

# Ministry of Forests and Range

## Revised SLDC Roles/Responsibilities

### Version 1.9 – December 23rd, 2008

This document contains the revised list of project roles and responsibilities recommended by the SDLC Working Group.

#### TYPICAL PROJECT ORGANIZATION

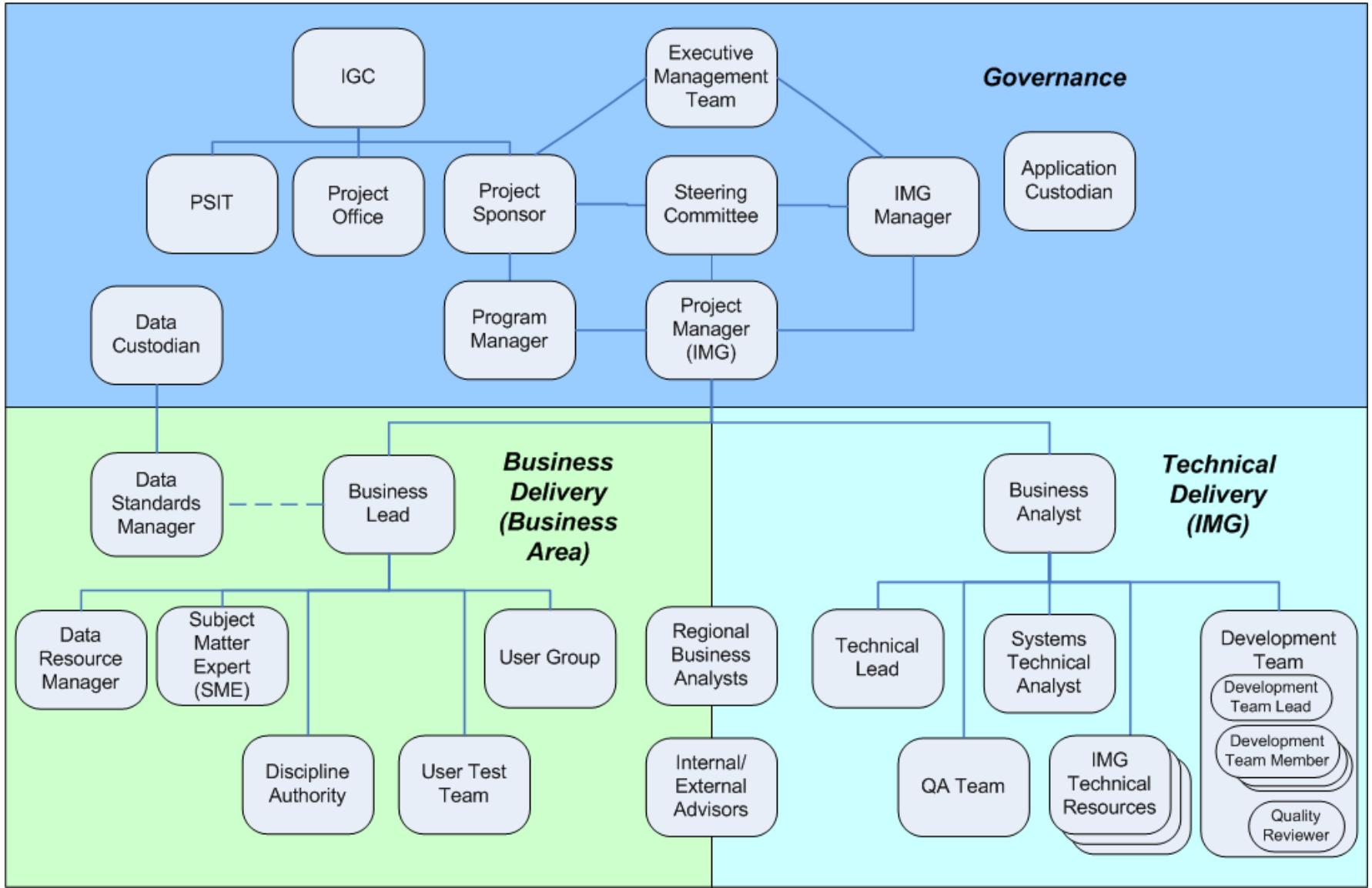
Each role name is followed by an abbreviation in brackets().

