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Enhanced Management Framework
for Information Technology

PROJECT CHARTER GUIDE

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Chief Information Officer Branch
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Canada

Foreword

The government is committed to delivering its programs and services more efficiently and effectively through the use of information technology (IT).

To address issues with the government's management and delivery of IT projects, an Enhanced Management Framework (EMF) was developed. The objective of the EMF is to provide guidance and support to departments, helping them ensure that the government's IT projects:

- Satisfy the requirements of the program functions or services they are designed to support;
- Deliver all expected benefits; and
- Are completed on time and within budget.

In May 1996, the Treasury Board Secretariat, in conjunction with participating departments, published *An Enhanced Framework for the Management of Information Technology Projects*,[1] a document outlining guiding principles and practices which addressed project management issues experienced within the federal government.

One of the directions to be embraced includes the promotion and implementation of industry best practices in areas relevant to the EMF. Currently promoted practices are detailed in the *Enhanced Framework II: Solutions: Putting the Principles to Work.*[2] These documents are both available on the Internet at www.cio-dpi.gc.ca.

One area of real concern is Project Governance as outlined in the EMF. Project Governance includes activities to get the right projects started on the right track. One of the key elements required to achieve this is the Project Charter.

The Project Charter is a tool to obtain commitment from all affected groups and individuals associated with a specific project. It is a communication vehicle that can be referenced throughout the project. It provides a quick reference and overview of the project and lays the foundation for the project structure and how the project will be managed.

This document presents an overview of the Project Charter and provides guidance on how to develop an effective Charter for all IT projects.

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[1] Treasury Board of Canada Secretariat, *An Enhanced Framework for the Management of Information Technology Projects*, Ottawa, Ontario, May 28, 1996.
[2] Treasury Board of Canada Secretariat, *Enhanced Framework II: Solutions: Putting the Principles to Work*, Ottawa, Ontario, March 1998.

Table of Contents

PROJECT CHARTER OVERVIEW

What is a Project Charter?

The Project Charter can most succinctly be described as the agreement between the organization providing the product or service, and the customer organization requesting and receiving the project deliverable. It is a tool to obtain commitment from all affected groups and individuals within a specific project.

It is an agreement between the technical and business groups which defines:

- Partners and external stakeholders;
- The project management framework to be used on the project;
- Roles, responsibilities, accountabilities, and activities of the team members;
- Management commitments (specifically in terms of communications and control); and,
- The empowerment framework.

The Project Charter is the first step of Project Planning, following completion of the Project Initiation stage (see the IT Project Manager's Handbook for more details). The Project Charter should not be confused with the Business Case. The Business Case should already be developed and the Investment Decision taken prior to creating the Project Charter. (Refer to *Creating and Using a Business Case for Information Technology Projects*).

The Project Charter is not only an effective project planning tool, it is a communication vehicle that can be referenced throughout the project. It is a quick reference and 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.

The Project Charter does not change throughout the project life cycle. It is created at the beginning of the project, approved by the key project stakeholders, and is available for reference throughout the project life cycle.

The Project Charter is a single, consolidated source of information about the project in terms of initiation and planning, and provides information about project scope, objectives, deliverables, risks, and issues. It also lays the foundation for how the project will be structured, and how it will be managed in terms of change control, oversight and control, and risk and issue resolution.

This document provides an overview of the Project Charter and the rationale and requirement for developing one for every project. It is also available on the Internet at www.cio-dpi.gc.ca.

Why Create A Project Charter?

The Project Charter provides a consolidated and summary level overview of the project. It allows all parties involved in the project (stakeholders) to document the agreed upon scope and objectives, approach and deliverables of the project. It also, at the outset of the project, documents the agreed upon communications plans, control mechanisms, and responsibilities of team members. In other words, the Project Charter is a fundamental communications tool within the project environment.

Additionally, the Project Charter contributes to the following key success factors:

- Structured management organization;
- Disciplined management processes;
- Project governance;
- Project management best practices; and,
- Internal/external communications.

Having a project charter will provide the following benefits:

- Improved client partnerships;
- Improved project management processes;
- Improved headquarter/regional communications;
- Better project sponsorship;
- Recognition of Senior Management's role;
- Progress towards industry best practices (Capability Maturity Model (CMM), Software Process Improvement (SPI), Enhanced Framework, etc.);
- Improved relationships with clients; and,
- Improved on-time and on-budget delivery of projects.

