# The Roles of an Agile Project



When assigning roles, use these flashcards based on the project roles outlined in AgilePM® to give your team a summary of their reponsibilities within the context of an agile project. Cut along the dotted lines and distribute as required.



#### Project Manager Responsibilities

- Ensuring effective and timely communication and provision of information to project governance authorities (Business Sponsor, project board ,steering committee, etc.) and stakeholders not actively engaged in the project with the agreed and appropriate level of frequency and formality
- Performing high-level project planning and scheduling, but not detailed Timebox planning or task planning
- Collaborating with the Solution Development Team and other appropriate stakeholders to create and agree the Delivery Plan (the schedule of Project Increments and the Timeboxes within them)
- Monitoring progress against the baselined Delivery Plan
- Managing risk and any issues as they arise, collaborating with senior business or technical roles as required to resolve them
- Motivating and ensuring empowerment of the teams to meet their objectives
- Monitoring and ensuring appropriate involvement and communication between required members of the multi-disciplinary Solution Development Team
- Handling problems escalated from the Solution Development Team
- Providing help and guidance to the Solution Development Team where difficult situations arise
- Attending Daily Stand-up meetings, as appropriate, to keep a current understanding of the team's progress and issues, and to flag up to the team, where necessary, any important external issues that they need to be aware of



#### **Business Sponsor Responsibilities**

- Owning the Business Case for the project
- Ensuring ongoing viability of the project in line with the Business Case
- Holding the budget for the project
- Ensuring that funds and other resources are made available as needed
- Ensuring the decision-making process for escalated project issues is effective and rapid
- Responding rapidly to escalated issues and being the ultimate point for resolution of conflict within the project
- Empowering the business roles within the project, to appropriate levels, within their responsibilities
- Keeping themselves informed of progress and issues, e.g. by attending demonstrations at the end of Timeboxes and asking questions of other roles who are more actively engaged





#### **Business Visionary Responsibilities**

- Defining the business vision for the project
- Communicating and promoting the business vision to all interested and/or impacted parties
- Monitoring progress of the project in line with the business vision
- Owning the wider implications of any business change from an organisational perspective
- Contributing to key requirements, design and review sessions, particularly where aspects of the solution being considered address key elements of the business vision
- Identifying and owning business-based risk
- Defining, and approving changes to, the high-level requirements in the Prioritised Requirements List, i.e. any changes that affect the baselined scope or significantly balance of priorities
- Ensuring collaboration across stakeholder business areas within the scope of the project
- Ensuring business resources are available to the project as needed
- Promoting the translation of the business vision into working practice, i.e. ensuring full business adoption of the solution created by the project
- Empowering the business roles within the Solution Development Team, to appropriate levels, within their responsibilities
- •Where the Solution Development Team cannot agree, acting as an arbiter of business differences related to the business need and the way this is addressed in the Evolving Solution



#### **Technical Coordinator Responsibilities**

- Agreeing and controlling the technical architecture
- Determining the technical environments
- Advising on and coordinating each team's technical activities
- Identifying and owning architectural and other technically based risks
- Ensuring the non-functional requirements are achievable and subsequently met
- Working with the Business Analyst to evaluate the technical options and decide the way to turn the highlevel business requirements into a technical solution
- Advising on and coordinating each team's approach to estimating, to reflect technical best practice and current technical understanding
- Promoting appropriate standards of technical best practice
- Controlling the technical configuration of the solution
- Approving the solution as technically fit for purpose prior to deployment
- Managing technical aspects of the transition of the solution into live use
- Empowering the technical roles within the Solution Development Team to appropriate levels within their responsibilities
- Acting as the final arbiter of technical differences between Solution Development Team members





#### **Business Analyst Responsibilities**

- Assisting the Business Visionary in the formulation and promotion of the business vision, as appropriate
- Modelling the organisation's current and future state in the area of the solution and identifying opportunities, risks and impacts
- Working with the Business Visionary and the Solution Development Team to formulate and communicate solution options
- Working with the project-level roles in formulating the Business Case and organising Benefits Assessments
- Supporting and facilitating unambiguous and timely communication between business and technical participants in the project
- Ensuring the requirements defined are of good quality and are analysed and managed appropriately
- Managing development, distribution and baseline approval of all communication related to business requirements and their interpretation, with particular focus on ensuring the prioritised requirements list is kept up to date, as the detail expands and evolves
- Ensuring that the business and organisational implications of day-to-day evolution of the solution are properly modelled and thought through
- Ensuring the impact of business decisions is reviewed in the context of the project
- Ensuring the business and technical components of the solution collectively provide a cohesive whole for the business
- Taking responsibility for tracking business requirements through to business acceptance
- Liaising with the Business Visionary in organising support for the solution through implementation into live use



