Responsibilities List by Role

Now that you understand the fundamentals of each role on a project, use these lists to think more specifically about what a person in each of these roles should be doing on a project.

Project Manager Responsibilities List (in collaboration with the team)

- ☐ Assigned to the project no later than initiating
- ☐ Be a servant leader
- ☐ Apply project management knowledge and interpersonal and leadership skills to achieve project success
- ☐ Assist the team and other stakeholders
- ☐ Identify and analyze constraints and assumptions
- ☐ Lead and direct project planning
- ☐ Control the project but not necessarily the resources
- ☐ Help identify dependencies between activities
- ☐ Take action to produce a realistic schedule
- ☐ Develop time and cost reserves for the project
- ☐ Understand and foster professional and social responsibility
- ☐ Control the project by measuring performance and determining variances from the plan
- ☐ Integrate project components into a cohesive whole that meets the customer's needs
- ☐ Determine the need for change requests, including recommended corrective and preventive actions and defect repair
- ☐ Influence team success by promoting good communication, enhancing positive aspects of cultural differences, and resolving team issues
- ☐ Understand how cultural differences may impact the project (including global teams, virtual teams, or projects involving multiple organizations)
- ☐ Spend more time being proactive than dealing with problems
- ☐ Perform project closing at the end of each phase and for the project as a whole

- ☐ Select appropriate processes for the project
- ☐ Write the project charter
- ☐ Identify stakeholders, support stakeholder engagement, and manage stakeholder expectations throughout the project
- ☐ Identify and deliver required levels of quality
- ☐ Manage project knowledge, including sharing lessons learned
- ☐ Use rewards and recognition
- ☐ Solve problems and remove impediments to the team's progress
- ☐ Demonstrate ethics and leadership
- ☐ Manage and control resources
- ☐ Keep team members focused on risk management and risk responses
- ☐ Coordinate interactions between the project team and key stakeholders
- ☐ Monitor risk, communications, and stakeholder engagement to ensure they're in conformance with requirements
- ☐ Finalize and gain approval of the project management plan
- ☐ Use metrics to identify variances and trends in project work, and be responsible for analyzing the impact of variances and trends
- ☐ Work with the team to resolve variances from the project management plan
- ☐ Approve or reject changes as authorized, facilitate change control, and sit on the change control board (Note for agile this is the product owner)
- ☐ Ensure professional interactions between the team and other stakeholders

Agile Team Leader Responsibilities List

- ☐ Be a servant leader
- ☐ Ensure the processes to be used on the project are understood and being followed
- ☐ Remove impediments for the team
- ☐ Help identify requirements

- ☐ Help identify and analyze project constraints and assumptions
- ☐ Help identify, analyze, and engage stakeholders
- ☐ Participate in the risk management process
- ☐ Attend team meetings such as daily standups, iteration planning, reviews, and retrospectives

- ☐ Apply ground rules or team charter
- ☐ Help resolve conflict where appropriate
- ☐ Help ensure a common understanding of the project and product visions

- ☐ Influence the team and environment by facilitating communication and enhancing positive aspects of cultural differences

Product Owner Responsibilities List

- ☐ Represent value management for the team and stakeholders
- ☐ Help identify and engage stakeholders
- ☐ Help identify requirements
- ☐ Help identify constraints and assumptions
- ☐ Prioritize product and iteration backlogs for the project
- ☐ Keep the backlog updated
- ☐ Attend team meetings such as daily standups, iteration planning, reviews, and retrospectives

- ☐ Serve as spokesperson for the project
- ☐ Help ensure a common understanding of the project and product visions
- ☐ Participate in the risk management process
- ☐ Accept product increments or describe what is missing or inadequate during reviews
- ☐ Enforce ground rules or team charter

Project Sponsor Responsibilities List

During Initiating (or before):

- ☐ Provide high-level scope and requirements
- ☐ Participate in developing the business case and vision for the project
- ☐ Guide the process to get the project approved
- ☐ Help to define the measurable objectives
- ☐ Determine (with the customer) priorities between project constraints
- ☐ Maintain support for the project
- ☐ Serve as spokesperson for the project, including to upper management
- ☐ Facilitate buy-in throughout the organization

