

Project Charter

Instructions

Version 1.6 • 31 DEC 2012



Project Charter Version History

Current Framework tools are available on the Framework Web site.

Release Date	Description
31-Dec-2012	Version 1.6 released. Revised Instructions and template to reflect changes recommended by the Framework Change Advisory Board (CAB) and approved by DIR (Change request 68).
23-Dec-2009	Version 1.5 released. Revised Instructions to reflect changes recommended by the Framework Change Advisory Board (CAB) and approved by DIR (Change request 38).
30-May-2008	Version 1.4 released. Revised Instructions to reflect changes recommended by the Framework Change Advisory Board (CAB) and approved by DIR (Change request 38).
28-Sep-2007	Version 1.3 released. Revised Instructions to reflect an emergency change approved by DIR (Change request 39).
1-Sep-2007	Version 1.2 released. Revised Template to reflect changes recommended by the Framework Change Advisory Board (CAB) and approved by DIR (Change requests 7, 34, and 37).
14-Oct-2005	Version 1.1 Instructions and Template released. Added sections 5 and 7 (Glossary and Appendices) and renumbered Revision History as section 6. Replaced "stage gate" with "review gate" in the Use of the Project Charter section. Corrected instructions for Points of Contact section.
13-Sep-2005	Version 1.0 Instructions and Template released.

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Introduction

Technology projects initiated by an agency must reflect the agency's decisions regarding technology investments. Limited resources are continually being directed toward efforts based on an informal and passive approach to starting a project. In many cases, projects are initiated without a clear understanding of the critical factors that impact project success, such as scope, use of resources, oversight authority, roles, and responsibilities.

The Texas Project Delivery Framework (Framework) includes a Project Charter to establish a consistent method to charter a project by formally authorizing work to begin. The Project Charter establishes an agreement between the technical organization delivering the product or service and the business organization requesting and receiving the project deliverables before significant resources are committed and expenses incurred.

The Project Charter confirms agreement among the Executive Sponsor, the Technology Sponsor, and the Project Manager on the business goals and needs that justify the project (i.e., business change, technological advance, legal requirement, problem, or opportunity). It includes the primary objectives in support of the business goals that will be a measure of the project's success. By formally chartering a project, the Project Manager and project team has clear guidance on how the project should be planned and managed. The Project Charter, at a minimum, describes and obtains agreements on

- project scope of work
- funding sources and budget authority
- roles, responsibilities, accountabilities, and activities of the project team
- partners and external stakeholders
- management commitments

Use of the Project Charter

Overview

Within the Framework, the Project Charter is the final deliverable of the Business Justification review gate. Reflect in the Project Charter appropriate Business Case information to ensure a comprehensive view of the project is communicated. Project planning activities should not be started without approval of a Project Charter.

The Project Charter should be developed in coordination with stakeholders. As a collaborative effort, establish a solid partnership with these various stakeholders to help improve project management processes and on-time, on-budget delivery of projects.

The Project Charter should be referenced throughout the project as it provides an overview of what the project is about, why it is being conducted, who is involved and in what capacity, and the general approach and timeline that exists for the project.

Applicability

A Project Charter should be developed for any project classified as a major information resources project, and for certain major contracts. Refer to the Comptroller of Public Accounts (CPA) Contract Management Guide for guidance on which major contracts are required to use the Framework.

Governance and Scope

The Project Manager has ultimate responsibility for ensuring that the Project Charter is developed and approved. Developing the Project Charter is a collaborative effort that outlines an agreement among the project stakeholders of what the project will deliver and how. The Executive Sponsor is instrumental in providing the Project Manager with the project background, including references to the Business Case and the approvals, authorizations, and/or stipulations the project has received to date. The Executive Sponsor provides support for and approval of the Project Charter.

Section 1. Project Overview

The Project Overview section outlines the highlights of the project, defines the boundaries, and describes the critical success factors, assumptions, and constraints.

1.1 Problem Statement

Briefly describe the business problem the project would solve. State the business problem in simple terms, without describing how the problem will be addressed. Identify in a concise statement any related federal, state, statute, or rule mandates. Identify the stakeholders and customers.

1.2 Project Description

Describe the approach the project will use to address the business problem. Provide a general definition of the information and/or high-level requirements associated with the proposed business process or solution. The description should summarize key information, including how the project will deliver the expected business outcomes and performance objectives.

1.3 Project Goals and Objectives

Describe the *business* goals and objectives of the project. Refine the goals and objectives stated in the Business Case. Goals state what the desired end result is, and objectives state how the desired result will be achieved. A project's primary purpose is to meet business objectives. Business goals and objectives include such organizational improvements as

- decreased costs, errors, and reworks by a specific percentage
- decreased processing or turnaround times by a specific percentage
- reduced redundancy in systems and/or data within the agency
- greater flexibility in responding to stakeholder requests and services

1.4 Project Scope

Describe the project scope. The scope defines the work that is required to deliver the products and/or services to meet the project objectives (how the project will be accomplished). The scope establishes the boundaries of the project and should describe products and/or services that are outside of the project scope.

