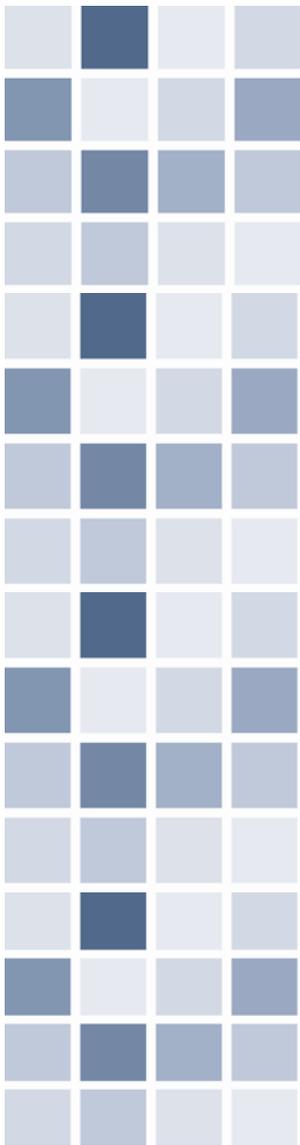# BETTER PRACTICE ADVICE

GOVERNANCE AND MANAGEMENT ARRANGEMENTS FOR TIER 1, 2 AND 3 PROJECTS AND PROGRAMS

(INCORPORATING GENERIC PROJECT ROLES AND RESPONSBILITIES)

If you require assistance or have questions or feedback contact the PMO at PMO@afp.gov.au

Better Practice Advice on Governance and Management Arrangements for Tier 1, 2 and 3 Projects and Programs

1. Disclosure and compliance

This document is classified **UNCLASSIFIED** and is intended for internal AFP use.

Disclosing any content must comply with Commonwealth law and the [AFP National Guideline on the disclosure of information](#).

2. Acronyms

AFP	Australian Federal Police
MoP™ i	Management of Portfolio
MSP® ii	Managing Successful Programs
PMO®	Portfolio Management Office
PRINCE2® iii	Projects in a Controlled Environment (Version 2)
SRO	Senior Responsible Owner/Officer (accountable for a program)
P3O® iv	Portfolio, Program, Project Office
SIC	Strategic Investment Committee
SLG	Senior Leaders Group

3. Definitions

Portfolio – In the context of project and program management delivery in the AFP. Represents 'the totality of an organisation's investment (or segment thereof) in the changes required to achieve its strategic objectives' (MoP™).

In particular, the focus is on the management of the change and the organisation's collective investment in programs and projects that contribute to the achievement of strategic objectives and business priorities.

Program - 'A program is a temporary, flexible organisation that co-ordinates, directs and oversees the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisation's strategic objectives' (MSP®).

Project - 'A project is a temporary organisation, which will deliver one or more outputs in accordance with a specified business case.' A project is usually time and resource constrained, has a start and finish, a set objective to achieve, creates / delivers products / services, and delivers to an agreed scope and agreed business case. (PRINCE2®)

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Portfolio Management Office – The AFP business area which is established centrally to manage the investment process, strategic alignment, prioritisation and selection, progress tracking and monitoring, optimisation and benefits achieved by an organisation's projects and programs on behalf of its senior management'. (MOP™)

4. Better practice advice authority

This better practice advice was issued by National Manager Operations Support through the AFP PMO

This document contains information and procedures for particular business practices. The AFP expects appointees to apply it in the workplace. Non-compliance will be initially addressed as a personal competency/work performance issue rather than a conduct issue pursuant to the Australian Federal Police Commissioner's Order on Professional Standards (CO2).

5. Introduction

The PMO has produced tailored governance arrangements to suit the different needs of governance, decision-making and accountability for different tiers of projects and programs within the AFP.

The generic roles described in best practice project and program management methods (PRINCE2® and MSP®) have been matched and linked to existing executive and management positions in the AFP, thereby linking existing authority and responsibility structures to the delivery of projects and programs.

6. Complexity modelling technique

This better practice advice should be read in conjunction with advice on the complexity modelling technique. This technique is is used to determine the likely complexity involved in the delivery of a particular proposed project or program.

