

# Project Management

## Topic 2.5

### Roles and Responsibilities



# Roles & Responsibilities

- Confusion over responsibilities causes problems in three areas:
  - 1. Management of People**
  - 2. Management of Work**
  - 3. Conflicts requiring resolution**
- The temporary nature of project organizations magnifies this issue.

# Roles & Responsibilities 'Solutions'

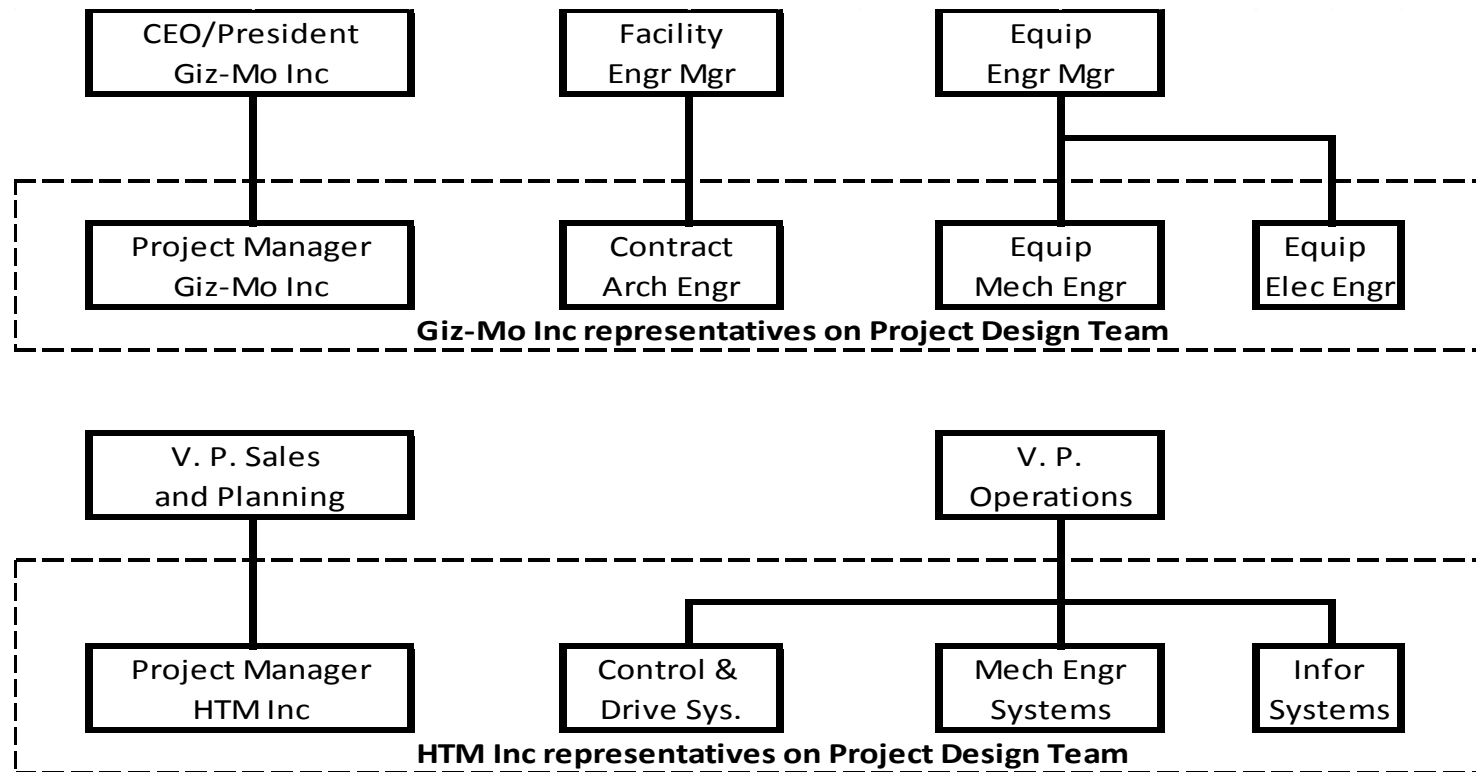
- Organization Charts
- Written Roles & Responsibilities Descriptions
- Responsibility Charts
- Responsibility Matrices

# Responsibility Chart

- Excerpt of org chart that looks *horizontally* across the organization
- Focuses on peer relationships across departments or companies involved in a project
- Primarily for design or work teams
- Highlights relationships critical in project design or implementation

# Responsibility Chart Examples

## Giz-Mo Inc. and HTM Inc.



# Responsibility Matrix

- Integrates WBS & organization
- Primarily used for work teams
- Each task (work package) has one person/group leader responsible
- Expresses formal relationships only

# Responsibility Matrix Advantages

- Personnel can easily trace their responsibilities to work packages and other individuals
- Mutual agreement builds consensus
- Clarifies responsibilities
- Reduces conflict
- Avoids buck passing

# Responsibility Matrix Format

- Once the WBS is complete, responsibility must be identified.
- The responsibility matrix displays the individuals responsible for the work items in tabular format.

**“R”** indicates who is **responsible**

**“A”** indicates who is **accountable**


**“C”** indicates who is **consulted**

**“I”** indicates who is **informed**



# Responsibility Matrix

## Air Travel RACI Model

		Captain	Navigator	Chief Flight Attendant	Ground Crew Suprv	Baggage Crew Suprv
ID	Task					
1	Complete Flight Check list	R/A	C			
2	Chart Route	C	R/A			
3	Order Food	C		R/A	I	
4	Order Fuel	R/A			I	
5	Stock Food			A	R	
6	Fuel Plane	A	I		R	
7	Load Bags	I				R/A
8	Load Passengers	I		R/A		
9	Verify Safety Procedures	I		R/A		

# 2.5.1 Team Exercise



## RACI Matrix

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## 2.5.2 Roundtable Exercise



### Cooperation Discussion

- How do team norms, personal history exercise, RAM charts improve project team cooperation?
- What other techniques have you experienced that improved cooperation within groups?
- When in the project life cycle is the best time to implement these techniques? Explain your answer.

**Share your thoughts in roundtable discussion.**

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