

2017 Digital Futures Program Organisation & Responsibilities

DFPO

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Digital Futures Steering Committee	Deborah Terry	Approved Minutes DF Steering Committee	09/12/2016
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Change History

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3.0	28/11/2016	Janine Hartley	Circulated to Combined Program Stream
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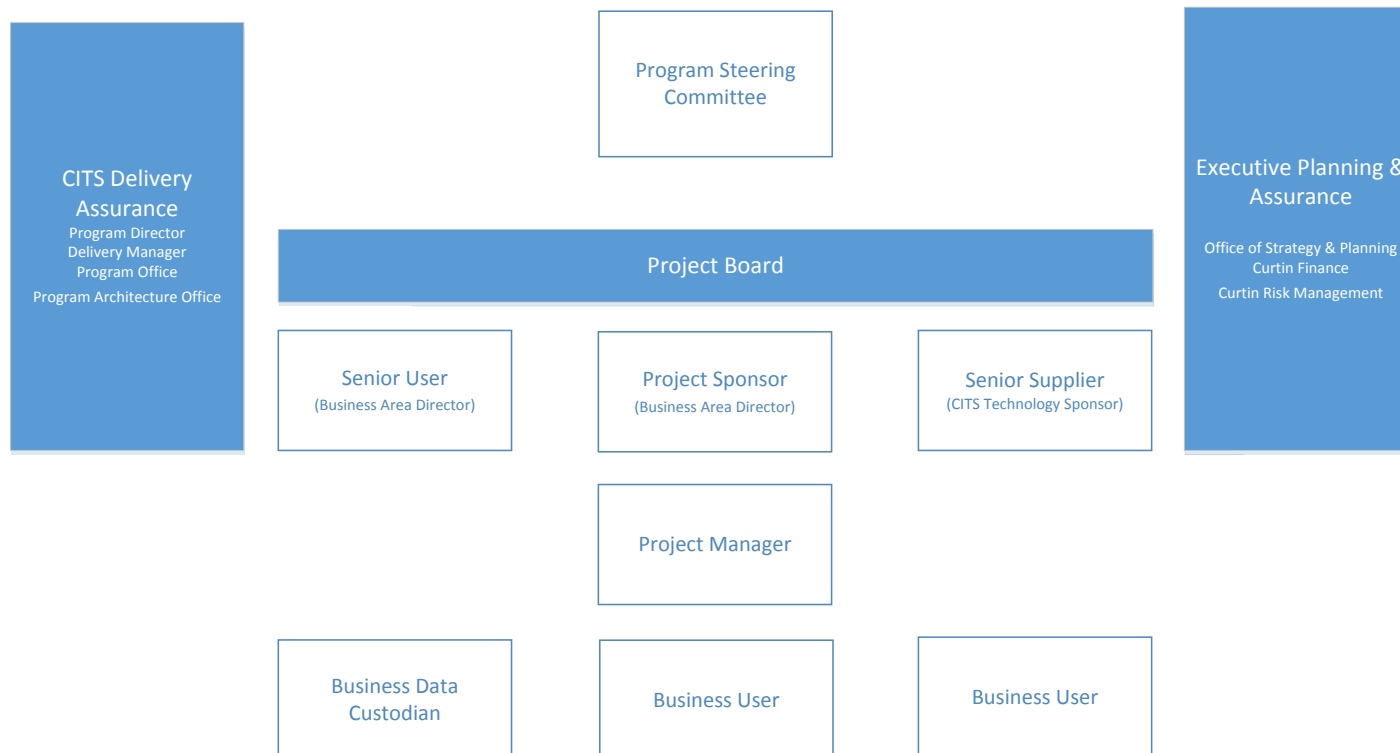
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1. Purpose

In project management, it is very important for all stakeholders to understand the responsibilities and accountabilities of each person. The purpose of the Organisation and Responsibilities document is to show the structure and governance model that ensure the right people are in place on a project within the Digital Futures Program with the appropriate authority, responsibility and knowledge to make decisions that are in the best interest of the business.

