



Corporate Services for the Natural Resource Sector
Information Management Branch

SYSTEM DEVELOPMENT LIFE CYCLE
ROLES AND RESPONSIBILITIES

Last Updated: December 1, 2014
Version: 4.1.0
Document: SDLC Roles and Responsibilities

The following pages contain a summarized list of roles and responsibilities identified in Version 1.1.0 of the Systems Development Life Cycle Processes document.

Contents

VERSION HISTORY.....	3
PREFACE.....	3
DEFINITIONS.....	3
PURPOSE.....	3
1 MINISTRY BUSINESS RESOURCES.....	4
1.1 PROJECT CHAMPION (PC).....	4
1.2 PROJECT SPONSOR (PS).....	4
1.3 BUSINESS LEAD (BL).....	4
1.4 BUSINESS AREA PROJECT TEAM (BAPT).....	4
1.5 APPLICATION ADMINISTRATOR (AA).....	4
1.6 DATA CUSTODIAN (DC).....	5
1.7 DATA RESOURCE MANAGER (DRM).....	5
1.8 DATA STANDARDS MANAGER (DSM).....	5
1.9 SUBJECT MATTER EXPERT (SME).....	5
1.10 IM/IT STRATEGIC PLANNING COUNCIL (SPC).....	5
1.11 USER TEST TEAM (UTT).....	5
2 VENDOR RESOURCES.....	6
2.1 VENDOR (VNDR).....	6
2.2 DEVELOPMENT TEAM LEAD (DTL).....	6
2.3 DEVELOPMENT TEAM QUALITY REVIEWER (DTQR).....	6
2.4 INDEPENDENT CONSULTANT (IC).....	6
2.5 TECHNICAL LEAD (TL).....	6
3 IMB RESOURCES.....	6
3.1 APPLICATION DELIVERY (AD).....	6
3.2 APPLICATION SCRUTINY COMMITTEE (ASC).....	7
3.3 BUSINESS ANALYST (BA).....	7
3.4 CLIENT BUSINESS SOLUTIONS DIRECTOR (CBSD).....	7
3.5 CONTRACT ADMINISTRATOR (CA).....	7

3.6	DATA ARCHITECT (DA).....	7
3.7	DATABASE ADMINISTRATOR (DBA)	7
3.8	INFRASTRUCTURE SERVICES (IS)	8
3.9	INFRASTRUCTURE SERVICES DIRECTOR (ISD)	8
3.10	NRS BUSINESS SERVICE DESK (NRSBSD).....	8
3.11	NRS CHIEF INFORMATION OFFICER (CIO).....	8
3.12	PROJECT MANAGER (PM).....	8
3.13	PROJECT MANAGEMENT OFFICE (PMO).....	8
3.14	SECTOR INFORMATION SECURITY OFFICER (SISO).....	8
3.15	TECHNICAL ADVISORY GROUP (TAG).....	9
3.16	TECHNICAL ARCHITECTURE (TARCH)	9
3.17	TECHNOLOGY SERVICES (TS)	9
3.18	WEB ANALYST (WEB)	9
3.19	SYSTEMS INTEGRATION BUSINESS ANALYST (SI BA).....	9
3.20	SYSTEMS INTEGRATION TEST LEAD (SI TL).....	10
3.21	ARCHITECTURE WORKING GROUP (AWG).....	10
3.22	ARCHITECTURE REVIEW BOARD (ARB)	10
4	CSNR RESOURCES.....	10
4.1	FINANCIAL BUSINESS ANALYST (FBA).....	10
5	CITIZENS' SERVICES AND OPEN GOVERNMENT (CITZ).....	10
5.1	DATABC (DBC)	10
5.2	RECORDS MANAGEMENT (RM).....	10
6	OFFICE OF THE CHIEF INFORMATION OFFICER (OCIO).....	11
6.1	KNOWLEDGE INFORMATION SERVICES (KIS)	11
6.2	MINISTRY PRIVACY OFFICER (MPO)	11
7	PROJECT ROLES	11
7.1	STEERING COMMITTEE	11
8	TYPICAL PROJECT GOVERNANCE.....	12
9	RESPONSIBILITY MATRIX FOR DELIVERABLES (by phase).....	13

VERSION HISTORY

Version	Date	Responsible	Notes
4.0.0	2012-07-05	Standards Review Committee	First Published Release of consolidated document.
4.0.1	2012-10-15	Ian Bedford	Revisions to first release from feedback
4.0.2	2013-01-15	Ian Bedford	Revised Responsibility Matrix and role descriptions from feedback
4.0.3	2013-01-18	Terri McLeod/ Standards Review Committee	Final revisions and approved by SRC
4.1.0	2014-12-01	Lorelei Solomon / Standards Review Committee	Revised to align with the new SDLC, use of EA and SI roles.

