

**#06**

# **Roles and Responsibilities**

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## Roles and Responsibilities

The objective is to clearly define each team member's roles and responsibilities, to look for and remove overlaps, identify and fill in gaps and make it clear as to who is responsible and accountable for what.

When team members know what their roles and responsibilities are and how they support the team, and how they contribute to the success and results of the team, this produces greater job satisfaction, commitment, and productivity. It removes the possibility of conflicts, disputes over ownership, helps avoid mistakes being made and assigns ownership of all items that the team manages. Everything then has an owner. It also identifies who has a responsibility for an item and who has accountability for an item. Responsibilities are shared, several team members can be responsible for the same item. Accountabilities on the other hand are not shared, only one team member can be accountable for an item. An accountable team member is the owner of the item, they are the person who has decision making authority about the item, they are the person who has the final say about it.

The completion of a roles and responsibilities template is sometimes viewed as unnecessary or irrelevant. However, of all the team characteristics, it is by far the most significant and beneficial. If I could only pick one characteristic to train a team on, it would be this one. Why?

1. It identifies ownership of every 'thing' that the team manages.
2. It identifies who the decision maker is for every 'thing' the team manages.
3. It gives clarity to everyone as to whom to speak to about any problem or issue.
4. It clearly separates a team members responsibility from their accountabilities.
5. It dramatically reduces the amount of inter-team email traffic, as emails are sent to other team members on a 'need to know' basis only.

### Roles/Responsibilities Template

This is the Roles and Responsibilities template that is completed for each team member. As much information as possible should be included and you can also use the template to identify where you are lacking back-up roles or positions.

Name.	Position holders name.
Position/Title:	The primary job function such as Infrastructure Manager, Sales Manager.
Goals:	Individual Performance goals or KPIs.

Accountabilities:	Position sole accountabilities, such as staff retention, back-ups, architecture adherence, managed services contract, systems availability, loan approvals, customer refunds.
Responsibilities:	Position shared responsibilities, such as server monitoring, capacity management, desktop repair, router installations, loans, customer accounts.
Second, in charge:	Name of the staff member who is second in charge.
Roles:	Roles, titles such as Change Advisory Board chair, business liaison officer, Security officer, Disaster Recovery coordinator, Loan quality checker.
Ownership:	List the names of processes, how-to guidelines, other documentation, applications and systems for which this person is the accountable owner and decision-maker.
Expertise:	Names of applications, business processes and so on that this person has key knowledge of.
Training completed:	Course names completed.
Training required:	Course names/types to be undertaken.

## Next, do the following steps

1. Hold a team workshop and compare all of the templates.
2. Are there any gaps that need filling?
3. Are there any overlaps that need resolving?
4. Are there any potential conflict situations that need resolving?
5. Finalise each team member template.
6. The completed team member templates should then be made available to all staff.
7. Consider what this information is telling you about each team member position.
8. Do any ownership changes need to happen?

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