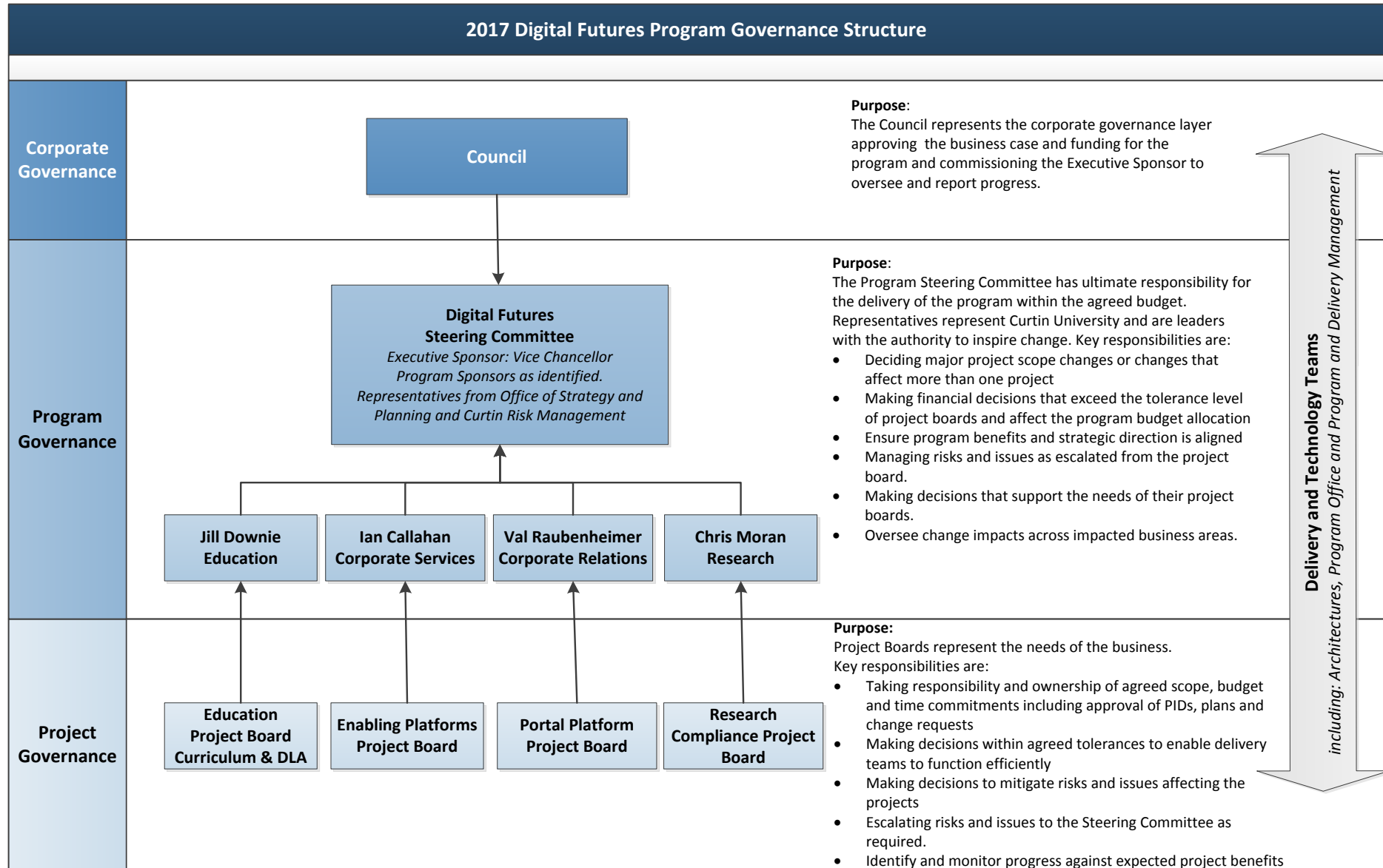
2. Project Organisation

The organisation for a project within the Program will comprise the elements shown in the diagram:



3. Program Governance

The below governance model shows the layers of responsibility from project through to program