PREFACE

This document is a companion document to the definitive NRS IM/IT Systems Development Life Cycle document identified below and serves **as a guideline** for Project Managers and Project Planners. The reader should refer to the published SDLC process document, available to staff and vendors, to determine which deliverables and activities are mandatory versus optional for the type of project being undertaken. A deliverable to phase matrix is also available to illustrate expected start and end of each deliverable given the iterative nature of the new SDLC.

DEFINITIONS

Deliverable: A deliverable is any measurable, tangible, verifiable outcome, result or item that must be produced to complete a project or part of a project.

Activity: An activity is an element of work performed during the course of a project that normally has an expected duration, an expected cost and an expected resource requirement.

PURPOSE

The intent of this document is to identify the roles and responsibilities of the resources involved in producing a particular deliverable or conducting an activity within the Systems Development Life Cycle for all CSNR IM/IT projects. Resources have been classified by three groupings, Ministry (business area), IMB, and Vendor.

1 MINISTRY BUSINESS RESOURCES

1.1 PROJECT CHAMPION (PC)

This role is usually a senior manager or member of the executive team who articulates the business goal, ensures visibility and advocates for the project across the organization and informally represents the Project Sponsor on a day-to-day basis.

1.2 PROJECT SPONSOR (PS)

This role is usually a member of the executive team and the project's steering committee and is the person who "owns" the project and 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.

The Project Sponsor provides the budget for the project, has the authority to allocate resources from the business area, has access to all of the project's communications and has the final approval of all deliverables.

The role represents their ministry's Executive and makes decisions requiring sponsor approval and will seek advice from or take decisions to the Project's Steering Committee where necessary.

1.3 BUSINESS LEAD (BL)

This role is the key Business contact for the project and is accountable for ensuring the initiation and refining of many of the project's deliverables. It provides the project with an operational view of business requirements, as well as a major coordination function within the business area. The Business Lead resolves project issues and is a required sign-off authority for many of the project deliverables.

Besides assembling and leading the Project Team and representing the needs of the Project Sponsor and Project Champion, the role is accountable for ensuring business requirements are represented and quality of deliverables is confirmed.

The Business Lead reports to the Project Manager on the Project, but is chosen by the Project Sponsor.

1.4 BUSINESS AREA PROJECT TEAM (BAPT)

The Project Team is comprised of business area resources with an operational interest in the project selected by the Business Lead to provide consultative knowledge and skills in almost every aspect of the project's Initiation, Requirements, Design, Build, Testing and Implementation phases.

1.5 APPLICATION ADMINISTRATOR (AA)

The Business Application Administrator is the Ministry person responsible for the on-going operations and overall management of one or more applications once implemented into production. In conjunction with the BA/PM's, this role establishes high-level priorities in the delivery schedule of new versions or releases of applications. In addition, the role provides consultative knowledge and skill in a number of Initiation, Requirements, Design, Testing and Implementation phase activities.

1.6 DATA CUSTODIAN (DC)

Senior managers who are responsible and/or accountable for collecting and maintaining data of interest to government. The collection, use or update of information must be consistent with standards set by the Data Custodian.

Operational accountability resides with the most senior person in each office to verify that data collection and management is conducted to the defined standard.

Reference: DATA STANDARDS: [GOVERNMENT DATA STANDARDS](#)

1.7 DATA RESOURCE MANAGER (DRM)

The Business Data Resource Manager is responsible for the collection and/or management of 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.

Reference: DATA STANDARDS: [GOVERNMENT DATA STANDARDS](#)

1.8 DATA STANDARDS MANAGER (DSM)

The Business 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).

1.9 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, and legal or other business requirements. The SME is consulted for requirements gathering, business rules, business logic, financial risk, financial controls and security actions and roles matrix.

1.10 IM/IT STRATEGIC PLANNING COUNCIL (SPC)

The council ensures IM/IT projects are prioritized and in alignment with the strategic direction of the Ministry, NR Sector and Government.

The council is comprised of Ministry Executive, including ADM, Executive Director and, in some cases, senior Director level representation and the Corporate Services for Natural Resources (CSNR) Information Management Branch (IMB). In some Ministries this is referred to as the Provincial Executive Directors (PED) committee.

1.11 USER TEST TEAM (UTT)

The User Test Team is comprised of business area resources with an operational interest in the project selected by the Business Lead. This team is responsible for the user acceptance test plans and results, and to provide consultative knowledge and skills in the development of the operations manual, training plan and user training materials.