Who is responsible for the Project Charter?

The Project Manager has ultimate responsibility for ensuring that the Project Charter is developed and approved. Development of the Project Charter cannot be done in isolation by any one party since it outlines an agreement between the project stakeholders of what the project will deliver and how. The Project Sponsor is instrumental in providing the Project Manager with a solid understanding of the background of the project. This includes how it got to this stage, approvals that have already occurred, references to the Business Case and Logical Framework Analysis, etc. The Project Sponsor provides support and approval for the Project Charter.

How to Create a Project Charter

A Project Charter Template and Project Charter Template Guidelines have been developed to provide project managers and stakeholders with easy access to the structure, layout, and content of an effective Project Charter. Electronic versions can be obtained at www.cio-dpi.gc.ca.

As well, a Sample Project Charter has been developed for a generic project to help identify what types of information should be included in each section of the document.

The Project Charter Template provides the structure (headings and formatting) for a Project Charter. It allows you to "fill in the blanks" using your own project information. It promotes re-use and provides a standardized format and style for all Project Charters (this familiar "look and feel" facilitates communication between project team members, and with stakeholders and key client areas). The Project Charter Template Guidelines follow the same structure as the Project Charter Template, and provide a description within each section and subsection as to what the content should be. The guidelines provide guidance on the intent of each section and subsection and the rationale or background for including the section within the document.

What goes into the Project Charter?

The Project Charter Template provides the framework for an effective Project Charter. It provides the structure within which to document the knowledge areas and processes that are considered fundamental to project success. These include:

- Project management disciplines;
- Project governance processes;
- Formal risks and issues management;
- Use of and role of the project office (where appropriate);
- Problem management; and,
- Structured communications processes.

The standard table of contents for the Project Charter (see Appendix A) identifies the structure and content of the document. It should be noted that sections should never be deleted from the table of contents and any subsections added should be done so with explanation as to their purpose and reason for addition.

Though the Project Charter contains an overall description of both the project and product scope, it should not be confused with the Initial or Detailed Requirements Specifications. These specification documents are product-oriented deliverables and will be produced within the context of the project. Within the Project Charter, the description of the project outcome (product or service) should be limited to a high level description.

In developing the Project Charter Template and Project Charter Template Guidelines, industry best practices as they relate to project management have been included. We have ensured, for example, that the five process areas, and the nine knowledge areas described in the Project Management Institute's (PMI's) A Guide to the Project Management Body of Knowledge (PMBOK Guide) are addressed within our Project Charter. A further description of this information and how it links to the Project Charter Template is included in Appendix B.

Tailoring the Project Charter to Specific Projects

Much work has been done on identifying best practices and critical success factors for IT projects. General agreement has developed that regardless of the size and type of project, the fundamental project management processes and principles remain the same. Although the depth and scope of applying these processes and principles may change from project to project, the inclusion of them within the project framework remains constant across all projects.

For example, on a larger project, sections of the Project Charter that deal with Risk Management, Project Organization, and/or Project Control may be quite substantial, and may, therefore, need to reference external documents that contain the details (e.g., a "Risk Management Plan" or a "Project Control Plan"). On a smaller project, all of these topics still need to be addressed, though they may be handled through a one or two paragraph reference to general or project-specific approaches that will used.

APPENDIX A

Project Charter Table of Contents

APPENDIX B

Mapping the Project Charter to the Project Management Body of Knowledge

The Project Management Institute (PMI) has developed a document titled A Guide to the Project Management Body of Knowledge (PMBOK Guide). The PMBOK Guide outlines five process areas that must be performed in all stages or phases of a project. These are:

1. Initiating
2. Planning
3. Executing
4. Controlling
5. Closing

It also identifies nine knowledge areas that are considered fundamental to project success. These knowledge areas are:

1. Project Integration Management
2. Project Scope Management
3. Project Time Management
4. Project Cost Management
5. Project Quality Management
6. Project Human Resource Management
7. Project Communications Management
8. Project Risk Management
9. Project Procurement Management

The Project Charter Template addresses all of these important aspects of the project. The Project Charter can be mapped to the PMBOK Guide Knowledge Areas as follows:

PMI PMBOK Guide Knowledge Area	**Location in Project Charter**
Project Integration Management	Plans for Support Activities, Process Options and Deviations, Stages, Project Control, Quality Control Activities, Project Schedule
Project Scope Management	Project Scope, Project Control
Project Time Management	Project Control, Project Schedule & Project Effort Estimate

PMI PMBOK Guide Knowledge Area	Location in Project Charter
Project Cost Management	Project Control & Project Cost Estimate
Project Quality Management	Project Scope, Project Control, Quality Control Activities
Project Human Resource Management	Organization and Responsibilities, Plans for Support Activities, Project Facilities and Resources
Project Communications Management	Project Control
Project Risk Management	Risk Management
Project Procurement Management	Plans for Support Activities, Project Facilities and Resources, Project Control Project Cost Estimate

The Project Charter maps to the PMBOK Guide Process Areas as follows.

PMI PMBOK Process Areas	Location in Project Charter
Initiating	Project Purpose, Project Scope, Project Objectives
Planning	All sections
Executing	Project Deliverables and Quality Objectives, Stages, Project Schedule, Project Effort
Controlling	Project Control
Closing	Stages, Project Control

PROJECT CHARTER TEMPLATE

< INSERT PROJECT NAME >

Document Revision #:

Date of Issue:

Project Manager:

Table of Contents

Document Change Control

Revision Number	Date of Issue	Author(s)	Brief Description of Change

Project Overview

Project Purpose

Project Scope

Project Objectives

Outstanding Issues

Approvals

References

Terminology

Project Approach

Project Deliverables and Quality Objectives

Organization and Responsibilities

Dependencies

Plans for Support Activities

Project Facilities and Resources

Risk Management

Process Options and Deviations

Stages

Project Control

Quality Control Activities

Project Schedule

Project Effort Estimate

Project Cost Estimate

PROJECT CHARTER TEMPLATE GUIDELINES

< INSERT PROJECT NAME >

Document Revision #:

Date of Issue:

Project Manager:

Preface

These guidelines explain how the Project Charter Template should be created. Included is a brief description for each section along with an explanation of the contents of the section and/or the rationale for including that section in the Project Charter.

These guidelines are not meant to be standalone, but rather are intended to be used in co-ordination with the Project Charter Template.

Throughout these guidelines, reference is made to your department's existing procedures. If your department does not have these defined, refer to the IT Project Manager's Handbook for examples of standard or generic procedures.

Table of Contents

Document Change Control

This section provides control for the development and distribution of revisions to the Project Charter up to the point of approval. The Project Charter does not change throughout the project life cycle, but rather is developed at the beginning of the project (immediately following project initiation approval, and in the earliest stages of project planning). The Project Charter provides an ongoing reference for all project stakeholders. The table below includes the revision number (defined within your Documentation Plan Outline), the date of update/issue, the author responsible for the changes, and a brief description of the context and/or scope of the changes in that revision.

Revision Number	Date of Issue	Author(s)	Brief Description of Change

Project Overview

Project Purpose

A brief description of the project should be provided. This should describe ***in business terms*** the reason for the project and the overall timing and expectations. Some background information about how and why the project was initiated should also be included. Describe who (in terms of individual roles and/or organizational areas) will use the final outcome of the project and identify any other stakeholders who will be impacted by the results of the project. The Business Case document may already contain the information to be included in this section and should be referenced as appropriate.

Project Scope

Identify the project scope and the product/service scope.

The ***product scope*** defines the spectrum of features and functionality that will be delivered and the limits that have been imposed in order to control the release or delivery of the product or service (***what*** the project will accomplish). The product scope description within the Project Charter will ***not*** constitute the requirements specification for the product. Rather, it is expected to provide a general description of the product and the initial understanding and agreement about the scope of that product.

The ***project scope*** defines the work that is required to deliver the project product or service to meet the project objectives (***how*** the project will be accomplished).

Although the product scope and project scope are tightly related, the remaining sections of the Project Charter cover the ***project scope*** and the processes required to deliver the project. The focus within the Charter should remain on ***project*** processes.

Project Objectives

Identify the overall objectives for the project. Identify what the project is intended to achieve, in business and technical terms. Refer to the Investment Decision, the Business Case and the Logical Framework Analysis.

Outstanding Issues

Identify any outstanding issues that need to be resolved within the scope of the Project. These are issues that have been identified during the Business Case creation and approval process and/or through the project initiation process.