The technique provides:

- a common approach by which to determine the complexity of projects and programs in the portfolio;
- the ability to compare projects and programs against each other on that basis; and
- a method to group projects (e.g. classify them as Tier 1, 2 and 3 projects, programs, change initiatives)

This information can then be used by the PMO to:

- sort and analyse the priority of projects and programs,
- define what governance standards are to be applied to different levels of projects and programs if approved for delivery,

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- tailor management methods to different levels of projects and programs once they are approved for delivery, and
- use in other portfolio management tools and techniques.

The technique informs the selection of projects and programs against a scalability matrix and subsequent recommended governance arrangements.

7. Recommended Governance Arrangements

Program / Project Scale and Complexity

High

Category	Scalability Matrix - Definition	Proposed Governance Arrangements
Tier 1 **Type:** **a Program**	**A program of major business change that is delivered through *a set of related projects and transformation activities* to deliver outcomes and benefits that achieve organisational strategic objective(s).**	**(Mandatory):** A Program governance body to direct the program, led by an SRO (Senior Responsible Owner / Officer) who is accountable for the program (ensuring that it meets its objectives and realises its benefits). The SRO role is filled by a suitable ***National Manager*** *(at a minimum)* who is formally appointed by the SLG the SIC, or the Senior Executive. The Program in turn is managed by ***a Program Manager at practitioner level or with equivalent qualifications and/or previous experience in managing a similar program***, assisted by qualified persons in change and benefits management. All Program Board roles and responsibilities recommended in MSP are implemented. All members of the Program Board are formally appointed by the SIC, through agreed Terms of Reference, and are provided information on their role and responsibilities before assuming their appointment. Adequate Program Assurance (internal and/or external) is used throughout the Program to support program governance. The Program and its subordinate set of projects is supported by a dedicated and skilled Program Office that, at a minimum, is performing the role and delivering the functions of a Program Office as defined by P3O standards implemented by the AFP PMO. Projects within the Program are each being directed by a Project Board that work to the Program Manager and the broader Program Board, and are accountable to the SRO.

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	Category	Scalability Matrix - Definition	Proposed Governance Arrangements
Program / Project Scale and Complexity High	**Tier 1** **Type:** **a Mega-Project**	**An extremely large scale, major investment project (single). Costing tens to hundreds of millions of dollars or more. Attracts a high level of public attention or political interest because of the substantial direct and indirect impacts on the organisation, the organisational budget, environment, community. Funded internally.**	**(Mandatory)** A project governance body to direct the project, led by a Project Board Executive representing the business and corporate interests of the AFP. The Executive is directly accountable for the project to the SLG via the SIC (for ensuring that it meets its objectives and delivers the approved business case). The Executive role is filled by a suitable **National Manager** *(at a minimum)* who is formally appointed by the SLG, SIC, or Senior Executive. All Project Board roles and responsibilities recommended in PRINCE2 are implemented. The roles of Senior User(s) and Senior Supplier(s) are filled by representatives who are at right level for the project and who have the authority, capacity and credibility to perform the required role. All members of the Project Board are formally appointed by the SIC through the agreed Terms of Reference and are provided information on their role and responsibilities before assuming their appointment. The Project in turn is managed by ***a Project Manager at practitioner level or with equivalent qualifications and/or previous experience in managing a similar project***, assisted by qualified persons in change and benefits management. The Project Manager by exercising his/her delegated authority (from the Project Board), manages the project on a day-to-day basis on behalf of the board Because of the importance, complexity and size of the project, the Project Manager's responsibility for providing project support is delegated to a small dedicated, skilled Project Support team (of two or more people). The Project Support team is likely to be augmented by expert resources made available by AFP corporate areas such as Finance, Contracting and Procurement, Performance Management, Media and Communications etc. The Project Support team is performing the role and delivering the functions of a Project Office as defined by P3O standards implemented by the AFP PMO. Adequate and appropriate Project Assurance (internal and/or external) is used throughout the project to support project governance.
	Tier 1 **Type:** **a Strategic Project**	**A key 'significant project' that is considered by the organisation as critical to addressing an important issue facing the organisation; important to performing vital operations in the future; and/or through its delivery affects the direction of the organisation.**	**(Mandatory)** *Same governance arrangements as per a Mega Project, with the following exceptions:* The Executive role is filled by a suitable **Manager** *(at a minimum)* who is recommended by a sponsoring National Manager and is formally appointed by the SLG through the SIC.