2 VENDOR RESOURCES

2.1 VENDOR (VNDR)

Contracted technical resources hired to complete deliverables in multiple phases of the SDLC in the creation or maintenance of a software solution for one or more business areas within the Ministry. The contractor is referred to as the Vendor and is responsible for ensuring the deliverable meets the Ministry standards prior to submitting it to the Ministry Project Manager or Application Administrator.

2.2 DEVELOPMENT TEAM LEAD (DTL)

This role manages the vendor's development team and ensures the developers are aware of and follow IMB standards and guidelines.

This role is accountable, and in some cases responsible, for the completion of many of the deliverables in the Requirements, design, build and implementation phases of the project and during these phases prepares the status reports for the overall project.

2.3 DEVELOPMENT TEAM QUALITY REVIEWER (DTQR)

The role is primarily accountable during the design and build phases for the vendor's QA test plan and test scripts are completed. In addition, it provides a consultative role in the development of user materials, online help functions, data conversion and application code reviews.

2.4 INDEPENDENT CONSULTANT (IC)

Contracted resource, with no development-vendor conflict-of-interest relationship, hired to provide a consultative role in place of the:

- Business Lead responsible for developing/reviewing a business case
- Business Analyst responsible for developing the Business Solutions Options
- Financial Business Analyst responsible for Financial Risk and Controls Review

2.5 TECHNICAL LEAD (TL)

This role is responsible on the vendor side for the technical architecture of the applications and overall system and is a major contributor to the technical system design specifications. The role is also responsible for ensuring the vendor's developers are aware of all recent guideline updates and restrictions.

3 IMB RESOURCES

3.1 APPLICATION DELIVERY (AD)

The Application Deliveries team determines the change control process to be used in a project and coordinates delivery of applications, including version control, to delivery, test, production and training environments.

The team is also responsible for providing quality assurance of managed application objects, including but not limited to identifying prospective schema changes to DBA's and prospective Middle-Tier managed object changes to Middle Tier Administrators.

3.2 APPLICATION SCRUTINY COMMITTEE (ASC)

This Committee is responsible for ensuring due diligence in completion of required SDLC activities, documentation and approvals in order to maintain a stable applications infrastructure and when satisfied, approves migration to TEST and PROD environments for complex integrated applications.

3.3 BUSINESS ANALYST (BA)

This role, which is normally performed by an IMB Business Portfolio Manager, is responsible for investigating and identifying options for improving business systems and bridging the needs of the business through the use of IM/IT. The Business Analyst provides a consultative role to the project manager and the vendor and is also responsible for the initiation and refining of many of the project's deliverables. The role may also be performed by an independent consultant brought on to the project to assist.

3.4 CLIENT BUSINESS SOLUTIONS DIRECTOR (CBSD)

The CBS Director is responsible for the support of a particular ministry and works with client Executive, senior management, and all levels of client program areas, to ensure cohesion between the OCIO's government strategies and standards, and client business priorities.

The CBS Director manages the Business Portfolio Managers who are the primary conduit between clients, members of the IMB, vendors and external agencies. In addition, the CBS Director is normally a member of a project's steering committee.

Note: Business Portfolio Managers provide client relations, project management services, procurement and contract management, and business analysis by coordinating and directing IMB technical resources, the vendor community, and financial services to ensure ministry clients are fully supported in their IM/IT operational needs.

3.5 CONTRACT ADMINISTRATOR (CA)

This role is responsible for the preparation and administration of all IM/IT contract documents within IMB at the direction of the Business Portfolio Manager.

3.6 DATA ARCHITECT (DA)

The Data Architect is a senior technical data management expert with a corporate role (i.e. an overall organizational point of view) who provides leadership on information systems theory and practice, data architecture and modeling expertise, and custodianship of the corporate data models.

This role provides and promotes the framework for consistency in scope, meaning and handling of data across the entire sector.

Reference: DATA STANDARDS: [GOVERNMENT DATA STANDARDS](#)

3.7 DATABASE ADMINISTRATOR (DBA)

The Database Administrator is a senior database management expert with a sector-wide focus responsible for the Requirements, design, and creation of new databases, the physical design and implementation of new database tables and applications on existing databases, and for database administration and backup.

Typically, this role also plans, co-ordinates and implements security measures and improves the performance and efficiency of data storage.

Reference: DATA STANDARDS: [GOVERNMENT DATA STANDARDS](#)

3.8 INFRASTRUCTURE SERVICES (IS)

This technical section is responsible for ensuring sufficient server capacity and is consulted for all infrastructure requests and capacity planning activities to meet the demands of client applications.

