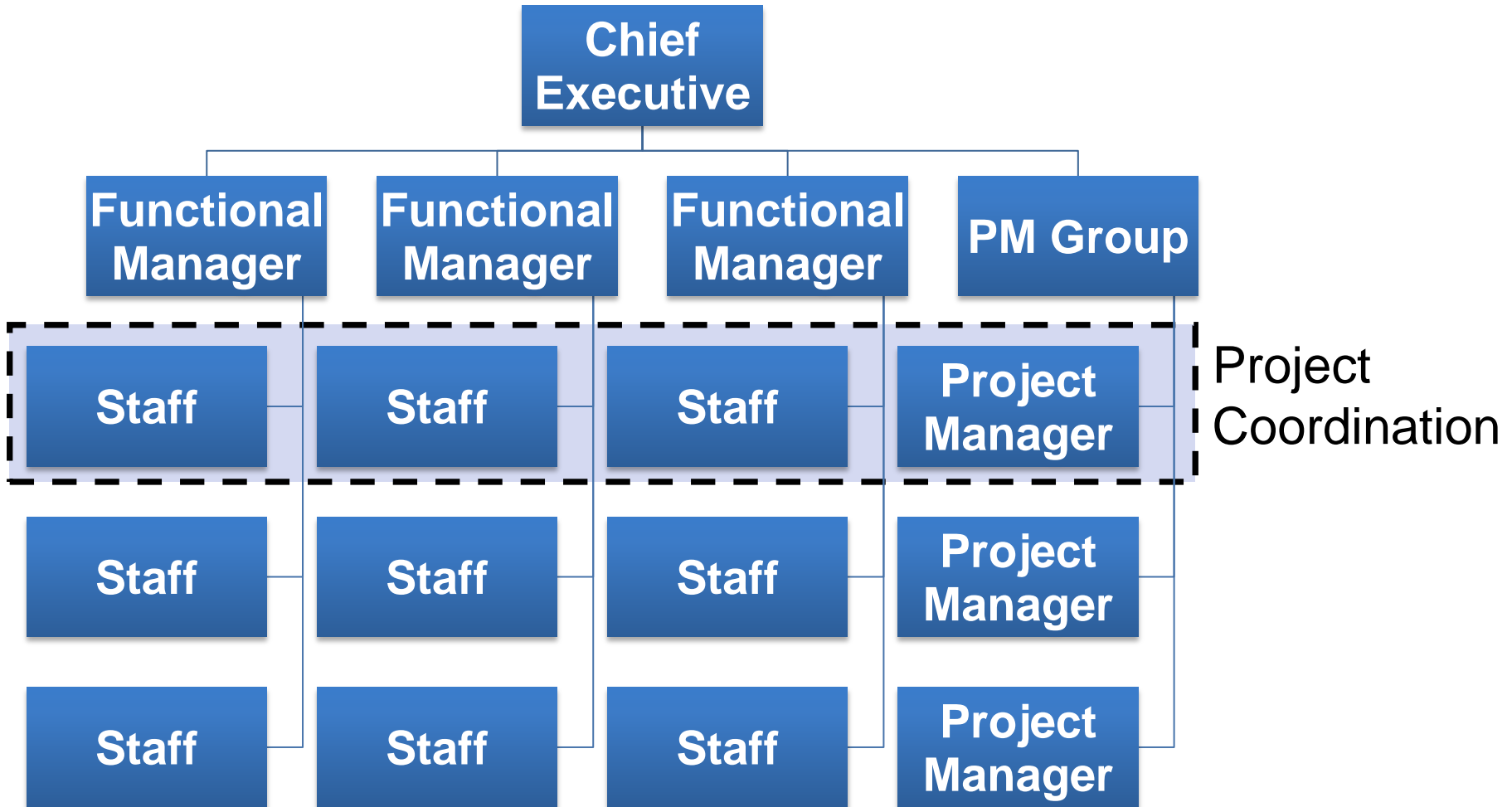


Matrix Organizational Structure

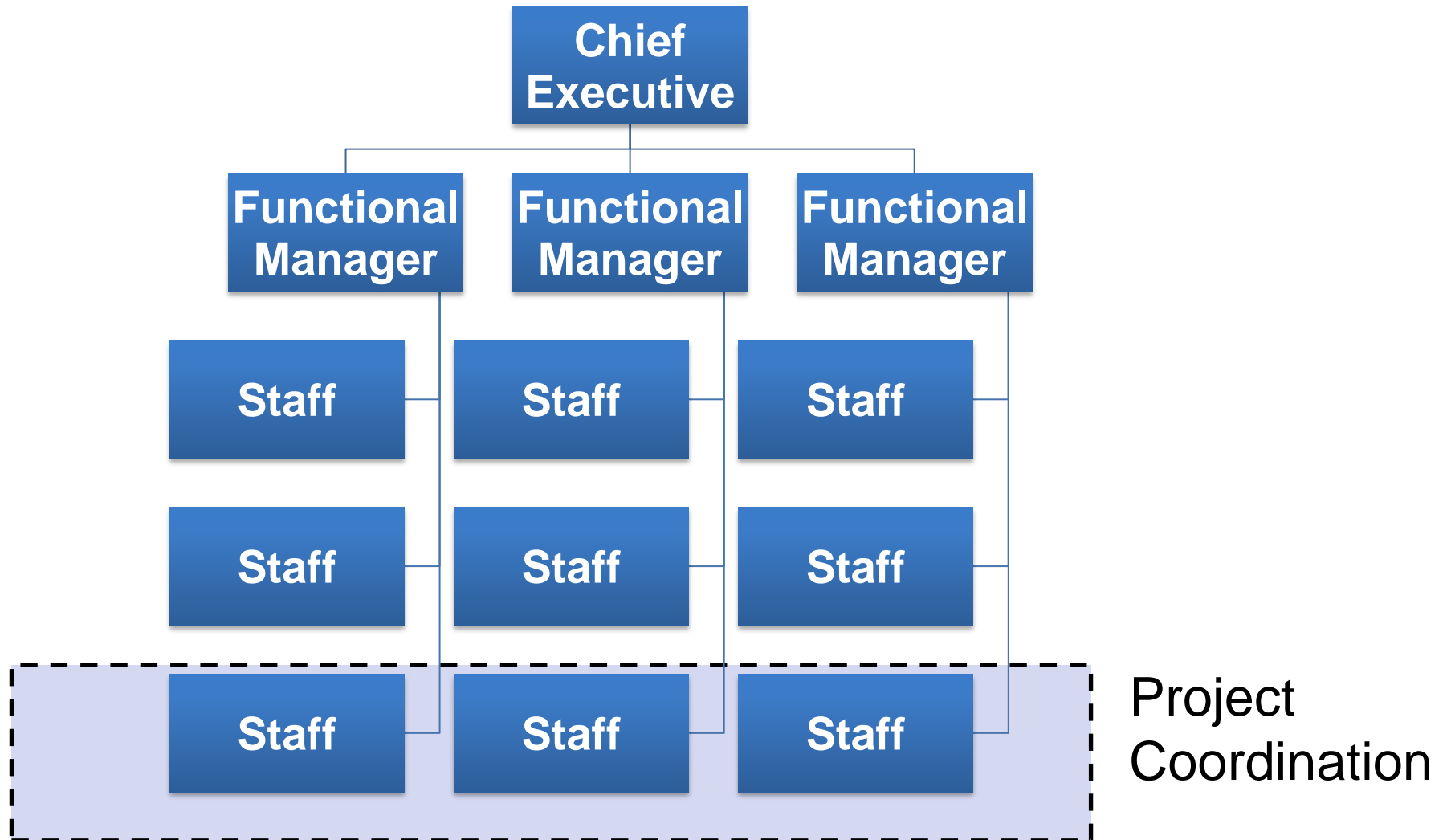


Matrix: A structure composed of stable functional units and dynamic cross-functional projects. Can be weak, balanced, or strong with respect to projects.