Program / Project Scale and Complexity

Medium

Category	Scalability Matrix - Definition	Proposed Governance Arrangements
Tier 2 **Type:** **a significant project**	**Significant project with medium to high profile; significant change; requires management of multiple resources to deliver, significant cost; important business case to deliver, risks to delivery; and/ or substantial scope.**	**(Mandatory)** A project governance body to direct the project, led by a Project Board Executive representing the business and corporate interests of the AFP. The Executive is directly accountable for the project to the SLG via the SIC (for ensuring that it meets its objectives and delivers the approved business case). The Executive role is filled by a suitable ***Manager (at a minimum)*** that is recommended by a sponsoring National Manager formally appointed by the SIC. All Project Board roles and responsibilities recommended in PRINCE2 are implemented. The roles can be shared or multiple roles can be assumed by the one person. The roles of Senior User(s) and Senior Supplier(s) are filled by representatives who are at the right level for the project and who have the authority, capacity and credibility to perform the required role. All members of the Project Board are formally appointed by sponsoring National Managers through the agreed Terms of Reference and are provided information on their role and responsibilities before assuming their appointment. The Project in turn is managed by ***a Project Manager at practitioner level or with equivalent qualifications and/or previous experience in managing a similar project.*** The Project Manager by exercising his/her delegated authority (from the Project Board), manages the project on a day-to-day basis on behalf of the board. The Project Manager's responsibility for providing project support *may be* delegated to a small dedicated, skilled Project Support team (of one or two people) or rely on an already centralised project support function in the business area (e.g. ICT PMO). The Project Manager is likely to rely on expert resources of AFP corporate areas such as Finance, Contracting and Procurement, Performance Management, Media and Communications through their involvement as Project Assurance. Adequate and appropriate Project Assurance (internal and/or external) is used throughout the project to support project governance.
Tier 2 **Type:** **a significant project (that is part of a program)**	**As above - but is part of an overarching program that is managing the delivery of a set of projects.**	**(Mandatory)** A project governance body to direct the project, led by a Project Board Executive representing the business and corporate interests of the AFP. The Executive is directly accountable for the project to the parent Program (for ensuring that it meets its objectives and delivers the approved business case). The Executive role is filled by a suitable ***Manager (at a minimum)*** that is recommended by a sponsoring National Manager formally appointed by the SIC.

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Program / Project Scale and Complexity

Medium

Program / Project Scale and Complexity

Low

Category	Scalability Matrix - Definition	Proposed Governance Arrangements
		Alternatively, the Project Board Executive role is performed by the Program Manager of the parent Program if this is appropriate.
		All Project Board roles and responsibilities recommended in PRINCE2 are implemented. The roles can be shared or multiple roles can be assumed by the one person. The roles of Senior User(s) and Senior Supplier(s) are filled by representatives who are at right level for the project and who have the authority, capacity and credibility to perform the required role (this may also include the Program Manager of the parent Program). All members of the Project Board are formally appointed by sponsoring National Managers through the agreed Terms of Reference and are provided information on their role and responsibilities before assuming their appointment.
		The Project in turn is managed by *a Project Manager at practitioner level or with equivalent qualifications and/or previous experience in managing a similar project.* The Project Manager by exercising his/her delegated authority (from the Project Board), manages the project on a day-to-day basis on behalf of the board.
		The Project Manager's responsibility for providing project support *may* rely in part on the already centralised program support function of the parent Program (i.e. the Program Office). The Project Manager is likely to rely on expert resources of AFP corporate areas such as Finance, Contracting and Procurement, Performance Management, Media and Communications through the Program Office (that most likely has some of these resources already dedicated) or through any delegated roles already performing program assurance.
		Adequate and appropriate Project Assurance (internal and/or external) is used throughout the project to support project governance.
Tier 3 **Type:** a simple project	**A simple project with typically low profile, impact; very minor change, localised; uncomplicated delivery, quick time frame; straightforward delivery objectives, small number of deliverables; low cost, minimum resources needed to deliver.**	**(Mandatory)** A project governance body to direct the project, led by a Project Board Executive representing the business and corporate interests of the AFP.
		Because of the low complexity / size of the project, the size of the Project Board will be small with the Project Board member(s) taking on multiple roles (Executive, Senior User and/or Senior Supplier as appropriate). The person performing the Executive role is directly accountable for the project to the SLG via the SIC (for ensuring that it meets its objectives and delivers the approved business case). The Executive role is filled by a suitable *Coordinator or above* (at a minimum) that is recommended by a sponsoring Manager, and formally