In addition, this section is responsible for management of the server infrastructure and licenses, administration of database environments, application deployment and release management, installation and configuration of middle tier software, and the provision of Web and FTP services.

3.9 INFRASTRUCTURE SERVICES DIRECTOR (ISD)

The Infrastructure Services Director has overall accountability for the stability and maintenance of the servers that support sector ministry applications, the middle-tier software and technical (software and hardware) infrastructure.

3.10 NRS BUSINESS SERVICE DESK (NRSBSD)

The Business Service Desk is the first point of contact for enquiries concerning NRS corporate and branch intranets. It also provides support for almost 300 line-of-business applications across the sector and responds to questions or problems from both NRS staff and the public, providing or coordinating answers and problem resolution with IMB technical staff and/or vendors where necessary.

3.11 NRS CHIEF INFORMATION OFFICER (CIO)

The CIO is responsible for providing strategic IM/IT leadership and direction to the Natural Resource ministries for the transformation and re-engineering of all Ministry information management and information technology systems and services. The CIO also provides oversight on all aspects of Information Management and Information Technology support for the Natural Resource sector and ensures alignment with government priorities, strategies and standards and ministry business priorities.

3.12 PROJECT MANAGER (PM)

The Project Manager, a role which may be performed by the Business Portfolio Manager, is responsible for understanding the business requirements and providing comprehensive project management and in this role coordinates IMB and vendor technical resources, ensures adherence to the SDLC and IMB standards. This role may also be performed by an independent consultant hired to support the project on IMB's behalf.

The Project Manager reports status and makes presentations to the project's sponsor, champion or steering committee.

3.13 PROJECT MANAGEMENT OFFICE (PMO)

The Project Management Office initiates the IM/IT Capital Funding Request process and works with the Project Manager and Business Lead in some cases to complete the Project Evaluation and Post Project Review.

3.14 SECTOR INFORMATION SECURITY OFFICER (SISO)

The SISO is responsible for protecting the availability, integrity and confidentiality of government information, recording, tracking and resolving information incidents.

The SISO provides guidance to those who complete Privacy Impact Assessments and Security Threat and Risk Assessments and also conducts reviews of these assessments.

In addition, this role ensures compliance with information security policies, conducts annual Information Security Reviews, communicates current government security policies and standards to NRS staff; and provides security awareness education and guidance to NRS staff in applying security policies and standards.

3.15 TECHNICAL ADVISORY GROUP (TAG)

The Technical Advisory Group (TAG) is a key resource providing IMB with an IM/IT interest in the project. This group brings together the IMB technical leads from the different IMB disciplines to consult in the application's whiteboard sessions, reviews of design and requirements documents, and conducts application code review and QA testing where required to validate the system readiness. The TAG consists of: Technical Architect, Application Delivery Specialist, Data Architect, Database Administrator, Infrastructure Services, Web Infrastructure, Technology Services and NRS Business Service Desk representatives.

3.16 TECHNICAL ARCHITECTURE (TARCH)

The Technical Architecture staff research, develop and oversee technical and application architecture for all information systems in the natural resource sector. They focus on assuring that current and future architecture meets current and emerging business needs, integrates with services in and outside government, and remains maintainable and cost effective.

They define systems integrations, technology direction and choice, development approach, vendor selection criteria, for research, development and maintenance projects for sector systems in order to meet business requirements, maintain viability, protect information and systems from inappropriate access.

In addition, they assess and approve variations from standards in sector development, integration, and maintenance projects, including financial, safety, revenue and mission-critical systems.

3.17 TECHNOLOGY SERVICES (TS)

The Technology Services staff are responsible for ensuring sufficient workstation capacity and are consulted for all workstation and workstation accessory (hardware) requests to meet the demands of client applications.

In addition, they are responsible for management of the workstation infrastructure and workstation software licenses, and the testing and packaging of workstation software, including client side LOB software required for LOB Apps.

3.18 WEB ANALYST (WEB)

This role supports, facilitates and fosters the use of web-based services such as web publishing, FTP, SharePoint and is consulted when infrastructure requests involve a web-based service.

3.19 SYSTEMS INTEGRATION BUSINESS ANALYST (SI BA)

This role conducts quality assurance reviews on all deliverables produced from the enterprise architect toolset. They look for repeating patterns of functional requirements to assist in the identification of common components that should be created to support the sector systems.

3.20 SYSTEMS INTEGRATION TEST LEAD (SI TL)

This role conducts quality assurance reviews on all test plans produced from the enterprise architect toolset. They ensure that modifications to existing applications do not adversely affect other areas linked to that business area.