Project Coordination in a Strong Matrix

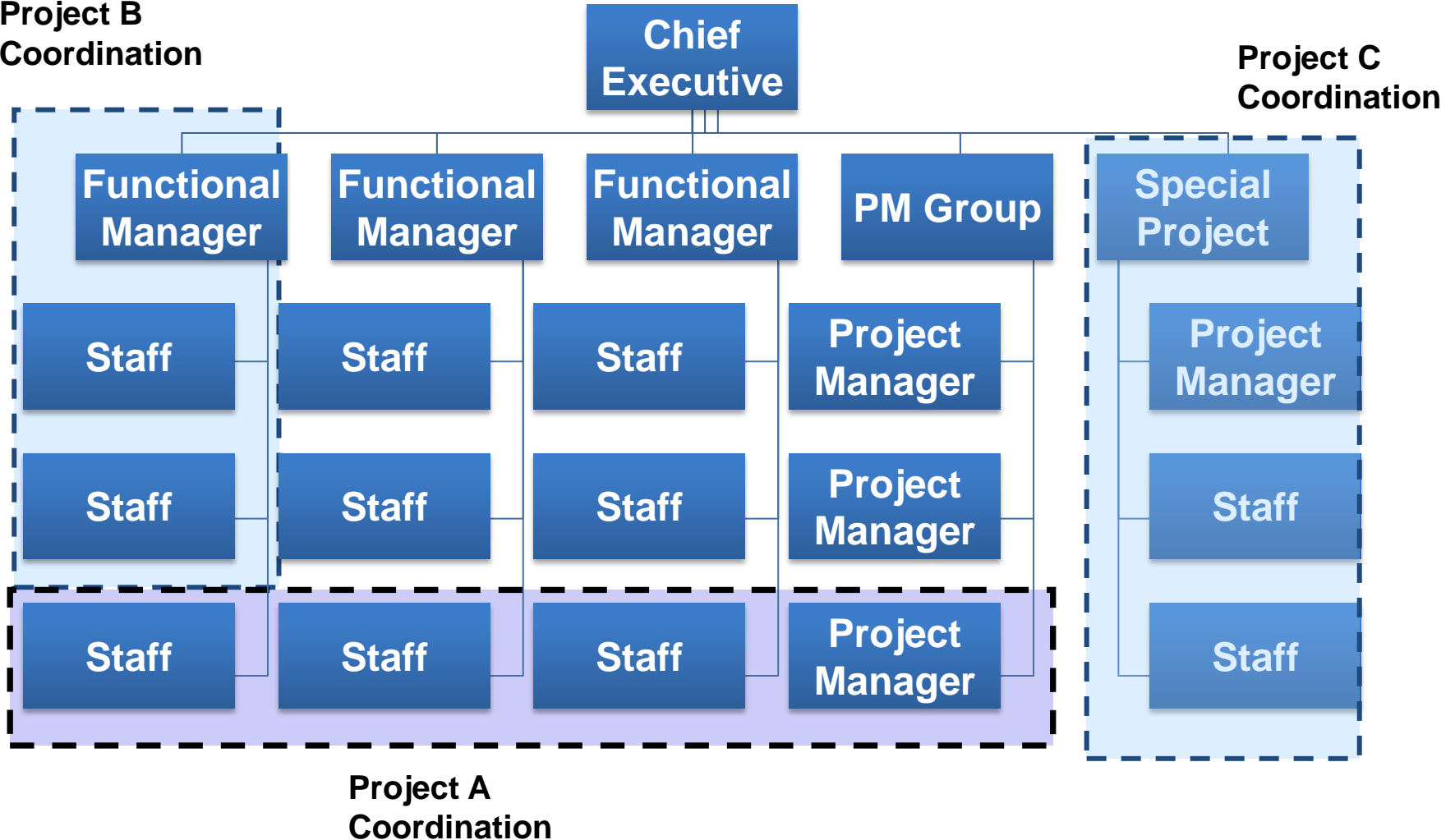


Project Coordination in a Weak Matrix



Coordination in a Composite Organization

**Project B
Coordination**



Project Manager's Level of Authority

The project manager's level of authority changes with the organizational structure.

