The Matrix Organization

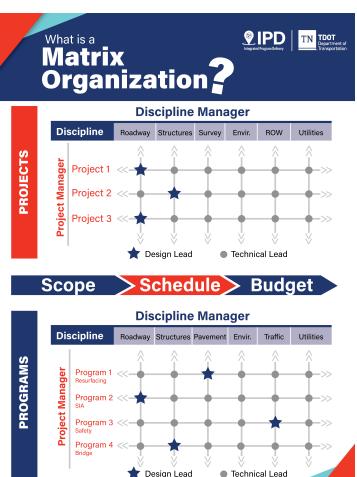## What are the roles and responsibilities of a project team?

The Tennessee Department of Transportation has a new way of delivering projects, and if you've heard of Integrated Program Delivery or the Project Delivery Network, you've most certainly heard of project teams. There are four key roles associated with a project team including a project manager, discipline mangers, a design lead and technical leads.

TDOT has had project managers in the past, but they've never had a team created specifically to support them. They provided oversight on projects but had no authority to help move a project forward. And although they had a set of guidelines to follow, each project manager had their own way of doing things.

Today, project managers are equipped with a group of technical leads from each discipline to form a project team. The project manager leads the team to deliver a project or program within the defined scope, schedule and budget…AND has the authority, tools and resources do so.

Previously, discipline mangers had oversight of project prioritization within their discipline, but moving forward they will not. Now they will work with the project manager to assign a technical lead to a project team. The discipline manager will lead, establish and manage the operations, processes, quality delivery, and their staff's workload. They must ensure their staff understands and follows the appropriate policy, procedures, and standards within their area of expertise.

The final two roles within a project team are design and technical leads. Both roles are considered technical experts. There will be one technical lead from each discipline assigned to a project team.

The project manager designates the design lead based on the project type. For example, a bridge project would have someone from structures as the design lead. The design lead is responsible for collecting each of the technical leads' design and associated plans, specifications and estimates for review and submittal.

Every project team will be led by the project manager while the design lead's expertise ensures the best quality of project is established. Each technical lead supports the overall delivery of the project.