



Project Manager Role Accountability Map

Contents

Introduction	2
Performance Accountabilities.....	3
1. Create and Communicate the Project Charter	3
2. Manage Client Expectations	3
3. Oversee Project Work.....	4
4. Control Project Risks	4
5. Create, Communicate and Maintain the Project Plan	5
6. Negotiate and Assign Needed Project Resourcing	6
7. Facilitate Project Meetings.....	6
8. Ensure Project Communication	6
9. Implement Project Quality Control	7
10. Coordinate the Creation of Project Documentation.....	7
11. Handle and Resolve Project Conflict.....	8
12. Escalate Project Issues.....	8

Roelf Woldring
Know That / Know How / Know Why
www.ktkhw.com
416-427-1567
January 2017
© Roelf Woldring and WCI Press



Introduction

1. Each of the main Project Manager Accountabilities is followed by its performance metrics.
2. The Performance Map is generic. More specific components may be required for Project Manager Performance Maps specific to construction, software development, event planning etc. These can be added as appropriate.
3. A full Project Manager Role Accountability Map (RAM) would also identify the authority that an individual in a specific Project Manager assignment should have to carry out each of these accountabilities.



Performance Accountabilities.

1. Create and Communicate the Project Charter

Develop a Project Charter that:

- incorporates the objectives of the project,
- further develops and clarifies the phases of the project,
- sets out at a high level the major milestones used to track project progress,
- clarifies the project governance process which will be used to oversee the project,
- sets out roles and responsibilities for the senior project staff and key business leads and stakeholders,
- summarizes the schedule and budget parameters for all of its phases, from Start up to Close Out.

The Project Charter will be developed in consultation with the Project's Business Lead / Sponsor, and key involved Stakeholders identified in consultation with the Business Lead / Sponsor. Potential expectation conflicts are identified and brought to the attention of the Project Business Lead. / Sponsor.

Performance Metric:

1. A **Project Charter** accepted by the Project Business Lead exists.
2. It incorporates key issues and concerns of the involved Stakeholders. It clearly identifies project scope, assumptions, outcomes, phases, resourcing, and time lines.
3. If a Business Case for the project exists, it is clearly connected to and builds on that Business Case.

2. Manage Client Expectations

Understand, shape and manage **client expectations** of the project over the course of the project's life.

Performance Metric:

1. The Project Charter receives the support of Key Stakeholders identified by the Project Business Lead / Sponsor. They sign off on it.
2. The Project Business Lead / Sponsor, and the Key Stakeholders, continue to express their support for the Project Manager over the Project's life, and engage in constructive problem solving / solution seeking with the Project Manager when project difficulties are encountered.



3. Oversee Project Work

Manage client interaction and operational aspects of the project.

Performance Metric:

1. Key project players understand their roles and performance expectations. They meet them. If they do not, the Project Manager intervenes to take action which bring the project back on track to the satisfaction of the Project Business Lead / Sponsor.
2. Project clients receive and are engaged in regular communication by the project staff. Any difficulties with this are identified and corrected to the satisfaction of the Project Business Lead / Sponsor and the Key Stakeholders in such issues as identified by the Project Lead / Sponsor.
3. The project stays on schedule and within budget. Schedule and budget changes may occur, but only as approved by the Project Business Lead / Sponsor and/ or the Project Steering Committee, as clarified in the Project Governance section of the Project Charter.

4. Control Project Risks

Identify all project risks, creating action mitigation plans to minimize project risk exposure.

Maintain a risk register which keeps track of these risks and the mitigation actions throughout the life of the project, concurrently with developing and maintaining the project plan.

Performance Metric:

1. A project risk register exists, which identifies each of the project risks, and clarifies their potential negative impact on the project, as well as the probability of occurrence (at least at the high, medium and low level). The risk register is accepted by the Project Business Lead / Sponsor, and if project governance requires it, the Project Steering Committee.
2. An action mitigation plan exists for each project risk identified in the risk register. The details of each action mitigation plan are accepted by the Project Business Lead / Sponsor, and if project governance requires it, the Project Steering Committee.
3. When an identified risk occurs and threatens to have a negative impact on the project, the Project Manager escalates the fact to the the Project Business Lead / Sponsor, and if project governance requires it, the Project Steering



Committee, indicating that the Project Manager is taking action to implement the risk action mitigation plan.

5. Create, Communicate and Maintain the Project Plan

Lead the development, use, updating and progress monitoring of the project plan.

Work with the coordinating / reporting leads of the project work teams to ensure that each team's sub-plan:

- reflects appropriate stakeholder consultation and input,
- is aligned with the other team sub-plans, so that all inter-dependencies are clear and well understood by each team, and reflects impacted stakeholder input,
- is updated as required by changes in project conditions and life cycle,
- is used to track and to report project progress to all appropriate stakeholders,
- reflects the risk action mitigation plans that are required to reduce and to manage project risks and exposures.