Approvals

This section identifies the names and roles of the project stakeholders and their approval of the Project Charter. Signatures are often included in this section, though in some organizations a listing of the Project Sponsor and Project Manager is all that is required.

References

Identify any other documents, including, for example, the IM/IT Investment Decision, the Business Case and/or the Logical Framework Analysis, (in electronic and/or paper form) that relate to the project at the time of development of the Project Charter. Include the current revision number, issue date, author, location of the document and method of access for each document or reference. It is not necessary to repeat the detailed content of these related documents. Rather, enough information should be provided in this section to explain how the document relates to the project, what it contains that is pertinent to the project, and how it can be located.

Terminology

Define any unique of significant terms and/or acronyms that will be commonly used within the project. Terms that may be new or confusing to project stakeholders should be clearly explained.

Project Approach

A brief description of the project approach. Provide a high level overview of the project approach, project team structure, and project plan.

Project Deliverables and Quality Objectives

Provide a list of deliverables that will be generated both during and on completion of the project. Identify key milestones.

For each deliverable, provide a description of its quality objectives in terms of output quality and approval requirements. (For example, “interim status reports will be provided weekly to the Project Sponsor and Project Team Leaders and will be approved by each person prior to being accepted within the project archives.”)

The amount of support to be allocated to the implemented product or service should also be included as a quality objective.

Organization and Responsibilities

This section identifies the required Project Team, and, taking the organization's Resource Plan and the project skill requirements into account, assigns roles and responsibilities to named individuals.

The organization may include:

i. Executive Committee
ii. Project Leader
iii. Project Manager (IT Project Manager and/or Business Area Project Manager)
iv. IT Area Project Team Leaders (Development Team Leaders or IT Area Project Team Leaders who assist the Project Manager in administering and/or managing specific aspects of the project)
v. Project Team Member(s) (including IT team members and business clients)
vi. Test Co-ordinator
vii. Quality Assurer
viii. Configuration Controller
ix. Change Controller

The same person may have multiple roles on a project. For example, on smaller projects, the Project Manager may also be a Project Team member, Change and Configuration Controller and Test Co-ordinator. On smaller projects, an Executive Committee may not be appointed and the Project Leader handles the approval and oversight roles.

On larger projects IT Area Project Team Leaders may be appointed to assist the Project Manager in coordinating the overall project activities and in managing specific workplan deliverables.

On most projects, it is preferable that the Project Manager does not also fulfil a team member role, as this tends to distract from their primary project management duties.

These roles are further described in the IT Project Manager’s Handbook, General Roles and Responsibilities.

Within this section, reporting relationships and project interfaces should be described. Required approvals (e.g., TBS submissions), interfaces with organizations such as PWGSC (for procurement) and with review, oversight, and/or steering committees should all be documented.

Dependencies

Any dependencies outside of the Project Manager's direct control, or outside of the scope of the project (but which may still influence the project success) should be identified. For example, activities to be carried out by a client or subcontractor, or activities or deliverables from an external project that are required within the context of this project.

Internal dependencies must also be considered. Dependencies of the project, and/or the project deliverable (product) on other projects/products (existing or in development) should be clearly identified. For example, if a needed resource cannot become available until another project is completed, this dependency should be identified and the related risk documented in the appropriate section of the Project Charter. Required linkages to other existing or planned systems should also be identified.

Plans for Support Activities

Plans for support activities are described here. Examples of support activities are training, quality assurance, configuration management, and documentation support. If these plans exist as documents external to the Project Plan (e.g. Configuration Management Plan, Quality Plan, Project Training Plan), they should be referenced here.

Project Facilities and Resources

The project's requirements for facilities and resources, such as office space, special facilities, computer equipment, office equipment, and support tools should be identified.

Responsibilities to procure or develop these items should be clearly assigned and described here.

Planning for adequate computer resources (i.e. memory, processor use, disk space) takes into account the size of the software solution being acquired and/or developed, the project staffing levels, and past history of similar projects.

Risk Management

Any risks associated with the project and the actions that can be taken, during the project to minimize the risks need to be identified. Mitigation and planned response approaches should also be identified.

For example, a risk may be a dependency upon a single skill (one resource) within the organization. The management required would be, at least, to have identified alternative sources of that skill or provide on-the-job training for a backup resource. Use of a new type of hardware could also be considered to be a risk. The management required here could be to introduce early prototyping or additional testing.