4. Committees and Boards

Group	Responsibilities
Steering Committee	<p>Ultimately accountable for the overall performance of the program and members will be required to advocate those projects that reside in their individual portfolios (such as Education, Corporate Services, Corporate Relations and, Research and Development).</p> <p><i>Primary responsibilities and accountabilities;</i></p> <ul style="list-style-type: none"> • Ensure prioritisation of projects, understand impacts, and make decisions that will ultimately serve to drive the successful delivery of program benefits and outcomes; • Ensure the strategic direction of the program; • Monitor and respond to risks and issues as escalated from the Project Boards, as well as those that have potential impacts across the program; • Ensure clear ownership and sponsorship over agreed strategic deliverables and benefits in the delivery of the Program of work; • Approve change related to budget, scope and time; • Oversee the program level organisation change impacts.
Stream Governance	<p><i>Stream level governance has been removed for 2017.</i></p>
Project Board	<p>Responsible for overseeing and providing leadership to an individual project representing the interests of the Curtin “business”.</p> <p><i>Primary responsibilities;</i></p> <ul style="list-style-type: none"> • Endorse project scope, budget and schedule to ensure the project represents the needs of the business and is achievable; • Endorse change requests to ensure any alterations to the project scope, schedule and budget are aligned with business interests and remain achievable; • Oversee the overall performance of the project and the quality of the products handed over; • Respond to risks and issues as they arise; • Work to mitigate risk and issues as they arise and escalate via the appropriate Steering Committee representative; • Oversee the realisation of benefits for the project; • Support both the project delivery and operational stages; • Support the Project Manager to manage the project delivery; • Oversee and support the organisation change impacts of the project via the Project Sponsor.

5. Program Steering Committee Members

Role	Responsibilities	Business Title	Reports To
Executive Sponsor	<p>Ultimately accountable for the program and supported by the Program Stream Sponsors and Program Senior Supplier.</p> <p><i>Primary responsibilities and accountabilities;</i></p> <ul style="list-style-type: none"> • Ensure alignment of strategic and program objectives; • Program level benefits are identified, represent value, are aligned to corporate objectives and are realised; • Ensure organisational change for the program is managed and delivered; • Respond to and address risks and issues that impact the program or as escalated through the streams; • Ensure the program provides value for money with a cost-conscious approach to the project, balancing the demands of the business, user and supplier. 	<i>Vice Chancellor</i>	Senior Executive Team Council
Program Sponsor	<p>Ultimately accountable for their respective projects and representing the senior users needs of those who will use the project's product. Supported by the Program Senior Supplier and Project Sponsors.</p> <p><i>Primary responsibilities and accountabilities for the program stream;</i></p> <ul style="list-style-type: none"> • Ensure projects are focused on achieving their objectives; • Ensure projects are scoped and defined according to business need; • Ensure projects provide value for money with a cost-conscious approach to each stream project, balancing the demands of the business, user and supplier; • Ensure benefits are identified, represent value, are aligned to corporate objectives and are realised; • Ensure organisational change is managed and delivered; • Respond to and address risks and issues that impact the stream or as escalated through the boards. 	<i>Deputy Vice Chancellor</i>	Executive Sponsor
Program Senior Supplier	<p>Ultimately accountable for the delivery of the program and represents the interests of those designing, developing, facilitating, procuring and implementing a project's products.</p> <p><i>Primary responsibilities and accountabilities;</i></p> <ul style="list-style-type: none"> • Ensure quality of the products delivered by the supplier(s); • Be responsible for the technical integrity of the program and that the products/deliverables are fit for purpose. 	<i>IT CIO</i>	Executive Sponsor

University Representatives	Representatives from various business areas across the university to provide expertise and advice to the steering committee members to aid in the decision making process and monitor delivery performance of the program.	<ul style="list-style-type: none">• <i>Director, Curtin Risk Management</i> Senior Executive Team Council• <i>Chief Strategy Officer</i>• <i>Manager, Project Portfolio Mgmt Unit</i>• <i>Office of the Provost</i>• <i>Portfolio Delegates</i>
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6. Project Board Members

