



DOCUMENT #	0300-0300-005-A
REVISION #	1.2
TITLE	PROJECT MANAGEMENT ROLES, RESPONSIBILITIES AND AUTHORITIES
EFFECTIVE DATE	9/17/15

PROJECT MANAGEMENT ROLES, RESPONSIBILITIES AND AUTHORITIES

1.0 SCOPE

This procedure defines the Roles, Responsibilities and Authorities for the Enterprise Project Management Office (EPMO) and other participants in the [0300-0300-005-B PROJECT MANAGEMENT PROCESS](#). This document compliments North Carolina Statutes and does not interfere with any particular job description as may be defined within Human Resources (HR) Job Descriptions or legislatively directed job responsibilities.

2.0 OWNER

2.1 The Enterprise Project Management Office (EPMO) Manager owns this procedure. No changes, additions or alterations may be made without the owner’s written approval.

3.0 REFERENCE DOCUMENTS

DOCUMENT IDENTIFICATION	DOCUMENT TITLE
Chapter 147 Article 3D	NC GENERAL STATUTES - CHAPTER 147, ARTICLE 3D
0100-0100-005-QMS	EPMO QUALITY MANUAL
0300-0300-005-B	PROJECT MANAGEMENT PROCESS
0300-0310-005-C	PROJECT INITIATION
0300-0310-010-C	PROJECT CHARTER
0300-0310-015-C	PROJECT FINANCIAL ASSESSMENT
0300-0310-020-C	PROJECT ASSESSMENT TYPE
0300-0310-025-C	PROJECT MANAGER ASSESSMENT
0300-0310-030-C	COST ESTIMATION
0300-0310-035-C	BENEFITS ESTIMATION
0300-0320-005-C	PROJECT PLANNING AND DESIGN
0300-0320-010-C	PROJECT RFP REVIEW
0300-0320-015-C	PROJECT CONTRACT AWARD RECOMMENDATION
0300-0330-005-C	PROJECT EXECUTION AND BUILD
0300-0330-010-C	PROJECT GO-LIVE READINESS ASSESSMENT
0300-0340-005-C	PROJECT IMPLEMENTATION
0300-0350-005-C	PROJECT CLOSEOUT
0300-0360-005-C	PROJECT CHANGE REQUEST
0300-0370-005-C	PROJECT WEEKLY STATUS REPORT
0300-0375-005-C	PROGRAM/PROJECT REVIEW
0300-0380-005-C	PROJECT ARCHITECTURE REVIEW
0300-0381-005-C	PROJECT SECURITY REVIEW
0300-0382-005-C	PROJECT PEER REVIEW
0300-0390-005-C	LESSONS LEARNED

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0300-0395-005-C	CUSTOMER FEEDBACK
0600-0600-005-B	CORRECTIVE ACTION PROCESS
0700-0700-005-B	PREVENTIVE ACTION PROCESS
0800-0800-005-B	QUALITY ASSURANCE PROCESS
0810-0810-005-B	QUALITY CONTROL PROCESS
0810-0810-005-D	QUALITY CONTROL DECISION POINTS

4.0 DEFINITIONS

- NONE

5.0 ROLES, RESPONSIBILITIES AND AUTHORITIES

5.1 State Chief Information Officer (SCIO)

The SCIO must approve and is authorized to suspend all Information Technology (IT) Projects. The EPMO provides the SCIO with IT Project approval/suspension recommendations via the Touchdown System. The SCIO may delegate some decision authority to the Deputy SCIO.

5.2 Business Owner

The Business Owner is the agency representative building or modifying an IT product or service to fulfill a business need. The Business Owner is responsible for providing the Project Charter and Financial Assessment, allocating required resources, and making key decisions throughout the project life-cycle.

5.3 Agency Chief Information Officer (Agency CIO)

The Agency CIO, or Senior Technical Representative is responsible for agency approval of the IT Project throughout the [0300-0300-005-B PROJECT MANAGEMENT PROCESS](#).

5.4 Agency Chief Financial Officer (Agency CFO)

Responsible for agency approval of the funding, and source of funding, for the IT Project throughout the [0300-0300-005-B PROJECT MANAGEMENT PROCESS](#).