3.21 ARCHITECTURE WORKING GROUP (AWG)

This team provides tactical, day-to-day alignment of IM/IT strategies with strategic business objective on behalf of the ARB. They ensure the promotion of best practices for the submission, adoption, re-use, reporting, and retirement of architecture policies, procedures, roles, skills, organizational structures, and support services. Additionally, the AWG meets the internal and external requirements for the effectiveness, efficiency, confidentiality, integrity, availability, compliance, and reliability of all architecture governance-related information, services, and processes.

3.22 ARCHITECTURE REVIEW BOARD (ARB)

This sector wide team serves as custodians of NRS domain architectures (e.g. business architecture, solutions architecture, information architecture, security architecture, data architecture, etc.). NRS Architecture Review Board membership includes NRS domain architects, cross-government architecture representatives (OCIO), key NRS Leadership Team members, and other appropriate business representatives as needed. The ARB addresses escalated architectural misalignments and policy directions for the sector.

4 CSNR RESOURCES

4.1 FINANCIAL BUSINESS ANALYST (FBA)

This role delivers financial analyst services to multiple programs, projects and/or business lines which have diverse program and financial requirements. The Analyst is responsible for conducting Financial Risk and Controls Review and receives technical guidance from a centralized Financial Services Branch.

An Independent Consultant may also perform this role.

5 CITIZENS' SERVICES AND OPEN GOVERNMENT (CITZ)

5.1 DATABC (DBC)

DataBC provides data cataloguing, access and hosting services to help Sectors and Ministries share their data more broadly. This is accomplished by leveraging a common infrastructure provided by DataBC.

5.2 RECORDS MANAGEMENT (RM)

This role is performed by the Sector Records Officer, supporting NRS, in the Information Access Operations (IAO) Branch of Citizens Services. The IAO services support a government-wide framework for the management of recorded information including policies, standards and strategic direction for the creation, security, accessibility, retention, disposition and preservation of records.

6 OFFICE OF THE CHIEF INFORMATION OFFICER (OCIO)

6.1 KNOWLEDGE INFORMATION SERVICES (KIS)

Knowledge and Information Services manages privacy under the FOIPP and PIPA. Privacy advisors assist ministries in completing Privacy Impact Assessments, Information Sharing Agreements, Research Agreements, and contract-based Privacy Protection Schedules.

In addition to its' Information Management responsibilities, it develops and manages IM/IT policy and intellectual property rights for the province as well as managing legislative and regulatory changes to the province's IM/IT laws—the FOIPP Act, PIPA, the Document Disposal Act and the Electronic Transactions Act.

6.2 MINISTRY PRIVACY OFFICER (MPO)

The role of a Ministry Privacy Officer is to encourage compliance with the provisions of the Personal Information Protection Act (PIPA), respond to requests for access to and correction of personal information and general issues concerning personal information and work with the Information and Privacy Commissioner during investigation of a privacy complaint against the ministry.

In addition, the Ministry Privacy Officer is consulted during the development and any refinement of a project's Privacy Impact Statement and may also be responsible for managing the necessary changes to a ministry's information management practices and procedures; staff training; customer relations; policies and procedures and inquiry and complaint processes.