Role	Responsibilities	Business Title	Reports To
Project Sponsor	<p>Responsible for the project, supported by the Project Senior User and Project Senior Supplier.</p> <p><i>Primary responsibilities for the project;</i></p> <ul style="list-style-type: none"> • Ultimate ownership on defining the project scope and objectives according to the needs of the business as identified in the Project Initiation Document (PID); • The project is focused on achieving its objectives and deliverables and ensuring the right quality checks have occurred prior to product handover; • The project provides value for money, ensuring a cost-conscious approach, balancing the demands of the business, user and supplier; • Benefits are identified, represent value, are aligned to corporate objectives and are realised; • Organisational change is managed and delivered; • Respond to and address risks and issues that impact the project delivery. 	Business Area Director	Program Stream Sponsor
Project Manager	<p>Responsible for the daily management of the project on behalf of the Project Board. The Project Manager works under the direction and instruction of the Delivery Manager to ensure a unified and consistent planning method is applied to all projects with the Program.</p> <p><i>Primary responsibilities;</i></p> <ul style="list-style-type: none"> • Work closely with the Project Sponsor and other board members to ensure that the project produces the required products within the specified tolerances of time, cost, quality, scope, risk and benefits. • Manage the transition of the deliverable to the business on project closure; • Producing a result capable of achieving the benefits as laid out by the Project Board. 	Project Manager	Manager, IT Delivery
Project Senior Supplier	<p>Ultimately accountable for the delivery of the project and represents the interests of those designing, developing, facilitating, procuring and implementing a project's products.</p> <p><i>Primary responsibilities and accountabilities;</i></p> <ul style="list-style-type: none"> • Ensure quality of the products delivered by the supplier(s); • Be responsible for the technical integrity of the project are fit for purpose. 	Director, IT Program Delivery	Project Sponsor
Project Senior User	<p>Responsible for specifying the needs of those who will use the project's product.</p> <p><i>Primary responsibilities;</i></p> <ul style="list-style-type: none"> • Liaison for the project team • Monitors that the solution will meet end user needs subject to the agreed constraints in terms of quality, functionality and ease of use. 	Business Area Director	Project Sponsor

Business Lead	This subject matter expert who provides consultation and guidance to the project team in relation to operations product or processes on behalf of the business area and should be consulted prior to a final decision or action.	Project Sponsor
Business Process Owner	Accountable for ongoing business performance, compliance and governance. Ensure that the project deliverables are properly embedded and managed post project closure. Works closely with the Project Manager .	Project Sponsor

7. Delivery and Assurance Groups

The Delivery and Assurance group consists of the technology and delivery partnerships that provide technical, program and project management expertise to ensure a successful project delivery based on the agreed scope.

This group consists of: Program and Delivery Management Professionals, IT PMO, Program Architecture Office (PAO).

Role	Responsibilities	Reports To
Director, IT Program Delivery	<p>Ultimately accountable for the planning and successful delivery of the Program.</p> <p><i>Primary responsibilities and accountabilities;</i></p> <ul style="list-style-type: none"> •Governance and management over key aspects of the program including; how risks and issues are managed and controlled, budget, dependencies, resourcing and tracking the progress and deliverables of the entire program; •Management of the program delivery team including the PMO and the PAO . 	<p>Executive Sponsor Program Senior Supplier</p>
Manager, IT Project Delivery	<p>Responsible for executing program level planning activities and monitoring project performance .</p> <p><i>Primary responsibilities;</i></p> <ul style="list-style-type: none"> •Oversight and management of projects scope, resourcing, costs and scheduling working closely with project managers to delivery scope; •Identify and manage issues and risks with Project Managers; •Ensures that all project deliverables align with IT Architecture and IT strategy; •Works closely with CITS Directors and Managers to ensure the effective operationalisation and transition to support of project deliverables. 	<p>Director, IT Program Delivery</p>
IT PMO	<p>Responsible for providing support and consultation services to the program and project management teams.</p> <p><i>Primary responsibilities;</i></p> <ul style="list-style-type: none"> •Development and application of project management standards, processes and templates; •Report review and communication; •Oversee and ensure the financial management of the program working closely with Curtin Finance; •Support services to the program management team 	<p>Director, IT Program Delivery</p>
Program Architecture Office (PAO)	<p>Responsible for providing architecture services to projects in the Program.</p> <p><i>Primary responsibilities;</i></p> <ul style="list-style-type: none"> •Development and adherence to the architectural principles, framework process and templates; •Technical solution architecture direction and advice; •Product selection assessment •Provide support and direction to business program support groups working within business program streams, as well as support services to assist the Program Manager in the management of the program. 	<p>Director, IT Program Delivery</p>