1. Executive Management Team (MT)
2. Steering Committee (SC)
3. Project Sponsor (PS)
4. IGC
5. PSIT
6. Project Office (PO)
7. IMG Manager (IMGMgr)
8. Data Custodian (DC)
9. Data Standards Manager (DSM)
10. Data Resource Manager (DRM)
11. Application Custodian (AC)
12. Project Manager (PM) – IMG
13. Program Manager (PgM)
14. Business Lead (BL)
15. Subject Matter Expert (SME)
16. Discipline Authority (DsA)
17. Business Analyst (BA)
18. Technical Lead (TL)
19. Systems Technical Analyst (STA)
20. IMG Technical Resources – see detailed list
21. User Group (UG)
22. User Test Team (UTT)
23. Internal/External Advisors (Adv)
24. Regional Business Analysts (RBA)
25. QA Team (QAT)
26. Development Team (DT)
27. Development Team Lead (DTL)
28. Development Team Member (DTM)
29. Development Team Quality Reviewer (DTQR)

These roles are divided into 3 groupings: Governance, Business Delivery and Technical Delivery. The Project Manager is responsible for both Business Delivery and Technical Delivery.

The Project Organization's size and structure will vary depending on the nature of each specific project **and the size and complexity of the project (Right-sizing). Therefore some roles may be combined and performed by a single person.** The diagram on the following page provides the recommended typical project organization structure.

**SDLC – Typical Project Organization – Revised v1.7**



**A description for each project role is provided below.**

### **1. Executive Management Team (MT)**

The Management Team includes the Senior Executives at the Ministry. Each project is ultimately under the responsibility of one or more senior managers at the Ministry. The project sponsor reports to their Sr. Manager/Executive. The IMG Managers and CIO report to their Sr. Manager/Executive.

### **2. Steering Committee (SC)**

This is a manager/director level group of individuals or stakeholders responsible for:

- being accountable for the success of the Project
- resolving Requests for Decision
- resolving Project Resource Allocation Conflicts
- monitoring Project Plans/Schedules
- providing Strategic Direction and Plans
- being responsible for managing project scope
- ensuring integration between Business Units, and
- reviewing and/or approving specific Project Deliverables. In this case the Project Sponsor will sign off on behalf of the Steering Committee.

### **3. Project Sponsor (PS)**

The person who has ultimate authority over the project. The Sponsor requests funding (e.g. capital) for the project, resolves issues and scope changes, approves major deliverables and provides high-level direction. He or she also champions the project within his or her organization. The Project Sponsor represents their Executive and makes decisions requiring sponsor approval. If the decision is large enough, the Project Sponsor will take it to the Executive Sponsor.

The Project sponsor may be providing operational budget to support the project in terms of training or travel.

- chairing and reporting to the Steering Committee
- setting Project Priorities
- securing Project Funding
- allocating Project Resources
- final Approval of all Deliverables. and
- approving the Contract(s).

### **4. Information Governance Council (IGC)**

The IGC consists of the Director, Information Management Group (chair), the branch directors most closely involved with IT projects and appropriate regional and district senior management representation and is responsible for:

- providing overall coordination on IM/IT for the Ministry and liaison with Divisional management teams;

- developing IM/IT strategic initiatives and funding priorities and reviewing/approving capital funding requests;
- meeting bi-monthly or as required.

## **5. Provincial Systems Implementation Team (PSIT)**

This group reports to the IGC and has the following mandate:

- gathering and reviewing project implementation schedules for analysis and publication;
- considering implementation and training scheduling needs across the ministry;
- negotiates the timing of implementation and training of new operating practices, tools and systems
- liaising with Ministry Training Committee to coordinate with non-IT training;
- consulting with external agencies on timing or other issues (e.g. PSA for TimeOnline; OCG for iProcurement; MSRM for Land Data Resource Warehouse) and/or industry (e.g. Electronic Submission Framework);
- monitoring and assessing client satisfaction and the effectiveness of processes related to the scheduling of systems implementation and training.

## **6. Project Office (PO)**

The Project Office has the following responsibilities:

- managing IT Capital funding and portfolio management process for the Information Systems Plan (ISP).
- Supporting the Information Governance Council (IGC) and acting as the secretariat to the IGC.
- preparing the annual Integrated Resource Management Plan (IRMP), and related submissions.
- providing and Coordinating standards and guidelines for Project Management and Systems Development. Coordinating Change Management for application migrations.
- managing the Software Assessment Process.

## **7. IMG Manager (IMGMgr)**

The IMG Manager will sit on the project Steering Committee and help provide direction/guidance to the project.

