

DC1001/x Project\_name

**Project roles summary**

PHASE 1: PRE-PROJECT (AND FEASIBILITY)

# Definitions

## Roles

* **Project level roles** are responsible for overall strategy, business perspective and governance. The project is directed by the Project Manager.
* **Solutions development team** roles are responsible for the detailed work involved in defining, developing, testing and deploying the solution.
* **Other roles** provide alternative viewpoints, specialist user knowledge and specific skills needed to guide the project throughout its lifecycle.
* **Roles do not necessarily equate to individuals**, except at project level.
* A team can only ever have **one leader**, but otherwise **one person may cover multiple roles** and a **single role may be shared between several people**.
* More details may be found on the DSDM website: [Roles and responsibilities](https://www.agilebusiness.org/content/roles-and-responsibilities-0).

## Revision status options

* Draft
* Archived
* Issued (for consultation)
* Pending approval
* Approved
* Rejected

# Revision history

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name | Version | Reason for change | Status | Date |
|  |  |  | Draft | yyyy-mm-dd |
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|  |  |  |  |  |

# Project level roles

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Role | Name | Appointed by | Date |
|  | **Business sponsor** |  |  |  |
|  | **Business visionary** |  |  |  |
|  | Project manager |  |  |  |
|  | **Technical coordinator** |  |  |  |

## Business sponsor

This is the most senior project-level business role. The business sponsor is the project champion who is committed to the project, the proposed solution and the approach to delivering it. Specifically **responsible for the business case** throughout (however formally or informally this may be expressed), the role will own the solution once delivered and will be responsible for the realisation of any benefits associated with it. The business sponsor must hold a sufficiently high position in the organisation to be able to resolve business issues (e.g. to force open closed doors) and make financial decisions. This role has a crucial responsibility to ensure and enable fast progress throughout the project. There should be only one person responsible for this role. This person should be committed and available for the duration of the project, providing a clear escalation route.

Responsibilities

* Owning the business case for the project.
* Ensuring ongoing viability of the project in line with the business case.
* 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.

## Business visionary

This is a senior project-level business role. More actively involved than the business sponsor, the business visionary is responsible for interpreting the needs of the business sponsor, communicating these to the team and, where appropriate, ensuring they are properly represented in the business case. The business visionary remains involved throughout the project providing the team with strategic direction and ensuring that the solution delivered will enable the benefits described in the business case to be achieved.

Responsibilities

* Owning the wider implications of any business change from an organisational perspective.
* Defining the business vision for the project.
* Communicating and promoting the business vision to all interested parties.
* Monitoring progress of the project in line with the business vision.
* Contributing to key requirements, design and review sessions.
* Approving changes to the high-level requirements in the prioritised requirements list (PRL).
* Ensuring collaboration across stakeholder business areas.
* Ensuring business resources are available as needed.
* Promoting the translation of the business vision into working practice.
* Acting as a final arbiter of any disagreements between team members.

## Project manager

The Project Manager role is responsible for all aspects of the delivery of the solution. As well as providing high-level management direction to the project team(s), the role is focused on managing the working environment in which the solution is evolving. The project manager coordinates all aspects of management of the project at a high level, but in line with the DSDM concept of empowerment, the Project Manager is expected to leave the detailed planning of the actual delivery of the product(s) to the team leader and members of the solution development team. Although the project manager role is delivery-focused, this does not dictate from where in an organisation the role is resourced. Appropriate sourcing of the role will depend on the skills and knowledge required. It is vital that the project manager takes responsibility throughout the duration of the project. This must include both business and technical delivery aspects of the project, from establishing the foundations of the project through to the deployment of the solution.

Responsibilities

* Communicating with senior management and the project governance authorities (business sponsor, project board, steering committee, etc.) with the frequency and formality that they deem necessary.
* High-level project planning and scheduling, but not detailed task planning.
* Monitoring progress against the baselined project plans.
* Managing risk and any issues as they arise, escalating to senior business or technical roles as required.
* Managing the overall configuration of the project.
* Motivating the teams to meet their objectives.
* Managing business involvement within the solution development teams.
* Resourcing specialist roles as required.
* Handling problems escalated from the solution development teams.
* Coaching the solution development teams when handling difficult situations.

## Technical coordinator

As the project’s technical design authority, the technical coordinator ensures that the solution development teams work in a consistent way, that the project is technically coherent and meets the desired technical quality standards. The role provides the glue that holds the project together while advising on technical decisions and innovation. The Technical coordinator performs the same function, from a technical perspective, as the business visionary does from a business perspective.

Responsibilities

* Agreeing and controlling the technical architecture.
* Determining the technical environments.
* Advising on and co-ordinating each team’s technical activities.
* Identifying and owning architectural and other technically based risk, escalating to the project manager as appropriate.
* Ensuring the non-functional requirements are achievable and subsequently met.
* Ensuring adherence to appropriate standards of technical best practice.
* Controlling the technical configuration of the solution.
* Managing technical aspects of the transition of the solution into live use.
* Resolving technical differences between technical team members.

# Solutions development team roles

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Role | Name | Appointed by | Date |
|  | Team leader |  |  |  |
|  | Business analyst |  |  |  |
|  | **Business ambassador** |  |  |  |
|  | **Business advisor** |  |  |  |
|  | Technical advisor |  |  |  |
|  | Solution developer — Content |  |  |  |
|  | Solution developer — Design |  |  |  |
|  | Solution developer — Coding |  |  |  |
|  | Solution tester |  |  |  |

## Business ambassador

This is a business role within the solution development team. The business ambassador generally comes from the business area being addressed and provides business-related information from the perspective of those who will ultimately make direct use of the solution. The role provides the business perspective for all decisions related to the way the solution’s fitness for business purpose is defined and implemented. Working closely with the rest of the solution development team, the business ambassador guides the evolution of the solution, bringing other users’ input and ideas to the project as required. As a true ambassador, the role is responsible for the day-to-day communication channels between the project and the business. The business ambassador must have the desire, authority, responsibility and knowledge to be able to ensure that the right solution emerges to meet the business need. This does not necessarily imply a senior position within the organisation, but a level of empowerment during the project to fulfil the role and an allocation of time to fully participate in the project as required.

Responsibilities

* Contributing to all requirements, design and review sessions.
* Providing the business perspective for all day-to-day project 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.
* Developing business user documentation for the ultimate solution.
* Ensuring user training is adequately carried out.
* Attending the daily team meetings.

## Business advisor

Often a peer of the business ambassador, the business advisor is called upon to provide specific, and often, specialist input to solution development or solution testing. The business advisor will normally be an intended user or beneficiary of the solution but may, for example, simply provide legal or regulatory advice with which the solution must comply.

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:
  + Organising and controlling business acceptance testing of the solution
  + Developing business user documentation for the ultimate solution
  + User training

# Other roles

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Role | Name | Appointed by | Date |
|  | Workshop facilitator |  |  |  |
|  | Agile coach |  |  |  |