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| **Gavilan College project sponsor and project manager roles/differences** (The numerical weighting indicates typical degree of involvement. 5 = fully; 0 = none.)  |
|  | **responsibility/activity of role** |  **project sponsor** | **project owner** | **project manager** | **project team** |
| **Pre-Project Work** | a | project conception/instigation  | 5 | typically driven by opportunity or reaction to threat or problems; how the project is strategically important | 4 | involved in identifying opportunity or problem | 1 | may assist - does not lead | 0 | team is not defined at this point |
| b | project definition/outcomes | 5 | fundamental purpose | 4 | involved in identification | 1 | may assist - does not lead | 0 | team is not defined at this point |
| c | leadership approval/liaison  | 5 | develops benefits case with input of leadership and major stakeholders | 2 | may assist – does not lead | 2 | may assist - does not lead | 0 | team is not defined at this point |
| d | stakeholder liaison | 5 | seeks/achieves buy-in, aligns support | 4 | Assists with buy-in | 2 | may assist - does not lead | 0 | team is not defined at this point |
| e | project manager selection/appointment | 5 | writes profile; interviews, decides | 3 | may provide insight, give recommendations | 1 | may volunteer for role | 0 | team is not defined at this point |
| f | defines strategic direction, project aims and measures | 5 | linked to a b c d above, forming project manager objectives | 3 | usually contributes | 3 | usually assists or contributes | 0 | team is not defined at this point |
| g | defines/agrees precise project manager role and terms | 5 | including enablement of role within organization, wider environment | 3 | usually contributes | 3 | usually assists or contributes | 0 | team is not defined at this point |
| h | writes project charter | 4 | may delegate; approves all changes | 3 | usually contributes | 3 | reviews/critiques, offers suggestions, collaborates with sponsor and owner to achieve consensus | 1 | reviews, offers suggestions |
| **Project Work** | i | assembles and appoints project team | 4 | defines specific people to meet the needs of the project (specific skill sets, who has time) | 2 | may assist in team member selection, may serve as team member or project manager | 3 | helps define skills needed to accomplish project plan | 0 | team is not defined at this point |
| j | writes detailed project plan | 1 | oversees and approves final plan | 0 | not involved except as stakeholder | 5 | may delegate parts to project team members | 2 | may assist, does not lead |
| k  | establishes evaluation plan | 1 | may assist | 3 | assists, gives final approval and may collaborate with Institutional Research | 5 | may delegate duties where team includes such skill or resource; enlists Institutional Research and project owner input | 3 | may assist where delegated |
| l | define tasks to be completed by team members | 1 | may assist - esp in high challenge projects | 1 | may assist - esp in high challenge projects | 5 | may enlist help of PS where team members are large external entities | 3 | usually assist in defining appropriate assignments |
| m | execute team member tasks | 0 | usually not involved | 0 | usually not involved unless as a team member | 3 | usually assists with some tasks | 5 | primary role |
| n | manage team performance  | 1 | may assist | 1 | may assist | 5 | people, tasks, financials, timescales | 3 | work as team, collaborate, to accomplish project goals |
| **Project Work** | o | executive-level accountability for project and PM performance | 5 | absolute - and is a crucial difference vs PM role | 0 | not involved | 0 | achieved via item n below (project responsibility) | 0 | not involved |
| p | operating responsibility for project (managing project tasks, schedule and budget; development of communication plan, work plan) | 0 | achieved via accountability for PM  | 0 | not involved | 5 | absolute - and is a crucial difference vs PS role | 0 | achieved via m above |
| q | Control scope | 0 | achieved via accountability for PM | 0 | not involved | 5 | absolute | 0 | not involved |
| r | gathering critical stakeholder requirements | 0 | only involved as a stakeholder | 0 | only involved as a stakeholder | 5 | leads stakeholder analysis and ensures requirements are gathered, prioritized and integrated into the project plan | 4 | assist in gathering requirements via interviews, subject matter experts and research |
| s | failure/risk analysis and remedial action | 5 | at executive strategic level of project need/impact | 0 | involved after the life of the project, to ensure efforts are sustained | 5 | at project level | 3 | at task level especially regarding their understanding of processes and structures |
| t | reporting project progress | 3 | overview, key points, to leadership and stakeholders | 3 | may assist with PM or PS roles | 5 | detailed reporting to team and other interested parties, esp PS | 1 | may assist |
| **Post-Project Work** | u | reporting project results  | 3 | overview, key points, to board and stakeholders | 3 | may assist with PM or PS roles | 5 | detailed reporting to team and other interested parties, esp PS | 1 | may assist |
| v | review, appreciation, publicity | 5 | at corporate level, esp recognition of a successful project and PM | 0 | not involved | 5 | at project level, for team | 1 | attends any events or recognition related to the project |
| w | ensuring sustainability of project outputs | 2 | may assist with resource building | 5 | crucial difference from PM and PS - main responsibility | 1 | not involved except to do a hand off and is available for clarifications and questions | 0 | not involved, may assist with hand off |