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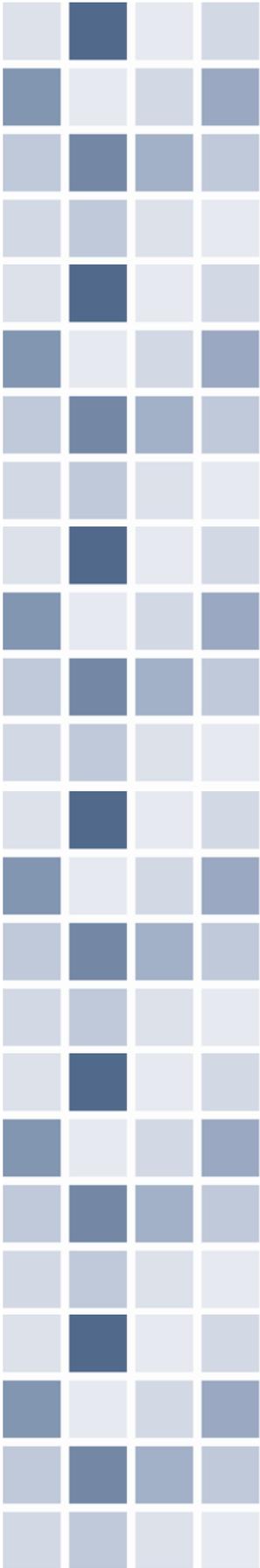| Category	Scalability Matrix - Definition	Proposed Governance Arrangements
		appointed by the National Manager(s).
		All members of the Project Board are formally appointed by sponsoring National Managers through the agreed Terms of Reference and are provided information on their role and responsibilities before assuming their appointment.
		The Project in turn is managed by *a Project Manager at foundation level or with equivalent qualifications and/or previous experience in managing a similar project*. The Project Manager by exercising his/her delegated authority (from the Project Board), manages the project on a day-to-day basis on behalf of the board.
		The Project Manager's responsibility also includes performing the role of Project Support (unless this support can be provided by an already centralised project support function in the business area e.g. ICT PMO). The Project Manager is likely to rely on expert resources of AFP corporate areas such as Finance, Contracting and Procurement, Performance Management, Media and Communications through their involvement as Project Assurance.
		Adequate and appropriate Project Assurance (internal and/or external) is used throughout the project to support project governance.
Tier 3 **Type:** a simple project (that is part of a program)	**As above - but is part of an overarching program that is managing the delivery of a set of projects.**	**(Mandatory)** A project governance body to direct the project, led by a Project Board Executive representing the business and corporate interests of the AFP.
		Because of the low complexity / size of the project, the size of the Project Board will be small with the Project Board member(s) taking on multiple roles (Executive, Senior User and/or Senior Supplier as appropriate).The Executive is directly accountable for the project to the parent Program (for ensuring that it meets its objectives and delivers the approved business case). The Executive role is filled by a suitable *Coordinator or above* (at a minimum) that is recommended by the parent Program and, is formally appointed by the SLG, SIC, or Senior Executive.
		Alternatively, the Project Board Executive role is performed by the Program Manager of the parent Program if this is appropriate.
		All members of the Project Board are formally appointed by the SIC, through agreed Terms of Reference, and are provided information on their role.
		The Project in turn is managed by *a Project Manager foundation level or with equivalent qualifications and/or previous experience in managing a similar project*. The Project