## **8. Data Custodian (DC)**

This is the branch director who establishes province-wide policy, definitions, and rules for business information within their mandate, to enable the Ministry to gain maximum value from the investment.

- providing Business Area Data Management and Administration
- promoting an integrated view of the IT business in relation to other business areas, and,

- communicating standards for definition, collection, use and disposal of the information for which they are custodian; and Carrying out appropriate reviews of project deliverables (Logical Data Model (for attribute or spatial data)).

## **9. Data Standards Manager (DSM)**

The Data Custodian will normally delegate the day-to-day responsibilities of custodianship (e.g. issue resolution) to one of their staff members -- this role is formally called the Data Standards Manager (DSM). This staff person does not necessarily have a management classification -- it is the person who takes care of the day-to-day management of the data standards, for the Data Custodian.

## **10. Data Resource Manager (DRM)**

A generic title for someone who is responsible for collecting and/or managing corporate data (to the standards set by the Data Custodian). The most senior manager in each office (district manager, regional executive director, or branch director) is ultimately accountable for ensuring corporate data collection and management is done properly (e.g. in the district) to enable effective business decisions. Since there are several DRM's within Regions and Districts, one or more may participate in the project while it is under development, and more may be involved as it proceeds through training and implementation.

## **11. Application Custodian (AC)**

The branch director who sponsors projects to develop information systems, and provides ongoing support for those systems, to enable staff to meet business needs.

- In application development determining the business information and application requirements to ensure the business needs of the ministry are satisfied and co-ordinating the implementation of the new application.
- In application management accepting complete responsibility for any change process that affects the information resources of the ministry, using scheduled releases to implement enhancements, providing ongoing application training for new users providing support to application users, and providing solutions to problems of a business nature that may arise.

## **12. Project Manager – IMG (PM)**

This role is the Ministry's Project Manager who has overall responsibility for the success of all aspects of the project. IMG may decide to fill this role with a contractor on their behalf.

- reporting to the Project Sponsor or Steering Committee
- assuming the primary responsibility for comprehensive project management
- ensuring Adherence to all the SDLC Phases, Deliverables and Standards
- preparing the Project Charter
- specifying which deliverables are appropriate given project size and complexity

- preparing Project Plans, Schedules and Budget(s)
- coordinating all required resources
- presentation(s) to Steering Committee
- managing/Monitoring Contractor(s)
- managing/Monitoring the development team
- preparing/Presenting Project Status Report(s) (this status report refers to the whole project)
- preparing and maintaining the Communications plan
- managing the Project Budget
- preparing/Monitoring Issue(s) through to resolution
- preparing/Monitoring Change Request(s)
- preparing/Monitoring Request(s) for Decision
- communicating impacts of changes to systems and data tables to application and data custodians potentially affected
- coordinating User Acceptance Testing
- coordinating Quality Assurance and Signing-off of all Deliverables, and
- coordinating all deliverables are filed in the project repository.

### **13. Program Manager (Pgm)**

A Program Manager is assigned by the Business Area and is responsible for the coordinated management of multiple related projects, and in many (most) cases, ongoing operations which are directed toward a common objective or Business Program. This role may be performed by the Manager from the Business Area, or for a large Business Area, be a separately staffed role. The Program Manager may be a member of the Steering Committee.

### **14. Business Lead (BL)**

The Business Lead will report to the Project Manager on the Project, but will be chosen by the Project Sponsor. They will be the key Business contact for the project, and will provide a major coordination role with the user group. They will also be accountable for ensuring business requirements are represented and confirming quality of deliverables.

- Reporting to the Project Manager for this project
- Leading the User Group
- Providing Business Area Project Direction
- Representing the needs of the Project Sponsor
- Co-ordinating Business Area Resources
- Assembling the user team
- Resolving Project Issue(s)
- Presentation(s) to Steering Committee
- Scheduling New Releases
- Preparing Scope of New Releases
- Testing New Releases
- Appropriate Review and Approval of Project Deliverables
- Communicating to Regions and Districts

- Developing User Training materials
- Planning and Coordinating User Acceptance Testing (with the Business Analyst)
- Coordinating and Providing User training, and
- Approving/Signing-off Deliverables.

### **15. Subject Matter Expert (SME)**

The Subject Matter Expert is any business contact provided to the project from the business areas involved or impacted by the project to bring first hand knowledge, expertise and understanding of the business rules, business process, legal or other business requirements. Their role includes:

- Participating in Requirements Gathering sessions
- Participating in creation and review of deliverables e.g. Business Requirements
- Providing business rules and business logic, where applicable.

