

## FTTM Core Team Scope of Responsibilities (a template to get you started)

### Overall

- Managing body to drive the PROGRAM through to first customer ship (FCS).
- Communication "arm" to PROGRAM Steering Committee.
- Focal point for PROGRAM decision-making; responsible for the resolution of or the escalation of decisions to PROGRAM Steering Committee.
- On time delivery of the PROGRAM.

### Role

- Take responsibility for making the team work effectively.
- Create and "own" the development plan and performance to schedule.
- Ensure resource availability to the program.
- Ensure execution to schedule by resources assigned to program tasks.
- Prevent "interrupts" (from host and from intra-team/cross functional sources).
- Take responsibility for implementing "work-arounds" if interrupts can't be prevented.
- Pull-in the near term schedule continuously through out the program.
- Meet customer requirements through a process of continuous customer participation in the development effort (i.e. co-development if possible).

### Key Tasks

- Create/maintain PROGRAM Master Schedule.
- Responsible for the development and implementation of a "fast-decision-making- mechanism" that will accelerate the PROGRAM development.
- Responsible for settling resource contention between Milestone Teams (i.e. End-to-End teams) and various functional elements of the organization participating on the project.
- Provide the "conduit" between customer/market (requirements) and PROGRAM development teams.
- Manage PROGRAM Milestone Teams through weekly progress review meetings.
- Responsible for getting/provisioning PROGRAM Milestone Team(s) with required resources. Responsible for minimizing/eliminating "interrupts" from "host" organization.
- Provide cross-functional schedule integration of Milestone Team plans and roll-up of information to the Master Schedule (i.e. the "plan-of-record").
- Manage/support/assist in the development of detailed Milestone Team plans using FTTM Planning Process.

## **Core Team Responsibilities**

### **Roles of FTTM Core Team Members:**

1. Program Sponsor
2. Program Director
3. Program Manager (Systems Integrator)
4. Architect
5. Engineering Leader (Chief Engineer)
6. Marketing Leader (Voice of the Customer)

## Program Sponsor

(typically this position is external to the core team)

### Charter:

- Provides strategic direction; tiebreaker, resolves issues Core Team can't, exception reporting only.

### Key Responsibilities:

- Is the "Venture Capitalist" within the corporation.
- Responsible for business success of PROGRAM to the corporation from project approval through General Availability.
- Secures required budget and resources from the company to support the project.
- Is accountable for timely completion and the financial performance of PROGRAM.
- Provides advisory support to the PROGRAM team.

## Program Director

(typically this position can be external to the core team or on large programs the role could be a full time member)

### Charter:

- Provides and maintains consistent focus on the vision for PROGRAM.

### Key Responsibilities:

- Provides clear definition of PROGRAM goals and outcomes.
- Establishes project critical success criteria and manages to those.
- Modifies the critical success criteria as the product evolves.
- Manages the Core Team members per the individual charters.
- Tie breaks key issues/decisions (i.e., puts a clock on decisions).

## Program Manager (Systems Integrator)

### Charter:

- Co-responsibility (with Director) for Management of overall PROGRAM plan of record.
- A Program Manager owns the complete program, while a Milestone Team Leader is responsible for a single integrated deliverable; usually leading a cross functional sub-team.

### Key responsibilities:

- Oversees/recommends modifications in plans and resource allocations to insure overall PROGRAM schedule (i.e. master or macro schedule).
- Coordinates all participating teams and cross-functional groups. Communicates needed information to participants.
- Ensures initial and continuing understanding of program schedule/parameters and changes.
- Drives product development (tactical). Insures resolution of issues within approved schedule and budget limits. Works with teams to recommend solutions to major issues of product specifications, cost, quality, resource requirements and timing.
- Works with appropriate members of the program team(s) to refine program schedule, budget, and resources requirements (i.e. confirms their level of dedication to the program and clarify performance expectations).
- Initiates and drives product development according to a continuously updated program schedule.
- Conduct regularly scheduled tactical meetings to identify "blocking" issues and appropriate solutions.
- Troubleshoots selected problems and works with critical managers/individual contributors as necessary in order to maintain schedule, quality parameters, budget and resource requirements.
- Attends all team meetings and manages the inter-team and inter-plan communications, interdependencies, and schedules.
- Oversees and administers training/coaching in:
  - Consistent and standard planning and tracking methodology (i.e., FTTM System)
  - Critical Path methodology
  - Use of planning and tracking software
  - Reporting formats and procedures
- Project team management:
  - Responsible for developing/administering Program review meetings (weekly)
  - Refresh Planning Meeting)
  - Maintain balance of focus on hardware and software activities • Provides weekly management reporting of program status

## Architect

### Charter:

- Provides leadership for all technical aspects of PROGRAM and maintains the top-level systems integration vision of the end product.

