

## **SENIOR RESPONSIBLE INDUSTRY EXECUTIVE SUPPORTING SUCCESSFUL DELIVERY**

The Office of Government Commerce has been responsible for sponsoring the implementation, across government, of the concept of the Senior Responsible Owner (SRO). The SRO is the individual responsible for ensuring that a project or programme of change meets its objectives and delivers the projected benefits. They should be the recognised owner of the overall business change that is being supported by the project and should be the Chair of the project (or programme) board. The SRO should ensure that the business change maintains its business focus, has clear authority and that the context, including risks, is actively managed.


**The Senior IT Forum is introducing the Senior Responsible Industry Executive (SRIE) role. The SRIE will work in partnership with the SRO to ensure more successful delivery of IT-enabled change programmes in government.**

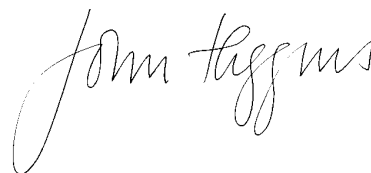
The SRO and SRIE are the two individuals with whom the success (or failure) of a project should be identified. They should therefore be empowered and supported by top management to make and implement decisions. Both the SRO and the SRIE must understand the need for the project in terms of the business outcomes. The primary objectives of the SRO and SRIE roles may be summarised thus:

- to be focused on the achievement of the desired business outcomes,
- to be open with each other as to issues, problems, constraints and politics within their respective organisations.

In broad terms, the responsibilities of the SRIE will mirror those of the SRO. The profiles of the role incumbents will therefore be both compatible and complementary.

The SRO role is now well established and is mandatory for all government IT-enabled projects and programmes. A pilot commissioned by the Senior IT Forum to test the SRO/SRIE concept was successfully completed earlier this year. As a result, the Forum is now recommending the incorporation of the SRIE role within all new significant government IT procurements and is establishing a Control Board to help ensure the effectiveness and quality of these arrangements.

Yours sincerely  




## SRO responsibilities

The SRO should perform the following key, high-level functions.

<b>Development of the project or programme brief and business case</b>	Overseeing the development of the brief for the change and business case: this activity is part of ensuring that the aims of the planned change continue to be aligned with the business, and establishing a firm basis for the project or programme during its initiation and definition. The SRO should be responsible for securing the necessary investment for the business change.
<b>Project or programme organisation structure and logical plans</b>	Ensuring that there is a coherent organisation structure and logical plan(s): this will involve being actively engaged with the work of either project initiation (in a project environment), or establishing the programme (in a programme environment). Establishing and maintaining a collaborative relationship with the SRIE to align the governance of the two organisations.
<b>Monitoring and control of progress</b>	Monitoring and controlling the progress of the business change at a strategic level (at an operational level this is the responsibility of project or programme managers): the project or programme manager is responsible for providing regular reports to the SRO on progress of the business change. There will be inevitable issues that arise requiring the SRO's advice, decision-making and communication with senior stakeholders, including the SRIE
<b>Formal closure</b>	Formally closing the project or programme and ensuring that the lessons learned are documented within the 'end of project' or 'end of programme' evaluation report: closure requires formal sign-off by the SRO that the aims and objectives have been met and that lessons learned are documented and disseminated. Some benefits may already be delivered. However, the activities at closure include the planning of the post programme/project review(s) when the entire benefits realisation process will be assessed
<b>Post implementation review</b>	Ensuring that the post implementation review takes place, the output is forwarded to the appropriate stakeholders and the benefits have been realised: the SRO is responsible for commissioning and chairing these reviews and ensuring the relevant personnel are consulted and involved in the review process
<b>Problem referral</b>	Referring serious problems upwards to top management and/or Ministers as necessary and to suppliers with the SRIE, in a timely manner: regular consultation will be required between those delivering the change and the stakeholders and sponsors. The SRO is responsible for ensuring that the communication processes are effective and linkages are maintained between the change team/s and the organisation's strategic direction. Regular dialogue with the supplier SRIE to minimise customer-supplier problems by timely resolution.

## Characteristics of the SRO

What behaviours and characteristics should an SRO have?

<b>An SRO needs to:</b>	<ul style="list-style-type: none"><li>• take responsibility – including putting things right when they go wrong, and ensuring that recognition is given when they go right</li><li>• have a good understanding of the business issues associated with the project</li><li>• be a senior reputable figure approved by the Department/Agency Management Board, or their delegated authority to be the SRO for a project or programme</li><li>• be active, not a figurehead</li><li>• have sufficient experience and training to carry out SRO responsibilities</li></ul>
<b>An SRO must be someone who can:</b>	<ul style="list-style-type: none"><li>• broker relationships with stakeholders within and outside the project</li><li>• deploy delegated authority to ensure that the project achieves its objectives</li><li>• provide advice and guidance to the project manager(s) as necessary</li><li>• acknowledge their own skill/knowledge gaps and structure the project board and project management team accordingly</li><li>• give the time required to perform the role effectively</li><li>• negotiate well and influence people</li><li>• be aware of the broader perspective and how it affects the project</li><li>• network effectively</li><li>• be honest and frank about project progress</li></ul>

An individual's responsibilities as an SRO should be explicitly included in their personal objectives. The SRO for a project or programme should remain in place throughout or change only when a distinct phase of benefit delivery has been completed. (See section 2 of *Successful IT: Modernising Government in Action* for more details).