### **16. Discipline Authority(DsA)**

This refers to those Business Area representatives who are “responsible for the business processes”. The discipline authority is responsible for the policies, procedures, and high level business process upon which a new system must be based.

### **17. Business Analyst (BA)**

The Business Analyst reports to the Project Manager and has the following responsibilities:

- Enterprise and Integration Analysis and Impacts
- Requirements Planning and Management
- Requirements Elicitation (JAD sessions, etc.)
- Requirements Communication
- Ensuring Quality and Validation of Requirements Analysis and Documentation
- Solution Assessment and Validation
- Planning and Coordinating User Acceptance Testing (with the Business Lead)
- Ensuring traceability back to requirements

### **18. Technical Lead (TL)**

- Coordinating all IMG Technical Resources
- Major contribution to the Business Requirements Spec
- Responsible for the System Requirements Spec
- Responsible for the Technical Architecture for the system
- Major contribution to the Technical System Design Spec
- Preparing Change requests for Technical Components
- Ensuring developers are aware of all recent guideline updates and restrictions
- Making recommendations to the Project Manager, as appropriate
- Major contribution to Quality Assurance (QA) testing, and
- Major contribution to deployment and implementation.

### **19. Systems Technical Analyst (STA)**

The Systems Technical Analyst is a key resource from IMG whose responsibilities include:

- Technical review of all technical deliverables
- Coordination of QA Testing
- Conducting QA Testing
- Validating the system readiness on behalf of the ministry.

## **20. IMG Technical Resources**

The IMG Technical Resources must be included to participate as appropriate by the Project Manager to contribute with particular technical, architectural, business requirements and direction. Representatives from the following areas within IMG are to be included in project meetings or to review deliverables as appropriate:

- Technical Architect (TA)
- Application Architect (AA)
- Data Analyst (DA)
- Database Administrator (DBA)
- Capacity Planning (CP)
- Security Architect (SA)
- Web Analyst (Web)
- Web ADE Architect (WA)
- Application Deployment (AD)
- Network Analyst (Net)
- Change Management (CM) - Committee
- Records Management (RM)
- Ministry Privacy Officer (MPO)
- Director/Manager of Information Privacy (DMIP)
- Training Office (TRN)
- Help Desk (HD)

## **21. User Group (UG)**

The User Group will be led by the Business Lead and will have roles defined depending on the requirements of the system and the business area being addressed. Typically there will be user representatives and/or experts from other segments of the Ministry representing the business users. These will be: Operations Division and Other headquarters branches. The User Group members should remain part of the team for the life of the project/release.

Each area will be responsible for their portion of the business and address the following responsibilities:

- Defining Business Requirements
- Providing Business Direction
- Appropriate Reviewing and Approving of Project Deliverables
- Major contribution to User Documentation and Testing Plans
- Major contribution to the Implementation Plan
- Major contribution to Training Plans

- Major contribution to Data Conversion Plans
- Major contribution to Help Text, and
- Participating in User and Acceptance testing.

## **22. User Test Team (UTT)**

The User Test Team is a sub-group of users, some from the User Group, specifically tasked with assisting with the creation of the User Acceptance Test Plan, defining test scenarios from the user's perspective, providing test cases and test data where appropriate and conducting hands-on testing of the application components based on a User Acceptance Test Plan.

## **23. Internal/External Advisors (Advisors)**

These could be any technical or business advisors to the project team, providing specialized advice or assistance. They may be under contract or Ministry staff.

## **24. Regional Business Analysts (RBA)**

Regional IT Staff may be involved on projects in the following areas in a BA role:

- Providing IT support currently being provided in areas that are not the responsibility of WTS;
- analyzing business problems, propose and develop project submissions to develop technical solutions to these problems
- assisting in a Business Analyst capacity under the direction of the Project Manager and to carry out/assist with the Business Analyst functions depending on their level of expertise and availability.

The Regional Business Analysts may also be responsible for::

- Assisting as a Project Team member by:
  - participating in testing
  - communicating to co-workers, if applicable (ie. when participating on working groups)
  - participating on working groups and the level of commitment required
  - participating in post implementation reviews
- During training and implementation, coordinating:
  - staff to attend the training
  - facilities to hold the training
  - reserving and setting up laptops
  - attending train the trainer sessions and delivering the training if this method is used.