Program / Project Scale and Complexity

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Low

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Category	Scalability Matrix - Definition	Proposed Governance Arrangements
		Manager by exercising his/her delegated authority (from the Project Board), manages the project on a day-to-day basis on behalf of the board. The Project Manager's responsibility for providing project support *may* rely in part on the already centralised program support function of the parent Program (i.e. the Program Office). The Project Manager is likely to rely on expert resources of AFP corporate areas such as Finance, Contracting and Procurement, Performance Management, Media and Communications through the Program Office (that most likely has some of these resources already dedicated) or through any delegated roles already performing program assurance. Adequate and appropriate Project Assurance (internal and/or external) is used throughout the project to support project governance.
n/a **Type:** **a Standalone Procurement**	**A Business as Usual activity that is not related to any project or program activity; an asset replacement; capability maintenance activity; or simple purchases.**	**Not covered under Tier 1, 2, 3 arrangements**. *Governed through existing day-to-day line management arrangements, and/or the AFP National Guideline on Procurement and Contracting.*

8. New Policy Initiatives

New Policy Initiatives (NPI) will be assessed under the complexity model, with governance for implementation of NPI programs and projects to accord with this Better Practice Guide. NPI project and program governance bodies will be responsible for internal and external reporting.

Further advice

Queries about the content of this Better Practice Advice should be referred to the AFP Portfolio Management Office PMO@afp.gov.au

PRINCE2®

GENERIC PROJECT ROLES AND RESPONSIBILITIES

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Name:			
Project Role:	Executive		
Location:			
Project Name:		Project ID:	

Role Overview:

The Executive is ultimately responsible for the project, supported by the Senior User and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life on achieving its objectives and delivering a product that will achieve the forecast benefits. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of the business, user and supplier. Throughout the project, the Executive is responsible for the Business Case.

The Project Board is not a democracy controlled by votes. The Executive is the ultimate decision maker and is supported in the decision making by the Senior User and Senior Supplier.

Role Responsibilities

In addition to the Project Board's collective responsibilities, the Executive will:

- Design and appoint the project management team (in particular the Project Manager)
- Oversee the development of the Project Brief and the outline Business Case, ensuring that the project is aligned with corporate strategies (and presenting the outline Business Case to corporate or programme management for approval where required)
- Oversee the development of the detailed Business Case
- Secure the funding for the project
- Approve any additional supplier contracts (if the relationship between the user and supplier is a commercial one)
- Hold the Senior Supplier to account for the quality and integrity of the specialist approach and specialist products created for the project
- Hold the Senior User to account for realizing the benefits defined in the Business Case, ensuring that benefits reviews take place to monitor the extent to which the Business Case benefits are achieved
- Transfer responsibility for post-project benefits reviews to corporate or programme management
- Monitor and control the progress of the project at a strategic level, in particular reviewing the Business Case regularly
- Escalate issues/risks to corporate/programme management if project tolerance is forecast to be exceeded
- Ensure that risks associated with the Business Case are identified, assessed and controlled
- Make decisions on escalated issues, with particular focus on continued business justification
- Organize and chair Project Board reviews
- Ensure overall business assurance of the project – that it remains on target to deliver products that will achieve the expected business benefits, and that the project will be completed within its agreed tolerances. Where appropriate, delegate some business Project Assurance activities.

ADDITIONAL NOTES

[Type any additional notes if needed.]

Reviewed By:		Date:	
Approved By:		Date:	

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Name:			
Project Role:	Senior User		
Location:			
Project Name:		Project ID:	

Role Overview:

The Senior User(s) is responsible for specifying the needs of those who will use the project's products, for user liaison with the project management team, and for monitoring that the solution will meet those needs within the constraints of the Business Case in terms of quality, functionality and ease of use.

The role represents the interests of all those who will use the project's products (including operations and maintenance), those for whom the products will achieve an objective or those who will use the products to deliver benefits. The Senior User role commits user resources and monitors products against requirements. This role may require more than one person to cover all the user interests. For the sake of effectiveness, the role should not be split between too many people.

The Senior User(s) specifies the benefits and is held to account by demonstrating to corporate or programme management that the forecast benefits that were the basis of project approval have in fact been realized. This is likely to involve a commitment beyond the end of the life of the project.

