

Project Team Roles and Responsibilities

NMU's Information Technology (IT) department believes that a successful project requires the creation and active participation of a project team. Specifying the roles and responsibilities of project team members helps to ensure consistent levels of accountability for each project.

PROJECT SPONSOR: The Project Sponsor is the executive (AVP or above) with a demonstrable interest in the outcome of the project and who is ultimately responsible for securing funding and resources for the project. Does not need to be one person. In general, the Project Sponsor will:

- Oversee high-level project progress
- Provide vision for project (overall goal/objective)
- Resolve organizational policy issues as they arise (including budget)
- Considered the "champion" of the project; communicates with senior management
- Chooses project team members
- Ongoing support and consultation for project development
- Approve project completion

PROJECT MANAGER: The person assigned by Information Technology to ensure that the project is completed within scope, budget and timeframe. The Project Manager works directly and regularly with the client, as well as all other project team members to coordinate the goals, objectives, work process design, meetings, communication. In general, the Project Manager will:

- Develop project and implementation plans
- Initiate and coordinate meetings related to the project
- Monitor and review all project activities
- Regularly communicate project progress to all stakeholders, as well as request approval/feedback for project deliverables
- Assist with change management
- Maintain project records and create master document for project
- Resolve additional or unforeseen issues as needed

IT STAFF: Information Technology staff with expertise in myriad technology applications. IT staff serve a consulting function at all stages of the project, especially related to technical integration, implementation, and business processes.

INFORMATION TECHNOLOGY LEADERSHIP: The group responsible for reviewing and prioritizing all project requests. This group is primarily involved during the initiation phase of the project.

PROJECT TEAM: The group responsible for conducting project activities. Project team members are selected by the Project Sponsor. The Project Manager may add project team members. The project team can contain internal staff as well as outside vendors.

CLIENT: The person or group requesting the project. The person or group for whom the project is being completed. The client is responsible for articulating the details of their project request: goals, objectives, specifications and outcomes. After the project is completed, the client becomes the owner of the product produced by the project.

STAKEHOLDERS: Stakeholders are often members of the project team. However, stakeholders should also be understood as any other person/group whose interests may be impacted by a project or its deliverables. Stakeholders should be identified during the initial stages of a project, should be consulted at various stages a project.

OWNER: A client becomes an owner after the conclusion of the project. In general, this means that they are responsible for future oversight, ongoing maintenance, and communication regarding of the delivered product.

Project Terminology

TERM	DEFINITION
Assumption	Factors that, for planning purposes, are considered to be true or certain without proof or demonstration.
Change	A modification to the scope or deliverables of a project. Must be communicated through the Change Request Form.
Constraint	A restriction that will impact the facilitation or completion of the project. These include, but are not limited to: Scope, Time, Quality and Resources. For example, the allotted budget for a project was not sufficient to purchase the necessary software.
Customer	The person or group for whom the project is being undertaken. Used interchangeably with "client."
Deliverable	Any measurable, tangible, verifiable item that must be produced to complete the project. Generally, deliverables are broader categorical items. For instance, create a web page for Global Campus students. There are numerous tasks associated with that one deliverable.
Dependency	A requirement for the use of a tool or product. For example, access to myNMU is dependent upon entry of a valid user ID and password.
End User	An End User is a person who ultimately uses or is intended to use a product. The End User stands in contrast to users who support or maintain the product, such as sysops, system administrators, database administrators, or technicians.
Executive Sponsor	The person who can secure any necessary funds for the project and settle campus-wide policy issues as they arise.
Functional Requirements	Description of desired results. A negotiated set of measurable wants and needs. Related to Use Cases. What will end users be able to do when project is complete? How will the system need to function?
Issue	A question that is raised for inquiry or a problem to be solved.
Owner	The person or group who manages the project's end product after the conclusion of the project.
Progressive Elaboration	An iterative approach to planning. Comprehensive plans are created developmentally, as opposed to all at once.

Project	A temporary endeavor undertaken to create a unique product, service, or result.
Project Master Document	A document maintained by the Project Manager. It contains details for all components of the project, from beginning to end. Includes: changes, executive summary, specifications.
Project Lead	The person involved in the day to day aspects of the project. Not the project manager, but rather the person that works closely with the project manager to facilitate progress.
Project Life Cycle	The sequential phases through which a project passes. These phases contain all of the events necessary to complete the project. In general, the four phases of any IT project at NMU include: Initiation, Planning, Execution, Closeout.
Project Manager	The individual assigned and responsible for achieving the project objectives.
Project Management	The planning, monitoring and control of all aspects of a project in order to achieve the project objective with respect to specified cost, quality and performance.
Project Objective	A pre-determined result toward which the project is oriented. A concrete statement describing what the project is trying to achieve. Objectives should be Specific, Measurable, Attainable, Realistic, and Time bound (SMART).
Project Team	A selected group responsible for conducting project activities.
Risk	The likelihood of an undesirable outcome. What may hinder the successful delivery of a project or deliverable?
Scope	The deliverable that will be produced by the project. Scope describes the boundaries of the project in terms of what will, and will not, be produced.
Specifications	Specific details for project requests, tasks, or objectives. For example: an email will be generated; specifications include: From/To whom? Subject? When? Text body?
Stakeholder	Any person or group whose interests may be impacted by a project or its deliverables. Stakeholders are often project team members.
Task	A well-defined unit of work that has completion criteria. Tasks are generally smaller "to do" items. A project deliverable is often the result of the completion of numerous associated tasks.
Use Case	Guiding examples of desired functionality. Provides insight for how End Users will use the tool.