## **25. QA Team (QAT)**

The QA Team is an internal IMG team or IMG Contractors responsible for conducting quality assurance reviews/tests on deliverables provided by the Development Team, prior to the product being delivered to the User Group for User Acceptance Testing (UAT). (In other organizations this is called System Test Team or System Integration Test Team.)

## **26. Development Team (DT)**

The Development Team will usually include resources from a consulting company, contracted to deliver the application/system components and project deliverables as specified by the Project Manager.

## **27. Development Team Lead (DTL)**

- performing similar duties as the Project Manager above but restricted to the scope and responsibility of the Development Team
- providing Status reporting on only the project scope assigned to the Development Team
- coordinating with the Project Manager and Technical Team Lead regarding all new releases delivered for migration so that these can be added to the production schedule, and,
- serving as the main Ministry contact for the Development Team.

## **28. Development Team Member (DTM)**

The Development Team Members may be responsible for analysis, design, development and implementation deliverables to Ministry standards, including:

- understanding and documenting the Ministry's Business Requirements
- preparing the Logical Data Model
- ensuring Business/Technical (IT) Integration
- preparing the Physical Data Model
- preparing the Business and Systems design documents
- developing Functions, Screens, reports, etc.
- complete System Testing
- assisting in User Testing.

## **29. Development Team Quality Reviewer (DTQR)**

This is a resource assigned by the Development Team Leader, responsible for conducting internal deliverable quality reviews prior to delivery to the Ministry;

### ***Accountability Framework for Deliverables (by Phase)***

The following table shows the accountability for project deliverables by phase. The following accountability roles have been identified:

- **Lead/Responsible** - the party responsible and leading the creation of the deliverable
- **Participating** - all parties that should be included in the creation of the deliverable
- **Reviewer** - any party that must review the deliverable against applicable standards
- **Approver** - the party that must signoff the deliverable if applicable

A shaded cell means that the accountability (where shaded) is not applicable for this deliverable.

Failure to achieve satisfactory sign-off of the deliverable by the end of the phase will result in stopping the project.

The rows in the table are color coded to show the major involvement:

<b>Blue – Governance deliverable</b>
<b>Green – Major Business Area involvement</b>
<b>Cyan – Major Technical involvement</b>

Phase	Deliverables	Accountability			
		Lead/Responsible	Participating	Reviewer(s)	Approver(s)
<b>Legend:</b> Management Team (MT) Steering Committee (SC) Project Sponsor (PS) IGC PSIT Project Office (PO) IMG Manager (IMGMgr) Data Custodian (DC)					
Project Manager (PM) - IMG Business Lead (BL) Subject Matter Expert (SME) Business Analyst (BA) Technical Lead (TL) Systems Technical Analyst (STA) User Group (UG) User Test Team (UTT) Discipline Authority (DsA)					
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IMG Technical Resources <ul style="list-style-type: none"> <li>• Technical Architect (TA)</li> <li>• Application Architect (AA)</li> <li>• Data Analyst (DA)</li> <li>• Database Administrator (DBA)</li> <li>• Capacity Planning (CP)</li> <li>• Security Architect (SA)</li> <li>• Web Analyst (Web)</li> <li>• Web ADE Architect (WA)</li> </ul>					
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Initiation	Project Charter	PM	PS, BL	PS, SC, PgM IMGMgr	PS, SC
	ISP Project Form	PM	PS, BL, BA	PS, PO, PSIT	PS, IGC
	Business Case	PM	PS, BL, BA	PS, PO, PgM	PS, IGC
	TB Submission	PM	PS, BL, IMGMgr	PS, IMGMgr, PO	IMGMgr
	Master Project Plan	PM	BL, BA	PS, IMGMgr, PO, PSIT	PS, SC
	Right-sizing Calculator & Checklist	PM	BL, BA	PS, IMGMgr, PO	PS
<b>Gate for Phase Completion – Signoff by SC</b>					
Planning	Project Kick-off Meeting	PM	Invite reps from all areas	n/a	IMGMgr, PS
	Master Project Plan and WBS	PM	BL, BA, TL, STA	PS, PO, PSIT	IMGMgr, PS
	Procurement Documents	PM	BL, BA, contracting	PS, IMGMgr, PO	IMGMgr
	Communication Plan	PM	BL, BA	PS	PS
	Quality Management Plan	PM	BL, BA, TL	PS	PS
	Risk Management Plan	PM	BL, BA, TL	PS	PS
	Resource Management Plan	PM	BL, BA, TL	PS, IMGMgr	PS
	Budget and Cost Management Plan	PM	BL, BA, TL	PS	PS
	Retirement/Archive Plan	PM	BL, BA, TL	PS	PS
	Draft PIA	PM	BL	PS, MPO	MPO
Draft Records Impact	PM	BL, TL, RM	PS, RM	RM	