- **Functional** : Little or no authority. Project manager and staff are part-time. Budget is controlled by the functional manager.
- **Weak Matrix**: Limited authority. Project manager and staff are part-time. Budget is controlled by the functional manager
- **Strong Matrix**: Moderate to high authority. Project manager and staff are full time, core team members may be part time. Budget controlled by the project manager.
- **Projectized**: High to total authority. Project manager, staff, and core team members are full time. Budget controlled by the project manager.



Other Factors Affecting PM Authority

- Size of project
- Strategic importance
- Novelty and need for innovation
- Number of departments
- Number of external interfaces
- Budget and time constraints

Project Team Roles

- Sponsor
- Project Manager
- Functional Manager
- Team Members
- Customer/End User



Sponsor's Role

- Provide overall policy, standards, mission definition, objectives, and strategy
- Empower others with the authority to perform
- Approve project plans and set priorities
- Balance long term and short term goals
- Assist in resolving conflicts at the organizational level



Executive Sponsors play a crucial project role because they formally authorize the expenditure of funds!

Project Manager Role

- Set objectives and complete the project scope within-budget and on-time.
- Be a single focal point interface to the customer
- Develop and maintain project plans
- Negotiate with all the various functional disciplines involved
- Lead team members in defining strategy, assigning resources & resolving problems
- Evaluate and report project performance



Project Managers are wonderful, important, and must be very skilled! They are super heroes!

Functional Managers Role

- Assign specific resources to projects
- Provide content area expertise and supervision
- Provide standards for functional area policies and procedures
- Ensure that team members have content area expertise
- Point of escalation for resource issues

Functional managers are key project stakeholders because they control the project human resources!



Team Members' Role

- Accountable for their portion of the project
- Participate in planning and risk identification
- Complete the project tasks assigned to them in a timely manner
- Report accurate progress on tasks
- Report potential problems before they become a crisis

Team members do the work and are the source for project progress reports!



Clarity on Roles and Resources

- Analyzing and Delegating Responsibilities
- Responsibility Assignment Matrix (RAM) and RACI
- Roles in Practice “I thought Joe did that...”

Analyzing Responsibilities

For each activity, note:

- Skills required
- Effort estimated
- Assigned (or proposed, or missing) staff

For each activity, determine if assigned resources appear sufficient. Note where skills are missing, or where activities lack adequate resources.

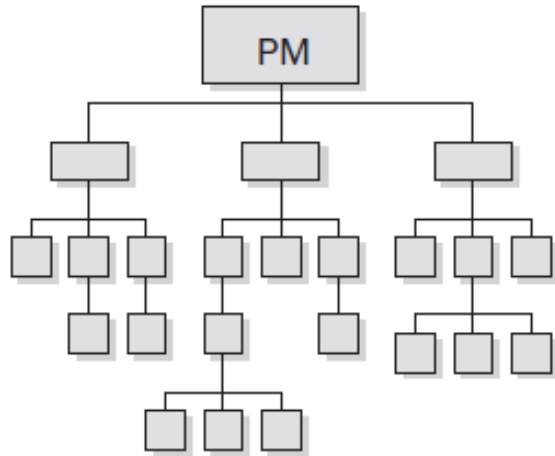
Delegating Responsibility

Ownership: Many owners = No owner

- Assign one, and only one, owner for each defined project activity.
- Owners plan, initially estimate, monitor, and report on activities.
- Owners are not necessarily “doers.”



Roles and Responsibilities



**Hierarchical-type
Organization Chart**

RAM				

**Matrix-based
Responsibility Chart**

Role _____
Responsibilities _____

Authority _____

**Text-oriented
Format**

Figure 9-4. Roles and Responsibility Definition Formats

RACI Analysis

The RACI assignments populate the RAM

RACI Definitions

R Who is Responsible ▶ The person who is assigned to do the work

A Who is Accountable ▶ The person who makes the final decision and has the ultimate ownership

C Who is Consulted ▶ The person who must be consulted before a decision or action is taken

I Who is Informed ▶ The person who must be informed that a decision or action has been taken

	Facilitator	Manager	Setter	Operator
Plan Activities	I	A	A	I
Prepare Detail		C	AR	I
Change processes	A	R		I
Perform Change	I	A	R	R

Horizontal Analysis

Lots of R's Too many people involved
 No Rs or A's Who does it?
 More than 1 A Confusion
 Lots of C's and I's.. Do they all need to know?