Based on the project plan and its updates, consolidate and report both project and cost information, reporting it accurately and on time (on a minimum of a monthly basis) the fact to the Project Business Lead / Sponsor, and if project governance requires it, the Project Steering Committee.

Performance Metric:

1. A project plan exists, setting out task sequences and dependencies. If appropriate or required, a project budget built on the basis of this project plan exists and is part of the project plan. The project plan is accepted by the Project Business Lead / Sponsor, and if project governance requires it, the Project Steering Committee.
2. The project plan is communicated in various forms to all of the individuals who need to be aware of it (e.g. high level to senior stakeholders, appropriate detailed level to individuals working on the project team).
3. Project work progress is monitored against the plan. Progress reporting is communication in various forms to in various forms to all of the individuals who need to be aware of it (e.g. high level to senior stakeholders, appropriate detailed level to individuals working on the project team).
4. The project plan is updated as required by events in the project life cycle. Updates are is accepted by the Project Business Lead / Sponsor, and if



project governance requires it, the Project Steering Committee. The updated project plan becomes the basis for subsequent project progress reporting.

6. Negotiate and Assign Needed Project Resourcing

Assign project resources, and monitor their deployment and work, to ensure that they achieve the deliverables laid out in the project plan.

Performance Metric:

1. Project team leaders present their team resource requirements as identified in the project plan (talent, facilities and dollars) to the Project Manager and get access to these resources leaders.
2. Work done is monitored against the project plan. The Project Manager initiates corrective action through the team leaders when work progress falls behind the project plan, or resource utilization to do the work exceeds project budget.

7. Facilitate Project Meetings

Lead internal and external meetings, including the meetings of the Project Steering Committee if one exists.

Ensuring that meeting materials are prepared by members of the various project work teams. and distributed to all attendees as required.

Performance Metric:

1. The Project Manager chairs, or arranges for appropriate chairing, of project meetings.
2. Meeting materials are distributed on time to meeting attendees.

8. Ensure Project Communication

Ensure that all needed project communication processes are in place among the project work teams, involved stakeholders, the Project Business Lead / Sponsor and others who contribute to the project's progress and success.



Monitor and address any communications issues and ensure timely resolution.

Performance Metric:

1. Individuals involved in the project receive project information when and as they need it. Progress on the project plan is never negatively impacted by communication failures.
2. The Project Manager initiates corrective action to the project communication processes whenever an progress on the project plan is negatively impacted by communication failure or disruptions. The addressed communication failure or disruption does not re-occur.

9. Implement Project Quality Control

Oversee quality control reviews of all project client deliverables to ensure that they meet project requirements.

Sign off on project deliverables / milestones once they meet project quality control requirements.

Performance Metric:

1. Project deliverable meet the quality specifications that have been laid out for them as part of project specifications / requirements definition.
2. Project deliverables are accepted by the project stakeholders identified as the appropriate receivers for them. They sign off on their acceptance.

10. Coordinate the Creation of Project Documentation

Oversee the establishment of a project documentation facility and process, so that all project documents are captured, stored and turned over to client individuals in a timely fashion.

Performance Metric:

1. A project documentation process exists. It clarifies what documents need to be keep, how they will be created / stored / and identified. It also clarifies “document” access standards if privacy / sensitivity of certain project documents are an issue on the project.
2. The “receivers” of various project documents are themselves clearly documented. These receivers are aware of what project documents they are going to receive when. They sign off on receipt of those documents.



11. Handle and Resolve Project Conflict

Handle conflict and other sensitive project issues, whether based in interpersonal dynamics or the nature of project events, in a sensitive, tactful and appropriate fashion.

Performance Metric:

1. Conflicts that occur on the project are identified and addressed. When their cause lies in resourcing or technical issues, the project manager takes steps to address these issues, or that the conflict does not continue to have negative impact on the progress of the project.
2. When project conflicts are the result of interpersonal dynamics (e.g. personality conflicts), the project manager works with the Project Business Lead / Sponsor, key project stakeholders and project work team leaders to initiate actions that ensure that such conflicts do not negatively impact the progress of the project.

12. Escalate Project Issues

Escalate project issues that require consideration by the Project Business Lead / Sponsor or other senior Stakeholders in a thoughtful, careful manner designed to produce resolutions that meet project objectives.

Performance Metric:

1. Project issues, events or dynamics that negatively impact the progress of the project, but are not adequately addressed by the actions of the project manager, either because the project manager does not have the authority to address them, or because they are resistant to the corrective action initiated by the project manager, are escalated to the Project Business Lead / Sponsor.