#### Team Leader Responsibilities

- Facilitating the team focus on the on-time delivery of agreed products
- Encouraging full participation of team members within their defined roles, responsibilities and empowerment
- Ensuring that the Iterative Development process is properly focused and controlled
- Ensuring that all testing and review activity is properly scheduled and carried out
- Managing risks and issues at the Timebox level, escalating to the Project Manager, Business Visionary or Technical Coordinator as required
- Monitoring progress on a day-to-day basis for all team activities
- Facilitating communication of team progress with the Project Manager
- Facilitating the Daily Stand-ups, ensuring they are timely, focused and brief
- Facilitating reviews and retrospectives with the team





### Business Ambassador Responsibilities

- Contributing to all requirements, design and review sessions
- Providing the business perspective for all day-to-day solution development decisions
- Providing the detail of business scenarios to help define and test the solution
- Communicating with other users, involving them as needed and getting their agreement
- Providing day-to-day assurance that the solution is evolving correctly
- Organising and controlling business acceptance testing of the solution
- Taking responsibility for the creation of the business user and support documentation for the ultimate solution (this responsibility may be delegated, for example to a specialist such as a Technical Author, but the ultimate responsibility remains with the Business Ambassador)
- Ensuring business participants in the Deployed Solution are properly trained and supported



#### Solution Developer Responsibilities

- Working with all other Solution Development Team roles to iteratively develop:
  - The Solution Increment
  - Models required for the properly controlled development of the solution
  - Models and documents as required for the purpose of supporting the Deployed Solution in live use
- Testing the output of their own work prior to independent testing
- Agreeing and adhering to technical constraints
- Adhering to the organisation's technical implementation standards and best practice
- Participating in any quality assurance work required to ensure the delivered products are truly fit for purpose
- Recording (and later interpreting) the detail of any:
  - Changes to the detailed requirements
  - Changes to the interpretation of requirements which result in re-work within the solution
  - Information likely to impact on the ongoing evolution of the solution



#### Solution Tester Responsibilities

- Working with business roles to define test scenarios and test cases for the Evolving Solution
- Carrying out all types of technical testing of the solution as a whole
- Liaising with the Business Analyst and Business Ambassador to help clarify acceptance criteria for requirements
- Creating test products as appropriate, e.g. test cases, test plans and test logs
- Reporting the results of testing activities to the Technical Coordinator for quality assurance purposes
- Keeping the Team Leader informed of the results of testing activities
- Assisting the Business Ambassador(s) and Business Advisor(s) so that they can plan and carry out their tests well enough to ensure that the important areas are covered





#### Business Advisor Responsibilities

Based on the specialism for which the Business Advisor has been engaged:

- Providing specialist input into relevant:
  - Requirements, design and review activities
  - Day-to-day project decisions
  - Business scenarios to help define and test the solution
- Providing specialist advice on, or help with:
  - Developing business user and support documentation for the ultimate solution



## Technical Advisor Responsibilities

The Technical Advisor supports the Solution Development Team through the provision of detailed, and often specialist, technical input and advice with regards to:

- Requirements, design and review sessions
- The operational perspective for day-to-day decisions
- Operational or support scenarios to help define and test the solution
- Assurance that the solution is evolving correctly
- Operational acceptance testing
- Development of technical support documentation
- Training of technical operations and support staff
- Incremental Deployment of the solution releases, as appropriate



#### DSDM Coach Responsibilities

- Providing detailed knowledge and experience of DSDM
- Tailoring the DSDM process to suit the individual needs of the project and the environment in which the project is operating
- Helping the team use DSDM practices and helping those outside the team appreciate the DSDM philosophy and values
- Helping the team work in the collaborative and cooperative way typical of DSDM and all Agile approaches
- Building DSDM capability within the teams at all levels





# Workshop Facilitator Responsibilities

Before each workshop:

- Agreeing the scope of the workshop with the workshop owner (the person who wants the workshop to take place)
- Planning the workshop, including agreement of empowerment and the decision-making process
- Familiarisation with the subject area of the workshop, if necessary
- Engaging with participants prior to the workshop to:
  - Confirm their suitability as a participant (in terms of knowledge, state of empowerment and their need to be at the workshop)
  - Ensure their full understanding of the workshop objectives
  - Understand any major areas of interest and concern in the subject area
  - Encourage completion of any required preparation work

#### During each workshop:

• Facilitating the workshop to meet its objectives

#### At the conclusion of each workshop:

• Reviewing the workshop outcome against its objectives

#### After each workshop:

• Ensuring the workshop results are distributed to participants and other agreed stakeholders, as necessary