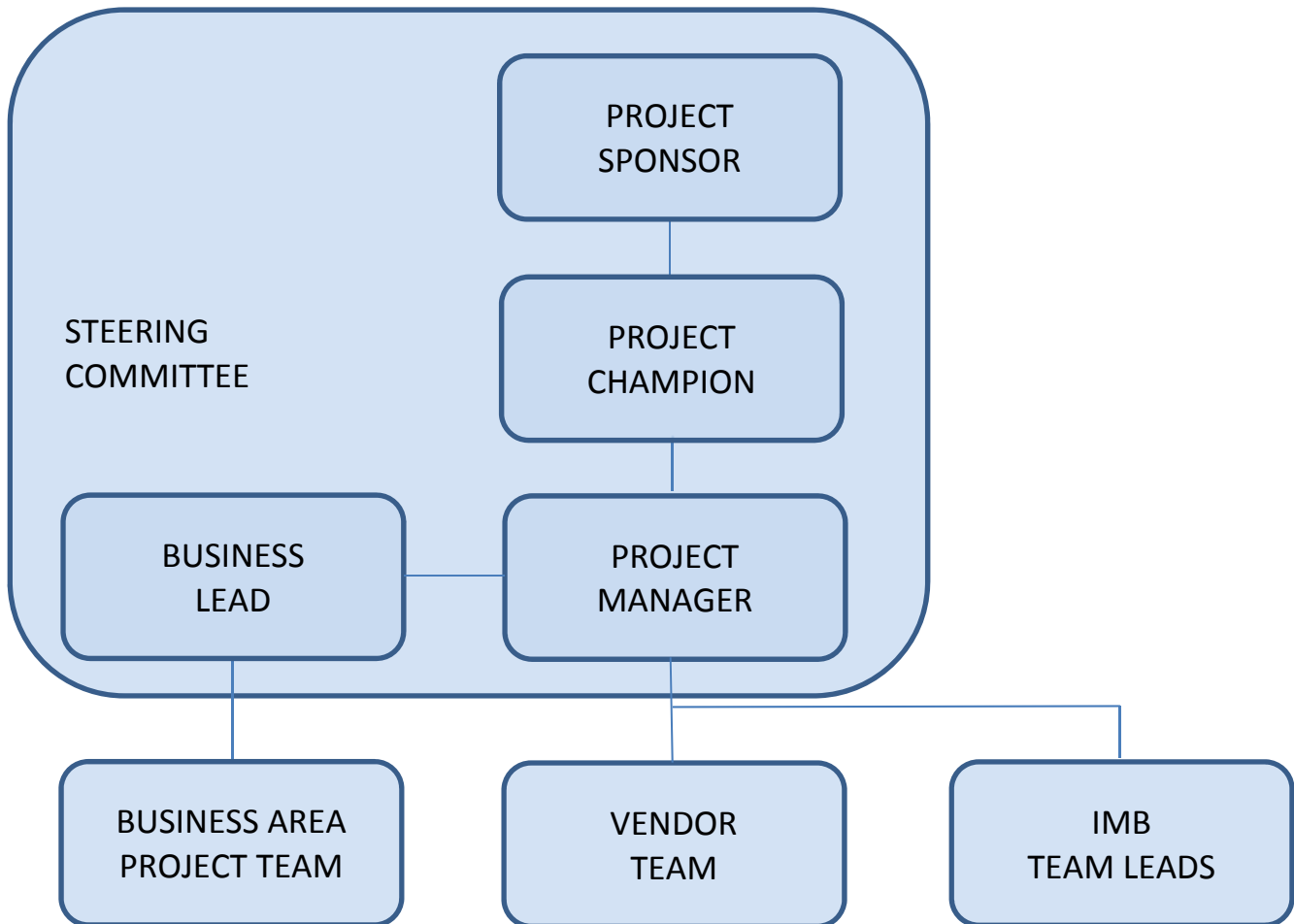
7 PROJECT ROLES

7.1 STEERING COMMITTEE

The role of the steering committee is specific to the project that it is formed for. The members of the committee are typically the Project Sponsor, Project Champion, Project Manager, Vendor Project Manager, and the CBS Director supporting that business area.

The steering committee is presented with the status of the project and is asked to handle any issues and decisions that could not be resolved by the Project Manager and Project Champion.

8 TYPICAL PROJECT GOVERNANCE



9 RESPONSIBILITY MATRIX FOR DELIVERABLES (by phase)

The following matrix describes the participation by various roles for project deliverables and activities by phase.

The following accountability roles have been identified but the deliverable and activity roles are guidelines and flexibility is acceptable.

Not all deliverables and activities are mandatory and the reader should refer to the published Systems Development Life Cycle document to determine which deliverables and activities are mandatory versus optional for the type of project being undertaken.

SDLC (includes New Development, Lightweight Development and Maintenance Frameworks: [NRS IMIT SDLC Processes](#))

Responsible: Those who do the work or ensure the work is done to achieve the deliverable. There is typically one role with a participation type of *responsible*, although others can be delegated to assist in the work required (see also *RACI* below for separately identifying those who participate in a supporting role).

Accountable: (also *approver* or final *approving authority*): The one ultimately answerable for the correct and thorough completion of the deliverable, and the one who delegates the work to those *responsible*. In other words, an *accountable* must sign off (approve) on work that *responsible* provides. There **must** be only one *accountable* specified for each deliverable.

Consulted: has critical information or skill sets to complete or participate in a deliverable. Those whose opinions are sought, typically Subject Matter Experts; and with whom there is two-way communication.

Informed: Those who are kept up-to-date on progress, often only on completion of the deliverable; and with whom there is just one-way communication.