Phase	Deliverables	Accountability			
		Lead/Responsible	Participating	Reviewer(s)	Approver(s)
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<b>Gate for Phase Completion – Signoff by SC</b>					
<b>Analysis</b>	Process Model	BA	PM, DT, BL, TL, UG, DTL	PM, BA, BL, TL, UG	BL
	Business Requirements Document	BA	PM, BL, UG, TL, DTL, STA, DT, Advisors	PM, BA, BL, DsA, TL, UG	PS
	Logical Data Model, Codes	BA	PM, DT, BL, TL, DTL, UG, DA	PM, DA, BA, BL, TL, UG	DA
	Business Solutions Options	PM	BA, BL, TL	PS, BL	SC
	Business Prototype	DTA, BA	PM, DT, BL, TL, BA, UG	PM, BA, BL, STA, TL, UG	BL
	Implementation Plan	PM	DTL, BL, TL, BA	PS, PSIT, AD	PS
	Data Conversion Requirements	DTL	PM, DT, BL, TL, BA, UG, STA, DSM, DRM	STA, BA, BL, TL, DSM, DRM	PM, BL
	User Acceptance Test Plan	BA, BL	TL, DT, UG, UTT, STA	PM, STA, BL, TL, UTT	PM, BL
	Data Management Plan	BL, BA	UG, PM, DC, DSM, DRM	DA, DBA, DSM, DRM, DC	PS
	Reviewed Project Plan	PM	BL, TL, BA	PS, PO, PSIT	PS, SC
	PIA	PM	BL, BA, DC	PS, MPO	DMIP
	Capacity Plan	DTL	TL, BL, BA, DT	PM, STA, DBA	PM, BL, CP
	Impact Analysis	PM	BL, BA, DT, TL, STA, DA, DC, AC, DTL, DBA, DSM, DRM	STA, BL, PM, BA, TL, DBA, DA, DTL, DSM, DRM	PM, BL

Phase	Deliverables	Accountability			
		Lead/Responsible	Participating	Reviewer(s)	Approver(s)
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	Architecture Review Document	PM	BA, DA, SA, TA, AA, Net, Web, WA (as applicable)	n/a	IMG Mgr
<b>Gate for Phase Completion – Signoff by SC</b>					
<b>Design</b>	Design Specifications Document	TL	PM, DT, BL, BA, DTL, UG, STA, DTQR, Web	PM, BA, BL, STA, TL, UG	PM, BL
	User Interface Spec	TL	PM, DT, BL, BA, DTL, UG, STA, DTQR	PM, BA, BL, STA, TL, UG	PM, BL
	Reporting Spec	TL	PM, DT, BL, BA, DTL, UG, STA, DTQR	PM, BA, BL, STA, TL, UG	PM, BL
	Physical Data Model and Metadata	TL	PM, DT, BA, DTL, UG, DA, DBA, DTQR	PM, DA, DBA, BA, TL, UG	DBA
	Technical Prototype	DTL	PM, DT, BL, TL, BA, UG, STA, DTQR	STA, BA, BL, TL	PM, BL
	Data Conversion Spec	TL	PM, DT, BL, BA, DTL, UG, STA, DTQR, DSM, DRM	STA, BA, BL, TL, DSM, DRM	PM, BL
	Infrastructure Request	TL	BA, STA, DTL, Web, AD, CP	AA, TA	IMGMgr
	User Acceptance Test Plan	BA, BL	TL, DT, UG, UTT, STA	PM, STA, BL, TL, UTT	PM, BL
	QA Test Plan	TL	TL, BA, STA, HD, QAT	PM, BL	PM
	Implementation Plan	PM	DTL, BL, TL	PS, PSIT, AD	PS
	Training Plan	BA, BL,	TL, DT, UG, UTT, STA, HD	PM, STA, BL, TL, UTT, PSIT, TRN	PM, BL
Reviewed Project Plan	PM	BL, BA, TL	PS, PO, PSIT	PS, SC	