- ☐ Provide funding
- ☐ May (with the customer) dictate milestones, key events, or the project end date
- ☐ Help to set priorities between projects
- ☐ Advocate for or champion the project
- ☐ Provide information that helps develop the project charter
- ☐ Approve the project charter
- ☐ Give the project manager authority as outlined in the project charter
- ☐ Encourage the finalization of high-level requirements and scope by stakeholders

During Planning:

- ☐ Communicate the project vision to the project manager and team
- ☐ Provide the project team with time to plan
- ☐ Determine the reports needed by management to oversee the project
- ☐ Help identify project risks

- ☐ Help the project manager and team to balance stakeholder priorities
- ☐ May review the WBS
- ☐ Help evaluate trade-offs during crashing, fast tracking, and re-estimating
- ☐ Approve the final project management plan

During Executing and Monitoring & Controlling:

- ☐ Support the efforts of the project manager and team
- ☐ Protect the project from outside influences and unnecessary changes
- ☐ Enforce quality policies
- ☐ Provide expert judgment
- ☐ Help evaluate trade-offs during crashing, fast tracking, and re-estimating

- ☐ Clarify project vision and project scope questions
- ☐ Approve, reject, or defer changes, or authorize a change control board to do so
- ☐ May direct that a quality review be performed
- ☐ Resolve conflicts that extend beyond the project manager's control
- ☐ Support the project manager in monitoring project progress

During Closing:

- ☐ Provide formal acceptance of the deliverables (if they represent the customer)
- ☐ Enable an efficient and integrated transfer of deliverables to the customer
- ☐ Support the collection of historical records from the project
- ☐ Provide rewards and recognition

Team Responsibilities List

- ☐ Help identify and involve stakeholders
- ☐ Help identify requirements
- ☐ Help identify constraints and assumptions
- ☐ Help create the WBS or product backlog
- ☐ Decompose work packages into activities, or decompose stories into tasks
- ☐ Identify dependencies between activities
- ☐ Provide schedule and cost estimates
- ☐ Participate in the risk management process
- ☐ Comply with quality and communications plans
- ☐ Apply ground rules or team charter
- ☐ Execute the project management plan to accomplish the project scope
- ☐ Attend project team meetings
- ☐ Recommend project changes, including corrective and preventive actions
- ☐ Implement approved changes
- ☐ Share acquired knowledge
- ☐ Contribute to the lessons learned register

Stakeholder (Customer) Responsibilities List

- ☐ Help create the project charter
- ☐ Be involved with governance
- ☐ Approve project changes
- ☐ Attend reviews and accept or reject deliverables presented; provide feedback
- ☐ Be a risk owner
- ☐ Participate in phase gate reviews
- ☐ Identify issues
- ☐ Identify constraints and assumptions
- ☐ Identify requirements and project scope
- ☐ Manage risk
- ☐ Help develop the project management plan or the backlog and release roadmap
- ☐ Help document lessons learned
- ☐ Provide expert judgment
- ☐ Participate as a member of the change control board

Functional or Resource Manager Responsibilities List

- ☐ Assign specific individuals to the team and negotiate with the project manager regarding team and physical resources
- ☐ Manage activities within their functional area
- ☐ Participate in project planning until work packages or activities are assigned
- ☐ Provide subject matter expertise
- ☐ Participate in risk identification
- ☐ Approve the final schedule during schedule development when it involves team or physical resources under their control
- ☐ Recommend project changes including preventive and corrective actions
- ☐ Inform the project manager of other projects or departmental work demands that may impact the project
- ☐ Sit on the change control board
- ☐ Participate in rewards and recognition for team members
- ☐ Improve resource utilization
- ☐ Participate in quality management
- ☐ Approve the final project management plan or backlog/ release roadmap when it involves team or other resources under their control
- ☐ Assist with issues related to team or physical resources under their control

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This article complements information in **Rita Mulcahy's™ PMP® Exam Prep** book, 11th edition. If you are preparing for the PMP®, consider contacting RMC Learning Solutions® at info@rmcls.com to find the best prep strategy for you.

Program Manager Responsibilities List

☐ Manage related projects to achieve results not obtainable by managing them separately

☐ Ensure selected projects support strategic goals of the organization

☐ Provide oversight to adjust projects for the program's benefit

☐ Guide and support individual project managers' efforts

Portfolio Manager Responsibilities List

☐ Direct projects and programs that may be largely unrelated

☐ Ensure selected projects provide value to the organization