Role Responsibilities

In addition to the Project Board's collective responsibilities, the Senior User will:

- Provide the customer's quality expectations and define acceptance criteria for the project
- Ensure that the desired outcome of the project is specified
- Ensure that the project produces products that will deliver the desired outcomes, and meet user requirements
- Ensure that the expected benefits (derived from the project's outcomes) are realized
- Provide a statement of actual versus forecast benefits at the benefits reviews
- Resolve user requirements and priority conflicts
- Ensure that any user resources required for the project (e.g. to undertake user quality inspections and product approval) are made available
- Make decisions on escalated issues, with particular focus on safeguarding the expected benefits
- Brief and advise user management on all matters concerning the project
- Maintain business performance stability during transition from the project to business as usual
- Provide the user view on follow-on action recommendations
- Undertake Project Assurance from the user perspective (user assurance) and, where appropriate, delegate user Project Assurance activities

ADDITIONAL NOTES

[Type any additional notes if needed.]

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Approved By:		Date:	

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Name:	
Project Role:	Senior Supplier
Location:	
Project Name:	Project ID:

Role Overview:

The Senior Supplier represents the interests of those designing, developing, facilitating, procuring and implementing the project's products. This role is accountable for the quality of products delivered by the supplier(s) and is responsible for the technical integrity of the project. If necessary, more than one person may be required to represent the suppliers. Depending on the particular customer/supplier environment, the customer may also wish to appoint an independent person or group to carry out assurance on the supplier's products (for example, if the relationship between the customer and supplier is a commercial one).

Role Responsibilities

In addition to the Project Board's collective responsibilities, the Senior Supplier will:

- Assess and confirm the viability of the project approach
- Ensure that proposals for designing and developing the products are realistic
- Advise on the selection of design, development and acceptance methods
- Ensure that the supplier resources required for the project are made available
- Make decisions on escalated issues, with particular focus on safeguarding the integrity of the complete solution
- Resolve supplier requirements and priority conflicts
- Brief non-technical management on supplier aspects of the project
- Ensure quality procedures are used correctly, so that products adhere to requirements
- Undertake Project Assurance from the supplier perspective (supplier assurance) and, where appropriate, delegate supplier Project Assurance activities

ADDITIONAL NOTES

[Type any additional notes if needed.]

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Approved By:		Date:	

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Name:	
Project Role:	**Business Assurance (Project Assurance)**
Location:	

Project Name:		Project ID:	

Role Overview:

The implementation of the assurance responsibilities needs to answer the question: what is to be assured? A list of possibilities applicable to the business, user and supplier stakeholder interests would include ensuring that: liaison is maintained between the business, user and supplier throughout the project; risks are controlled; the right people are involved in writing Product Descriptions; the right people are planned to be involved in quality inspection at the correct points in the products' development; staff are properly trained in the quality methods; the quality methods are being correctly followed; quality control follow-up actions are dealt with correctly; an acceptable solution is being developed; the scope of the project is not changing unnoticed; internal and external communications are working; applicable standards are being used; the needs of the specialist interest (for example, security) are being observed).

Role Responsibilities

Business Assurance responsibilities:

- Assist the Project Manager to develop the Business Case and Benefits Review Plan (if it is being prepared by the Project Manager).
- Advise on the selection of project management team members.
- Advise on the Risk Management Strategy.
- Review the Business Case for compliance with corporate or programme standards.
- Verify the Business Case against external events and against project progress.
- Check that the Business Case is being adhered to throughout the project.
- Check that the project remains aligned to the corporate or programme strategy.
- Review project finance on behalf of the customer.
- Verify that the solution continues to provide value for money.
- Periodically check that the project remains viable.
- Assess that the aggregated risk exposure remains within project tolerance.
- Check that any supplier and contractor requirements are authorized.
- Review issues and risks by assessing their impact on the Business Case.
- Constrain user and supplier excesses.
- Inform the project management team of any changes caused by a programme of which the project is part (this responsibility may be transferred if there is other programme representation on the project management team).
- Monitor stage and project progress against the agreed tolerances.

ADDITIONAL NOTES

[Type any additional notes if needed.]