Phase	Deliverables	Accountability			
		Lead/Responsible	Participating	Reviewer(s)	Approver(s)
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	Architecture Review Document	PM	BA, DA, SA, TA, AA, Net, Web, WA (as applicable)	n/a	IMG Mgr
	Training Team Kick-off Meeting	PM	UG, BA, BL	n/a	TRN
<b>Gate for Phase Completion – Signoff by SC</b>					
Development	Application Development	DTL	DT, TL, STA, BA, BL, DTQR	STA, BA, BL, TL, UG, UTT	PM, BL
	Online Help Development	DTL	DT, TL, STA, BA, BL, DTQR	STA, BA, BL, TL, UG, UTT	PM, BL
	Data Conversion Application Development	DTL	DT, TL, STA, BA, BL, DTQR	STA, BA, BL, TL, UG, UTT	PM, BL
	Application Code Review Results	TL	DT, TL, STA, BA, BL, DTQR	STA, BA, BL, TL	PM, BL
	Developer Test Results	DTL	DT, TL, STA, BA, BL, DTQR	STA, BA, BL, TL	PM, BL
	User Acceptance Test Plan	BA, BL	TL, DT, UG, UTT, STA, HD	PM, STA, BL, TL, UTT	PM, BL
	QA Test Plan	TL	TL, BA, STA, HD, QAT	PM, BL	PM
	Migration Package	TL	DTL, TL, BA, STA, Net, Web, WA	AD	PM
	Change Management Test Request	PM	DTL, TL, BA, STA	CM	CM
	Implementation Plan	PM	DTL, BL, BA, TL	PS, PSIT, AD	PS
	Data Conversion Plan	TL	PM, DT, BL, BA, DTL, UG, STA, DA, DBA	STA, BA, BL, TL, DA, DBA	PM, BL
Draft Records Impact	PM	BL, BA, TL, RM	PS, RM, DC	RM	

Phase	Deliverables	Accountability			
		Lead/Responsible	Participating	Reviewer(s)	Approver(s)
<b>Legend:</b> Management Team (MT) Steering Committee (SC) Project Sponsor (PS) IGC PSIT Project Office (PO) IMG Manager (IMGMgr) Data Custodian (DC)					
Project Manager (PM) - IMG Business Lead (BL) Subject Matter Expert (SME) Business Analyst (BA) Technical Lead (TL) Systems Technical Analyst (STA) User Group (UG) User Test Team (UTT) Discipline Authority (DsA)					
Internal/External Advisors (Adv) Regional Business Analysts (RBA) Application Custodian (AC) QA Team (QAT) Development Team Lead (DTL) Development Team (DT) Development Team Member (DTM) Development Team Quality Reviewer (DTQR)					
IMG Technical Resources <ul style="list-style-type: none"> <li>• Technical Architect (TA)</li> <li>• Application Architect (AA)</li> <li>• Data Analyst (DA)</li> <li>• Database Administrator (DBA)</li> <li>• Capacity Planning (CP)</li> <li>• Security Architect (SA)</li> <li>• Web Analyst (Web)</li> <li>• Web ADE Architect (WA)</li> </ul>					
<ul style="list-style-type: none"> <li>• Application Deployment (AD)</li> <li>• Network Analyst (Net)</li> <li>• Change Management (CM)</li> <li>• Records Management (RM)</li> <li>• Ministry Privacy Officer (MPO)</li> <li>• Director/Manager of Information Privacy (DMIP)</li> <li>• Training Office (TRN)</li> <li>• Help Desk (HD)</li> </ul>					
	<b>Assessment</b>				
	Architecture Review Document	PM	BA, DA, SA, TA, AA, Net, Web, WA (as applicable)	n/a	IMGMgr
	Infrastructure Request	TL	BA, STA, DTL, Web, AD, CP	AA, TA	IMGMgr
	QA Test Scripts	TL	DTL, DT, BA, STA, BL	STA, TL	PM
	User Procedures Manual	BL, BA	BL, DTL, UG, DT	BL, PM, BA	BL, PM
	Operations Manual	DTL	PM, DT, BL, TL, BA, UG, STA	STA, BA, BL, TL	PM
	Training Plan	BA, BL	TL, DT, UG, UTT, STA, HD	PM, STA, BL, TL, UTT, PSIT, TRN	PM, BL
	Maintenance Plan	PM	BL, BA, TL, DTL, AC, DC	BL, TL	BL, PM
	Reviewed Project Plan	PM	BL, BA, TL	PS, PO, PSIT	PS, SC
	User Training Material	BA, BL	DTL, TL, DT, UG, UTT, HD, STA	PM, STA, BL, TL, UTT, TRN	PM, BL
<b>Gate for Phase Completion – Signoff by SC</b>					
<b>Implementation</b>	User Acceptance Test Results	BL	UTT, UG, BA, TL, STA, HD	PM, TL, BL	PM, BL
	Quality Assurance Results	TL	DTL, BA, STA, HD, QAT	PM, BL	PM
	Change Management Prod Request	PM	DTL, TL, BA, STA	CM	CM
	Data Conversion Plan	TL	PM, DT, BL, BA, DTL, UG, STA, DA, DBA	STA, BA, BL, TL, DA, DBA	PM, BL
	Data Conversion Results	DTL	PM, DT, BL, TL, BA, UG, STA, DSM, DRM	STA, BA, BL, TL, DSM, DRM	PM, BL
	Data Loading Plan	DTL	PM, DT, BL, TL, BA, UG,	STA, BA, BL, TL, DBA	PM, BL