1.5 Critical Success Factors

Describe the factors or characteristics that are deemed critical to the success of the project. A critical success factor (CSF) should be understandable by all project stakeholders and should be focused on major concerns of the organization, such that, in their absence the project will fail. In other words, if not present, these factors directly affect the ability of the agency to meet the project's and/or the agency's performance objectives.

1.6 Assumptions

Provide a list of assumptions regarding the processes and/or services affected by the proposed project. For planning purposes, assumptions will be considered to be true, real, or certain. Specifically, include assumptions about the customers, technology, personnel, and staffing.

1.7 Constraints

Describe the limiting factors, or constraints, that restrict the project team's options regarding scope, staffing, scheduling, and management of the project.

Section 2. Project Authority and Milestones

2.1 Funding Authority

Identify the funding amount and source of authorization and method of finance (i.e., capital budget, rider authority, appropriated receipts) approved for the project.

2.2 Project Oversight Authority

Describe the management control over the project and the relationship of this structure to agency-wide information technology (IT) governance structures and processes. Describe external oversight bodies such as a governance structure, project management office, and/or vendor management office. This section should also identify policies that are used by the governing/oversight authority.

2.3 Major Project Milestones

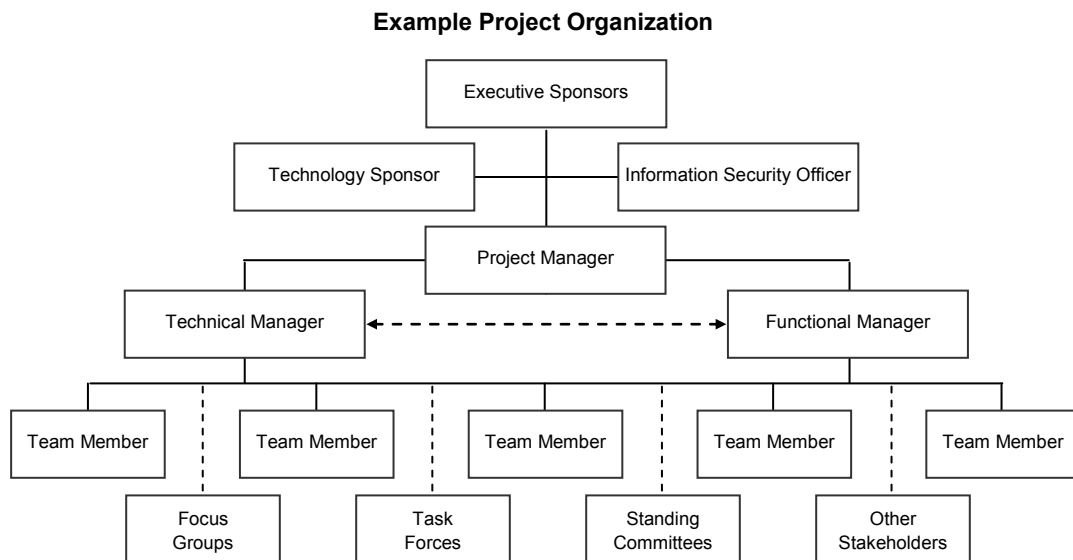
Describe the major milestones of the project including the deliverables and dates (mm/dd/yy) that represent the completion of specific project work products and end-user products during project delivery. Completion of a milestone typically results in one or more deliverables whereby the processes and/or services will become functional. Deliverables are those results that provide well-defined functionality and tangible products. The list should reflect products and/or services delivered to the end user as well as the delivery of key project management or other project-

related work products. Examples of major project milestones include approval of the Project Charter and approval of the Project Plan.

Section 3. Project Organization

3.1 Project Structure

Specify the organizational structure of the project team and stakeholders by providing a graphical depiction as shown in the example project organization chart. Include all roles as described in the Roles and Responsibilities section.



3.2 Roles and Responsibilities

Summarize roles and responsibilities for the project structure and external stakeholders as identified above, including subject matter experts (SMEs). Responsibilities should describe any key project checkpoints for which approval and authorization of work products or deliverables are required.

Consider key roles in critical project activities for overall project, quality, communication, configuration, performance, and risk management, and other areas such as monitoring and control. Examples of key roles include:

- Project Manager
- Executive Sponsor
- Program Specialist
- Risk Manager
- Configuration Manager
- Software Developer
- Quality Control Specialist
- Release Manager
- Build Coordinator
- Change Control Board chairperson
- Configuration Control Board member
- Performance Manager
- Technology Sponsor
- Contract Advisory Team

A Project Contact Register is provided as a Framework supplemental tool in the Appendices. In the Project Contact Register or its equivalent, identify each project role, name of individual with responsibility for the role, title, and other contact information as necessary.

3.3 Project Facilities and Resources

Describe the project's requirements for facilities and resources, such as office space, special facilities, computer equipment, office equipment, and support tools. Identify responsibilities by role for provisioning the specific items needed to support the project's environment.

Section 4. Points of Contact

Identify and provide contact information for the primary and secondary contacts for the project. Consider initial development of a Project Contact Register as described and provided in the Project Plan Instructions.

Section 5. Glossary

Define all terms and acronyms required to interpret the Project Charter properly.

Section 6. Revision History

Identify document changes. Include the version, date (mm/dd/yy), name, and description of the change.

Section 7. Appendices

Include any relevant appendices.