Reviewed By:		Date:	
Approved By:		Date:	

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Name:		
Project Role:	User Assurance (Project Assurance)	
Location:		
Project Name:		Project ID:

Role Overview:

The implementation of the assurance responsibilities needs to answer the question: what is to be assured? A list of possibilities applicable to the business, user and supplier stakeholder interests would include ensuring that: liaison is maintained between the business, user and supplier throughout the project; risks are controlled; the right people are involved in writing Product Descriptions; the right people are planned to be involved in quality inspection at the correct points in the products' development; staff are properly trained in the quality methods; the quality methods are being correctly followed; quality control follow-up actions are dealt with correctly; an acceptable solution is being developed; the scope of the project is not changing unnoticed; internal and external communications are working; applicable standards are being used; the needs of the specialist interest (for example, security) are being observed).

Role Responsibilities

User Assurance responsibilities:

- Advise on the stakeholder engagement.
- Advise on the Communication Management Strategy.
- Ensure that the specification of the user's needs is accurate, complete and unambiguous.
- Assess whether the solution will meet the user's needs and is progressing towards that target.
- Advise on the impact of potential changes from the user's point of view.
- Monitor risks to the user.
- Ensure that the quality activities relating to products at all stages have appropriate user representation.
- Ensure that the quality control procedures are used correctly to ensure that products meet user requirements.
- Ensure that user liaison is functioning effectively.

ADDITIONAL NOTES

[Type any additional notes if needed.]

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Approved By:		Date:	

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Name:		
Project Role:	Supplier Assurance (Project Assurance)	
Location:		
Project Name:	Project ID:	

Role Overview:

The implementation of the assurance responsibilities needs to answer the question: what is to be assured? A list of possibilities applicable to the business, user and supplier stakeholder interests would include ensuring that: liaison is maintained between the business, user and supplier throughout the project; risks are controlled; the right people are involved in writing Product Descriptions; the right people are planned to be involved in quality inspection at the correct points in the products' development; staff are properly trained in the quality methods; the quality methods are being correctly followed; quality control follow-up actions are dealt with correctly; an acceptable solution is being developed; the scope of the project is not changing unnoticed; internal and external communications are working; applicable standards are being used; the needs of the specialist interest (for example, security) are being observed).

Role Responsibilities

Supplier Assurance responsibilities:

- Review the Product Descriptions.
- Advise on the Quality Management Strategy and Configuration Management Strategy.
- Advise on the selection of the development strategy, design and methods.
- Ensure that any supplier and operating standards defined for the project are met and used to good effect.
- Advise on the potential changes and their impact on the correctness, completeness and integrity of products against their Product Description from a supplier perspective.
- Monitor any risks in the production aspects of the project.
- Assess whether quality control procedures are used correctly, so that the products adhere to the requirements.

ADDITIONAL NOTES

[Type any additional notes if needed.]

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Name:			
Project Role:	**Project Manager**		
Location:			
Project Name:		**Project ID:**	

Role Overview:

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by them. The Project manager's prime responsibility is to ensure that the project produces the required products within the specified tolerances of time, cost, quality, scope, risk and benefits. The Project Manager is also responsible for the project producing a result capable of achieving the benefit defined in the Business Case.

Role Responsibilities

The Project Manager's responsibilities include the following:

- Prepare the following baseline management products, in conjunction with any Project Assurance roles, and agree them with the Project Board: Project Brief including the Project Product Description; Benefits Review Plan; Project initiation Documentation (and its components).
- Prepare the following reports: Highlight reports; Issue Reports; End Stage Reports; Lessons Reports; Exception reports; End Project Report.
- Maintain the following records: Issue Register; Risk Register; Daily Log; lessons Log.
- Liaise with corporate or programme management to ensure that work is neither overlooked nor duplicated by related projects.
- Liaise with any external suppliers or account managers.
- Lead and motivate the project management team.
- Ensure that behavioural expectations of team members are established.
- Manage the information flows between the directing and delivering levels of the project.
- Manage the production of the required products, taking responsibility for overall progress and use of resources and initiating corrective action where necessary.
- Establish and manage the project's procedures – risk management, issue and change control, configuration management, and communication.
- Authorize Work Packages.
- Advise the Project Board of any deviations from the plan.
- Unless appointed to another person(s) perform the Team Manager role.
- Unless appointed to another person (or corporate/programme function), perform the Project Support role.
- Implement the Configuration Management Strategy.
- Ensure project personnel comply with the Configuration Management Strategy.
- Schedule configuration audits to check that the physical products are consistent with the Configuration Item records and initiate any necessary corrective action.
- Identify and manage dependencies and ensure efficient and effective allocation of project resources.
- Undertake stakeholder engagement and management for the life-cycle of project or program.