### Key Responsibilities:

- Maintains end-to-end technical "vision."
- Makes system trade-off decisions so that the overall system is not compromised vis-a-vis the product performance goals.
- Manages the subsystem budgets (time, cost, performance, etc).
- Insures completeness of Engineering Release sign-off.
- Insures overall technical consistency of the product architecture and design.
- Resolves any technical issues that are escalated with respect to systems impacts.
- Reviews technical accuracy of engineering changes and their impacts to the overall system's performance.
- Determines engineering release "contents."
- Recommends adjustments to the "requirements" in order to maintain acceptable system levels.
- Works closely with the Chief Engineer - the Architect and Chief Engineer are essentially the technical decision-makers on the program.

## Engineering Leader

### Charter:

- Insures product and project plan conforms to product requirements as described by MRD. Insures that product will work in a customer environment. Provides primary technical leadership and decision-making.
- The Chief Engineer is the single person that knows about all the subsystem and how they interact.
- The Chief Engineer is a generalist and understands how to work with the specialist SMEs (technical functional leads).
- The Chief Engineer can't be overruled.

### Key Responsibilities:

- The Chief Engineer is the person who listens to the debate, evaluates and analyzes data, then makes the final technical decisions.
- The Chief Engineer has ultimate responsibility for the success or failure of the total system.
- Manages and drives design process.
- Integrates test plans to insure requirements are met.
- Synthesizes design measurement criteria.
- Acts as first customer of Manufacturing for initial build.

## Marketing Leader

### Charter:

- Primary interface (i.e. voice inside company) to customer and or key stakeholders. Understands customer's business problem/solution. Understands market and competition

### Key Responsibilities:

- Provides external link to market and customer for the internal development team.
- Gets, understands, prioritizes, refreshes customer requirements.
- Converts customer requirements to product requirements, and then to product specifications
- Prioritizes specifications based on customer value and ensure that these are realized during development (i.e. the right product is delivered to the customer(s)).
- Carry's the cost-of-delay message to the team and host to insure proper provisioning of the team and that the team has the proper sense of urgency for fast-time-to-market performance.
- Be the customer advocate inside the company.
- Understand the customer's "business problems" (i.e. what problem are they trying to solve).
- Provide the team-link to corporate product strategy and product roadmaps (i.e. future generations of the product).

## Milestone-Team Responsibilities (End-to-End Teams)

Milestone-Team Leader or End-to-End Team Leader (E2E Leader)

Charter:

- Responsible for the management of the Milestone-Team's plan of record and outcomes.

Key Responsibilities:

- Provides clear definition of milestones, outcomes, and critical success criteria and manages to those.
- Modifies the critical success criteria as the project evolves.
- Manages the Milestone-Team members as described by the team's charter.
- Oversees/recommends modifications in plans and resource allocations to insure credibility of the Milestone-Team's schedule.
- Coordinates team participants and functions. Communicates needed information to participants.
- Ensures initial and continuing understanding of Milestone-Team's schedule/parameters and changes.
- Works with the members of the Milestone-Team to refine schedule, and resources requirements (i.e. confirms their level of dedication to the program and clarify performance expectations).
- Initiates and drives sub-project to a continuously updated schedule. Conduct regularly scheduled tactical meetings to identify "blocking" issues and appropriate solutions.
- Troubleshoots selected problems and works with critical managers/individual contributors as necessary in order to maintain schedule, quality parameters, and resource requirements.
- Facilitates all team Milestone-Team meetings and acts as liaison to Core Team.
- Tie breaks key issues and decisions (i.e., put a clock on decisions).
- Interfaces with the Core Team:
  - Provides appropriate schedules of Milestone-Team activities.
  - Provides status of current performance against schedule.
  - Explains of planned actions to overcome any variances to schedule.
  - Identifies high risk and low certainty activities -- and planned contingent actions.
  - Makes requests for resources, plan modifications, etc. of Core Team, as necessary.