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:
Blue – Project Management deliverable
Green – Major Business Area involvement
Purple – Major Technical involvement

Legend:

BUSINESS ROLES

Application Administrator (AA)
 Business Area Project Team (BAPT)
 Business Lead (BL)
 Data Custodian (DC)
 Data Resource Manager (DRM)
 Data Standards Manager (DSM)
 Project Champion (PC)
 Project Sponsor (PS)
 Subject Matter Expert (SME)
 User Test Team (UTT)

VENDOR ROLES

Development Team Lead (DTL)
 Development Team (DT)
 Development Team Quality Reviewer (DTQR)
 Independent Consultant (IC)
 Technical Lead (TL)
 Vendor (VNDR)

IMB ROLES

Application Delivery Specialist (AD)
 Business Analyst (BA)
 Client Business Solutions Director (CBSD)
 Client Contract Administrator (CA)
 Data Architect (DA)
 Database Administrator (DBA)
 Infrastructure Director (ISD)
 Infrastructure Services (IS)
 Sector Information Security Officer (SISO)
 NRS Business Service Desk (NRSBSD)
 NRS Chief Information Officer (CIO)
 Project Manager (PM)
 Project Management Office (PMO)
 Technical Architecture (TARCH)
 Technology Services (TS)
 Web Analyst (WEB)

Application Scrutiny Committee (ASC)
 IM/IT Strategic Planning Council (SPC)
 Technical Advisory Group (TAG)

Systems Integration Business Analyst (SI BA)
 Systems Integration Test Lead (SI TL)
 Architecture Working Group (AWG)
 Architecture Review Board (ARB)

CSNR ROLES

Financial Business Analyst (FBA)

CITZ/OCIO ROLES

DataBC (DBC)
 Knowledge and Information Services (KIS)
 Ministry Privacy Officer (MPO)
 Records Management (RM)

PROJECT ROLES

Steering Committee (SC)

Phase	Deliverable	Responsible	Accountable	Consulted	Informed
SDLC – New Development					
Initiation	Project Assessment Document	BA	BL	BAPT	PS
	Feasibility Whiteboard Checklist	BA	PM	BL, TAG, TARCH, AWG	PS
	Project Charter	PM	BL	PS, PC, BAPT	CBSD, TAG
	OCIO Capital Project Submission	PMO	CIO	PS, PM, SPC, BL	CBSD, PC
	Impact Analysis	BA or VNDR	PM	BL, TAG, TARCH, DSM, DRM, AA	PS, PC
	Complexity Assessment	BA	PM	BAPT, TAG, TARCH, BL	PS, PC
	Security, Threat, Risk Assessment (STRA) (Draft AS IS)	BA	SISO	BAPT, BL	PM
	Procurement Documents	BA or IC	PM	BL, BAPT, CBSD	
	Master Project Plan and WBS	VNDR	PM	BA, BL, TAG	PS, PC
	- Communications Plan	VNDR	PM	BA, BL, TAG	PS, PC
	- Risk Management Plan	VNDR	PM	BA, BL, TAG	PS, PC
	- Budget and Cost Management Plan	VNDR	PM	BA, BL, TAG	PS, PC
	- Quality Management Plan	VNDR	PM	BA, BL, TAG	PS, PC
	- Issue Management Plan	VNDR	PM	BA, BL, TAG	PS, PC
	- Change Control Process	VNDR	PM	BA, BL, TAG	PS, PC
	Project Kick-off Meeting (Activity)	PM	PC	Invite reps from all areas	CBSD
	Retirement/Archive Plan	BA	BL	TL, PM, AA, BDC, TAG	PS, PC
	Privacy Impact Assessment (PIA) (Draft)	BA	BL,	PS, PC, SISO, KIS	PM
	Application Delivery Checklist	PM	BA	AD	
	Records Impact Assessment (Draft)	RM	BL	TL, PM, BA	PC
Requirements	Business Process Requirements Document (Draft)	VNDR	PM	TAG, TARCH, BL, BA, BAPT, SI BA, AWG, ARB	
	EA Project File	VNDR	PM	TAG, TARCH, BL, BA, BAPT, SI BA	
	Financial Risk and Controls Review	FBA or IC	PM	BL, SME, VNDR	
	Business Solutions Options	IC or BA	PM	BL, TAG, TARCH, AWG, ARB	PS, PC
	Implementation Plan (Draft)	BA or VNDR	PM	PC, BL, TL, DTL, TAG, TARCH	PS, ISD
	PIA (Refine)	BA	BL	PS, PC, MPO, SISO, BDC, KIS	PM
	Record Impact Assessment (Refine)	RM	BL	AD	
	STRA (AS IS) Final	BA	SISO	BAPT, BL	PM