## SRIE responsibilities

The SRIE should perform the following key, high-level functions.

<b>Understand the customer's project and programme goals</b>	Understand the customer's culture and align the supplier's resources accordingly. Understand customer's business goals, their scale and strategic importance to the customer, through engagement with SRO and ensure that supplier resources are committed accordingly. Agree mechanism for adapting project as business goals evolve.
<b>Customer/Supplier Relationship</b>	Establishing and maintaining a relationship with the customer that best suits the nature of the business change programme to be delivered and the culture of the customer and supplier organisations.
<b>Participate in suppliers response to ITT</b>	Participate in supplier governance process to understand fully the risk and resource evaluation of the project.
<b>Project or programme organisation</b>	SRIE must understand the joint project organisation structure and ensure a fit with the supplier's governance structure. SRO and SRIE will agree where SRIE fits in with joint governance structure if appropriate.
<b>Monitoring and control of progress</b>	The SRIE will monitor the overall progress of business change and programme success through dialogue with the SRO. The supplier project manager will provide regular updates on the supplier programme and will engage the SRIE for advice and decisions requiring communication through the SRO. The SRIE will be responsible for escalating and solving supplier issues. The SRIE and SRO will both be judged on the successful business outcome.
<b>Formal Closure Post implementation review</b>	SRIE will assist SRO with relevant areas of project closure and review
<b>Problem referral</b>	Referring serious problems to the SRO or senior management within the supplier organisation as necessary, in a timely manner. The SRIE is responsible for ensuring that the internal supplier communication processes are effective and linkages are maintained between the change team/s and the organisation's strategic direction. Regular dialogue with the SRO to minimise customer-supplier problems by timely resolution.

## Characteristics of the SRIE

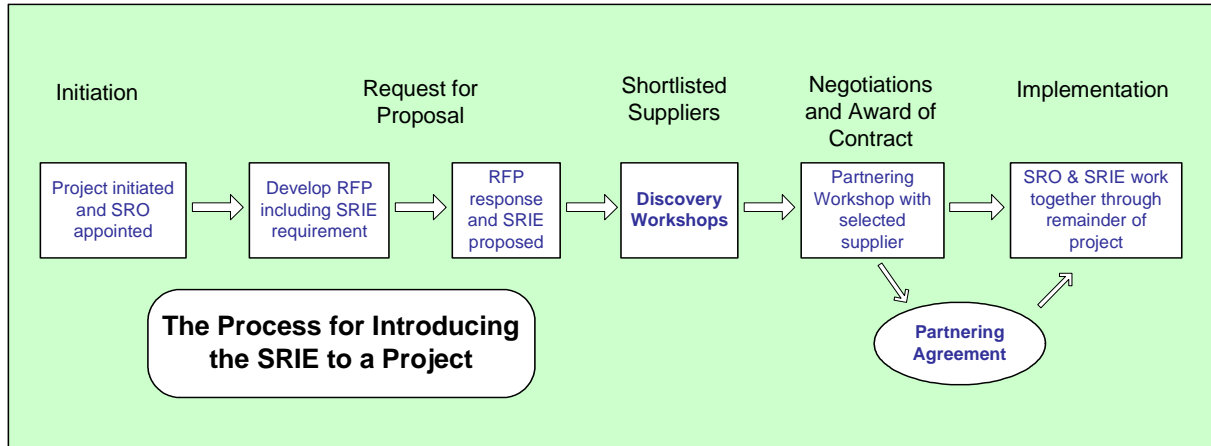
What behaviours and characteristics should an SRIE have?

### An SRIE needs to:

- provide leadership and vision about what needs to be achieved
- take responsibility – including putting things right when they go wrong, and ensuring recognition is given when they go right
- have a good understanding of the business issues associated with the project from both a customer and supplier perspective
- be a senior figure in the business with the authority to mobilise resources and resolve issues within the supplier organisation
- be active, not a figurehead
- have sufficient industry and business experience to undertake the role
- understand the culture and governance of the customer
- understand the business goals of the SRO
- **not** simply represent the supplier's business interests, but take the wider, programme view

### An SRIE must be someone who can:

- provide leadership qualities
- build and maintain relationships with SRO and team
- provide advice and guidance to supplier project manager and provide weight and resource to fix supplier side problems
- complement the SRO's experience, particularly on business and commercial issues
- give the time required to perform the role effectively



Shortlisted suppliers are invited to a **Discovery Workshop** to explore the ability of the SRO and the SRIE to work together to resolve a number of problems, and develop balanced, sustainable solutions that take account of both parties' aims.

Once the successful bidder had been selected, the SRO and SRIE along with their respective negotiation teams meet for a **Partnership Workshop**. This is a half day facilitated event which aims to establish a framework for a **Partnering Agreement**, which defines the basis of the partnering arrangement between the Department and the supplier.

## SENIOR IT FORUM

Members of the Senior IT Forum working with OGC to introduce the SRO/SRIE partnership methodology include :-

Central IT Unit (NI)	Accenture
Department of Trade and Industry	Cable and Wireless
Export Credit Guarantee Department	CMG
Home Office	CSC
Inland Revenue	EDS
Ministry of Defence	Fujitsu Services
National Audit Office	IBM
Office of the e-Envoy	Steria
	Syntegra