Vertical Analysis

Lots of R's Too much work
 No empty space Too much work
 No R's or A's Can function be eliminated?
 Too many A's Is accountability at the right level

Example: RACI Matrix for a Conference

Team Roles Deliverables	Conference Organizer	Logistics	Food Services	Public Relations	Content Expert
Conference Facility	C	A/R	C	R	C
Conference Agenda	A/R	I	I	I	R
Speakers	A	I	I	C	R
Refreshments	C	C	A/R	I	I
Permits	C	A/R	C		
Registration	R	C	I	A/R	I

RACI Matrix Definitions

Define “RACI” roles for project work for each defined activity:

- **R:** Responsible (Contributor, does work)
- **A:** Accountable (Owner—one “A” per activity)
- **C:** Consulted (Approvers, decision makers)
- **I:** Informed (Receives information)

Include a “TBA” column in a RACI analysis to track staffing or other unmet needs.

“I thought Joe was going to do that”

An example of Role challenges.....



Role challenges

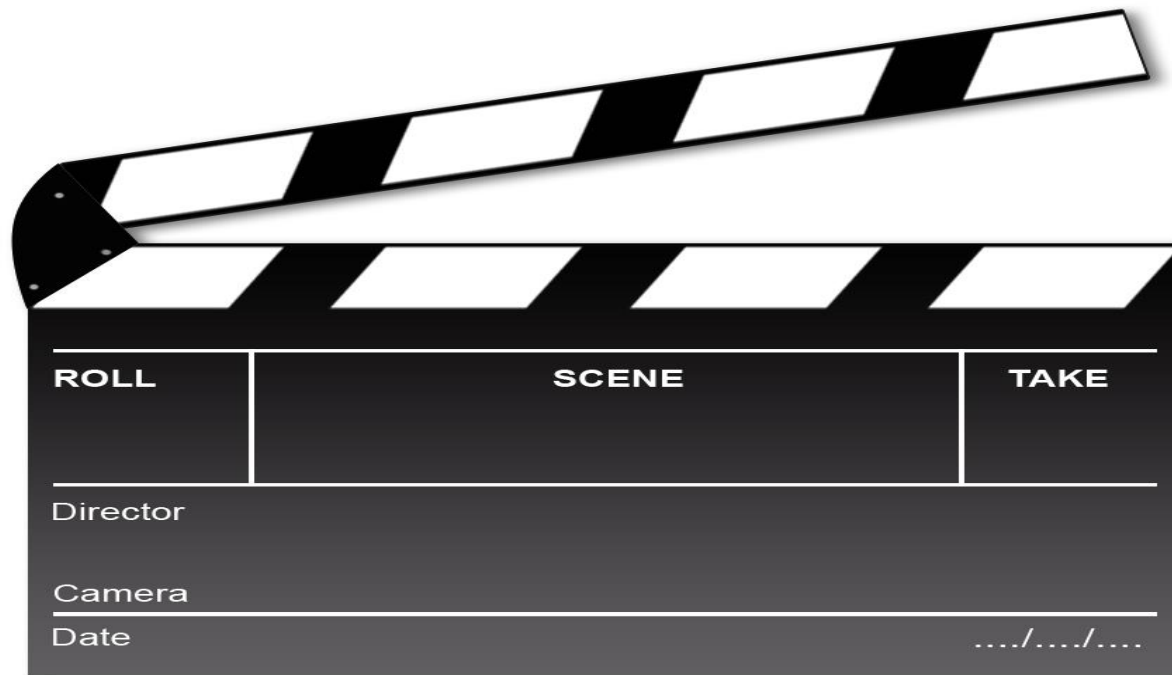
lack of clarity

lack of understanding

lack of commitment

ACTION

Role clarity, understanding and commitment



Any Thoughts??

- How can you use your understanding of organizational structure models to increase your authority as a PM?
- How can you use a RACI Matrix to address role confusion and gain team member commitment?