Phase	Deliverable	Responsible	Accountable	Consulted	Informed
	STRA (TO BE) (Draft)	BA	SISO	BAPT, BL	PM
	Capacity Plan	DTL	TL	PM, IS	
	Technical Whiteboard Checklist	BA	PM	BL, VNDR, TAG, TARCH, TS, TL, AWG	PC
	Impact Analysis (Refine)	BA or VNDR	PM	BL, TAG, TARCH, DSM, DRM, AA	PS, PC
	Application Delivery Checklist (Refine)	PM	BA	AD	
Design	Software Design Document - UI Prototype - Data Conversion - Logical Data Model - Physical Data Model - Data Security Profile - Warehouse Security Profile - Warehouse Replication Design	VNDR	PM	BA, TAG, TARCH, BAPT, BL, DTQR, SI BA, AWG, ARB	
	Infrastructure Request Form	VDT	PM	AD, WEB, DTL, IS	
	Workstation Hardware Request Form	VDT	PM	TS	
	User Acceptance Test Plan (Draft)	BAPT or VNDR	BL	PM, BA, UTT, SI TL	
	Data Management Plan (Draft)	BA	BDC	DA, DBA, DSM, DRM, BL,	PM
	Training Plan (Draft)	BL	PM	BAPT, BA, VNDR	PC, TAG
	Training Team Kick-off Meeting (Activity)	PM	BL	BAPT	PC
	Warehouse Whiteboard Checklist	BA	PM	BL, VNDR, TAG, TARCH, TS, TL	PC
	Metadata Definition	BL	DBC	PM, SME	BA
	EA Project File	VNDR	PM	BA, TAG, TARCH, BAPT, BL, DTQR, SI BA	
PIA (Refine)	BA	BL	PS, PC, MPO, SISO, BDC, KIS	PM	
Build	Application Modules	VDT	DTL	BL, BA, TL, DTQR	
	Infrastructure Request Form (Refine)	VDT	PM	AD, WEB, DTL, ISD	ASC
	Workstation Software Packaging Request Form (Refine)	VDT	PM	TS	
	Online Help Files (Draft)	BAPT or VNDR	BL or DTL	PM, BL, TL, DTQR	UTT
	User Materials (Draft)	BAPT or VNDR	BL or DTL	PM, BL, TL, DTQR	UTT
	Security Matrix (Refine)	BL	PM	SME, BAPT, SISO	PC, VNDR
	Data Conversion Modules	VDT	DTL	PM, BL, BA, TL, DTQR	DBA

Phase	Deliverable	Responsible	Accountable	Consulted	Informed	
	User Acceptance Test Plan (Refine)	UTT	BL	PM, BA, BAPT		
	Migration Package	VDT	DTL	AD, PM		
	Implementation Plan (final)	DTL	PM	PC, AD, BL	DBA, IS, PS	
	STRA signoff	BA	SISO	BAPT, BL	PM	
	Records Impact Assessment (final)	RM	BL	TL, PM, BA	PC	
	Operations Manual	DTL	PM	BA, BL, TL, BAPT		
	User Procedures Manual	DTL	PM	BA, BL, TL, BAPT		
	Training Plan	BL	PM	TL, BAPT, UTT, DTL	PS, PC	
	Maintenance Plan (draft)	BA	BL	DTL, AA, BDC, TL		
Training Material	BAPT	BL	PM, TL, UTT, DTL			
Testing	User Acceptance Test Results	UTT	BL	TL, DTL, BA	PM, BAPT, PC	
	Test Data Conversion Results	AD	DBA	BL, PM	PC	
	Vulnerability Test Results					
	Penetration Test Results					
Implementation	Production Data Conversion Results	AD	DBA	BL, PM	PC	
	User Procedures Manual (update if required)	BAPT or VNDR	BL or DTL	PM, TL, DTQR	UTT	
	Operations Manual	DTL	PM	BA, BL, TL, BAPT	NRSBSD	
	Maintenance Plan (final)	BA	BL	DTL, AA, BDC, TL	AD, PM	
	Gate for Migration to Production – Signoff by PS					
	Migration to Production and Handover to Support (Activity)	AD	PM	DBA	BL, NRSBSD, PC	
	Further Training and User Support (Activity)	BAPT	BL	AA	PC	
	Project Evaluation (including Lessons Learned AND Next Steps)	PM	PC	PS, BA, BL, BAPT, TAG, TARCH	PMO	

Phase	Deliverable	Responsible	Accountable	Consulted	Informed
Project Management CONTROL PROCESS Deliverables (during all phases)*:	Status Reports	VNDR	PM	PC	PMO
	Issues Logs	BA	PM	PC	
	Meeting Minutes	BA	PM	Project Team	PMO
	Risk Assessment	PM	BL	PC, TL	
	Project Decision Request	PM	BL	PC, TL	
	Change Request (CSCR)	PM	BL	PC, TL,CBSD	ASC
	Change Log	PM	BL	PC, TL	
	Contract Administration Documents	CA	PM	BL, CBSD, PC	
Project Repository	BA	PM	BL, VNDR, RM	PC, PMO	