ADDITIONAL NOTES

[Type any additional notes if needed.]

Reviewed By:		Date:	
Approved By:		Date:	

Version 0.2

PMO Better Practice Advice – Governance and Management Arrangements for Tier 1, 2 and 3 Projects and Programs (incorporates and supercedes 'Management Governance by Tier v0.3')

Name:			
Project Role:	**Project Support**		
Location:			
Project Name:		Project ID:	

Role Overview:

The provision of any Project Support on a formal basis is optional. If it is not delegated to a separate person or function it will need to be undertaken by the Project Manager.

One support function that must be considered is that of configuration management. Depending on the project's size and environment, there may be a need to formalize this and it may become task with which the project Manager cannot cope without support.

Project Support functions may be provided by a project office or specific resources for the project.

Role Responsibilities

The following is a suggested list of tasks:

- Set up and maintain project files.
- Establish document control procedures.
- Collect actuals data and forecasts.
- Update plans.
- Administer or assist the quality review process.
- Administer or assist Project Board meetings.
- Assist with the compilation of reports.
- Contribute expertise in specialist tools and techniques (e.g. planning and control tools, risk analysis).
- Maintain the following records: Quality register; Configuration Item records; any other registers / logs delegated by the Project manager.
- Administer the configuration management procedure (these responsibilities may be undertaken by a configuration librarian from corporate or programme management):
  - Administer the receipt, identification, versions, storage and issue of all project products.
  - Provide information on the status of all products (by preparing and issuing Product Status Accounts).
  - Archive superseded product copies.
  - Ensure the security and preservation of the master copies of all the project products.
  - Maintain a record of all copies issued.
  - Notify holders of any changes to their copies.
  - Number, record, store and distribute Issue reports.
  - Conduct configuration audits.

ADDITIONAL NOTES

[Type any additional notes if needed.]

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Name:			
Project Role:	**Team Manager**		
Location:			
Project Name:		**Project ID:**	

Role Overview:

The Team manager's prime responsibility is to ensure the production of those products defined by the Project Manager to an appropriate quality, in a set timescale, and at a cost acceptable to the Project Board. The Team Manager role reports to, and takes direction from, the Project Manager.

Role Responsibilities

- Prepare the Team Plan and agree it with the Project Manager.
- Produce Checkpoint Reports as agreed with the Project Manager.
- Plan, monitor and manage the team's work.
- Take responsibility for the progress of the team's work and use of team resources, and initiate corrective action, where necessary, within the constraints laid down by the Project Manager.
- Identify and advise the Project Manager of any issues and risks associated with a Work Package.
- Advise the Project Manager of any deviations from the plan, recommend corrective action, and help prepare any Exception Plans.
- Pass back to the Project Manager products that have been completed and approved in line with the agreed Work Package requirements.
- Liaise with any Project Assurance and Project Support roles.
- Ensure that quality activities relating to the team's work are planned and performed correctly, and are within tolerance.
- Ensure that the appropriate entries are made in the Quality Register.
- Manage specific issues and risks as directed by the Project Manager.
- Assist the Project Manager in examining issues and risks.
- Ensure that all assigned issues are properly reported to the person maintaining the Issue Register.

ADDITIONAL NOTES

[Type any additional notes if needed.]

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Name:			
Project Role:	Change Authority		
Location:			
Project Name:		Project ID:	

Role Overview:

The Project Board may delegate authority for approving responses to requests for change or off-specifications to a separate individual or group, called a Change Authority.

The Project Manager could be assigned as the Change Authority for some aspects of the project (e.g. changing baselined Work Packages if it does not affect stage tolerances).

Role Responsibilities

- Review and approve or reject all requests for change and off-specifications within the delegated limits of authority and change budget set by the Project Board.
- Refer to the Project Board if any delegated limits of authority or allocated change budget are forecast to be exceeded.

ADDITIONAL NOTES

[Type any additional notes if needed.]

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