5.5 Enterprise Project Management Office Manager (EPMO Manager)

The EPMO Manager ensures the effective execution of the Project Management Process as described in [0300-0300-005-B PROJECT MANAGEMENT PROCESS](#). The EPMO Manager works closely with the Project Management Advisors (PMAs), Project Managers (PMs) and Agency Project Management Offices (PMOs) to ensure that PMs deliver IT Projects on schedule and within budget.

5.6 Project Management Advisor (PMA)

PMA's focus on portfolios, working with PMs and Agency PMOs to establish the Decision Points (DPs) needed for IT Projects and Programs. They advise and guide PMs, monitor Projects, Programs and Portfolios, and measure and monitor project risk, schedule, cost and performance. PMAs also drive the [0600-0600-005-B CORRECTIVE ACTION PROCESS](#) when a Project, Program or Portfolio has deviated from the defined project performance objectives.

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5.7 Agency Project Management Office (Agency PMO)

Agency PMO’s work closely with PMs to ensure business owner needs are met and that projects follow Agency established PM standards and guidelines. They also work with the EPMO, PMAs and PMs to ensure that IT Projects are delivered on schedule and within budget in accordance with legislative mandate, SCIO policy and EPMO standards.

5.8 Project Manager (PM)

PM’s are considered “Suppliers” assigned and responsible for project planning, execution and delivery in accordance with [0300-0300-005-B PROJECT MANAGEMENT PROCESS](#) and its supporting procedures and work instructions. The PM manages the IT Project, and maintains a “dotted line” relationship to the assigned PMA.

5.9 Technology Strategies and Standards (TSS) Architect

TSS Architects are Statewide IT Division employees responsible for ensuring that the delivered solution meets the Statewide Architecture Standards. The TSS Architect reviews the initial project information during [0300-0310-005-C PROJECT INITIATION](#). The TSS Architect participates in the [0300-0320-010-C PROJECT RFP REVIEW](#) and [0300-0320-015-C PROJECT CONTRACT AWARD RECOMMENDATION](#) to ensure the technical solution meets the Statewide Architecture Standards. The TSS Architect also conducts the [0300-0380-005-C PROJECT ARCHITECTURE REVIEW](#) at the appropriate Decision Point (DP) to provide a technical review of the solution.

5.10 Enterprise Security and Risk management Office (ESRMO)

Lead by the State Chief Information Risk Officer (SCIRO), ESRMO reviews the project to ensure the proposed solution complies with Statewide Security Standards. The [0300-0381-005-C PROJECT SECURITY REVIEW](#) DP is used to provide review of the solution from a security perspective.

5.11 Office of State Controller (OSC)

OSC is responsible for ensuring that the delivered solution meets the requirements for e-Commerce, the HR Payroll System (BEACON) and Financial Management System. The main Financial Management System is North Carolina Accounting System (NCAS). OSC reviews the initial project information during [0300-0310-005-C PROJECT INITIATION](#). If further review is needed OSC will create an issue to follow-up.

5.12 Office of State Budget and Management (OSBM)

Lead by the State Budget Director, OSBM authorizes the release of funds in support of an IT Project. They ensure that appropriate funding is available to complete the project as planned, and that the agency has incorporated an acceptable funding stream projected over five (5) years to support annual Operations and Maintenance (O&M). OSBM reviews the [0300-0310-015-D FINANCIAL ASSESSMENT FORM](#) during [0300-0310-005-C PROJECT INITIATION](#), and approves the Basis of Estimate (BOE) for Initial, Refined and Baseline budgets. OSBM approves Project Change Requests that have a significant financial impact on the Project in accordance with [0300-0360-005-C PROJECT CHANGE REQUEST](#).

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6.0 REASON FOR CHANGE

- 6.1 Updated section 3.0 REFERENCE DOCUMENTS to reflect correct document names. Changed paragraph 5.9 to read “Technology Strategies and Standards (TSS) Architect” vice “Solutions Architect” throughout.
- 6.2 Updated section 3.0 REFERENCE DOCUMENTS to remove “Project Decision Memo”. Updated paragraphs 5.1, 5.10 and 5.12 to provide clarification.

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