Phase	Deliverables	Accountability			
		Lead/Responsible	Participating	Reviewer(s)	Approver(s)
<b>Legend:</b> Management Team (MT) Steering Committee (SC) Project Sponsor (PS) IGC PSIT Project Office (PO) IMG Manager (IMGMgr) Data Custodian (DC)					
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			STA, DBA		
	User Training Material	BA, BL	DTL, TL, DT, UG, UTT, HD, STA	PM, STA, BL, TL, UTT, TRN	BL, PM
	User Procedures Manual	BL, BA	BL, DTL, UG, DT	BL, PM, BA	BL, PM
	Operations Manual	DTL	PM, DT, BL, TL, BA, UG, STA	STA, BA, BL, TL	PM
	Maintenance Plan	PM	BL, TL, DTL, AC, DC	BL, TL	BL, PM
	Handover Plan	PM	PM, BA, BL, TL, DTL, AC, DC, DSM, DRM	PM, BL	BL, PM
<b>Gate for Migration to Production – Signoff by SC</b>					
	Migration to Production and Handover to Support (Activity)	TL	AD, DBA	AD, DBA	BL
	Further Training and User Support (Activity)	BL, BA	TRN, HD, DC, DSM, DRM, AC	TRN, HD, DC, DSM, DRM, AC	PS
	PM Monitoring and Control (Activity) – See control deliverables and Note #1	PM	BA, TL, BL	BA, TL, BL	PS, SC
<b>Gate for Phase Completion – Signoff by SC</b>					
<b>Close-out</b>	Project Documentation	PM	BA, DT, DTL, TL, BL	All	IMGMgr
	Project Evaluation	PM	PS, BL, BA	PS	PS
	Contracts Closed	PM	contracting		IMGMgr
	Resources and Staff Released	PM			IMGMgr
	Project Records Complete	PM	BL, BA		RM
	Next Steps Documented	PM	BL, BA, AC		BL, BA

Phase	Deliverables	Accountability			
		Lead/Responsible	Participating	Reviewer(s)	Approver(s)
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	Project Completion Checklist	PM	BL, BA		IMGMgr
	Post Training Survey	BL	UG, BA, PM, TRN	BL, PS, PSIT	PS
	Post Implementation Review	PM/PO (contracted)	Team including reps	All	PS, IMGMgr
<b>CONTROL PROCESS Deliverables (during all phases)*:</b>	Status Reports	PM	Team including reps	PS, PO, PSIT, IMGMgr	PS
	Issues Logs	PM	Team including reps	PS	IMGMgr
	Meeting Minutes	PM	Team including reps	Team	IMGMgr
	Risk Assessment	PM	BL, BA, TL	PS, IMGMgr	PS
	Project Decision Request	PM	BL, BA, TL	PS, IMG Mgr	PS
	Change Request	PM	BL, BA, TL, DTL	PS	PS, SC
	Change Log	PM	BL, BA, TL, DTL	PS	IMGMgr
	Contract Administration Documents	PM	BL, BA, contracting	PS, BL	IMGMgr
	Team Charter	PM	BL, TL, BA, DTL	PS, PO	SC
	Project Repository	PM	TL, BA, BL, DTL, DT, RM	n/a	PO
	Threat Risk Assessment	PM	BA, BL	SA	SA
	Lessons Learned Review	PM	Team including reps	PS, PO, IMGMgr	IMGMgr

Once a project has become an operational system in Production, the following roles apply:

**SDLC – Typical Operational Roles – Revised v1.7**