The process for identifying, documenting, tracking and monitoring risks, as well as implementing risk avoidance, mitigation and response strategies needs to be defined.

On larger projects, the Risk Management Plan may reside outside of this document. On smaller projects, it will begin as part of the Project Charter but will need to be updated throughout the life of the project within an external document or system.

The federal government has adopted an approach called Continuous Risk Management (CRM). It is based on common sense and practical project management considerations. It is comprehensive and thorough. It is an aggregate of proven best practices that has been successfully used on a growing number of projects in several government departments.

The approach is generic and non-proprietary. All materials are in the public domain. This includes a Guidebook and its contents, such as the taxonomy questionnaire and any algorithms that might be used in the associated tools and techniques. There is no requirement to depend on a proprietary algorithm or special software to generate results.

Training is readily available and personnel in departments can quickly become self-sufficient. There is no requirement to hire consultants to conduct/interpret assessments. The approach can be quickly implemented in a specific project or in an organisation's portfolio of projects. The Guidebook clearly explains how to do this.

More information on CRM can be obtained at the Treasury Board Secretariat's Chief Information Officer's web-site under the Enhanced Management Framework. (http://www.cio-dpi.gc.ca)

Process Options and Deviations

If your Department already has a defined Project Management Methodology or Systems Development Life Cycle Methodology, these should be followed on this project. If for any reason, deviations from these defined standards are deemed necessary and/or appropriate for this project, these deviations should be identified and the rationale and appropriate approval for such deviation be recorded here.

Stages

A description of the project life cycle (project) and the solution delivery life cycle (product development) should be included. A definition of the stages to be used on the project, the objectives of each stage and their entry and exit criteria need to be clearly defined.

Refer to your department's definition of phase inputs, outputs and entry and exit criteria. For each life cycle phase, applicable procedures, methods, and standards should be referenced or identified (if your department does not have a defined procedure, refer to the Project Manager's Handbook).

Project Control

Project control explains the methods and processes that will be implemented to assist the Project Manager in identifying project progress and communicating that progress to the project team, project sponsor, and project stakeholders. It also includes definition of the approach for resolving deviations from the project plan and taking corrective action.

Project control should include:

- The type and frequency of production of Project Reports;

- The frequency and attendees of Project Team meetings.
- The frequency of Stage Checkpoint Meetings (attended by the Executive Committee as appropriate).
- The frequency of Executive Committee meetings.
- The name and location of the Project File.
- The methods to be used to log and control project actions.
- The criteria for issuing a revised version of the Project Plan.
- The metrics to be collected during the project and the analysis to be performed on them.

This section should also identify the methods and policies to be used for project scope control, issue management, and change and configuration management.

Also within this section should be an outline of the project communications plan – the methods, timing, audience, etc. of project communications (tools to be used, methods of delivery, recipients, collection of project information and feedback and archiving of project working papers).

Quality Control Activities

Quality control activities relate to both the project management processes and deliverables, and the product development processes and deliverables. A list of all the quality reviews and quality tests that will be carried out during the project, including ownership, approximate schedule and effort required. For example, review of the Project Plan, design reviews, unit testing, system testing, acceptance testing should be identified.

A list of all joint customer/client reviews should be identified and planned for. Include meetings to review acceptance test results and conformance to agreed-upon requirements.

At this point in the project, the specific product-related reviews and processes (design reviews, system tests, etc.) might not yet be known. However, an overview of the types of reviews that are expected to take place and the level of involvement from various project stakeholders and team members, should be listed here.

Project Schedule

A Gantt chart of activities, resources and assigned responsibilities allocated to them. Your Department's Project Management Methodology and/or Systems Development Life Cycle Methodology may influence the creation of this Gantt chart (including the associated Work Breakdown Structure).

The project schedule must take into account critical dependencies between the project groups.

Use of a Project Management software tool is recommended to produce the project schedule and to monitor the progress against the schedule.

Project Effort Estimate

This section identifies the project effort, in person days or person months, estimated in accordance with your department's Estimation Procedure. If your department does not have a

defined procedure, refer to the Project Manager's Handbook. Effort should be broken-down by project stage and project phase.

Information used to derive the effort estimate should also be included (assumptions, historical results used to develop the estimates, etc.).

Project Cost Estimate

This section outlines the project cost, estimated in accordance with your department's Estimation Procedure. If your department does not have a defined procedure, refer to the Project Manager's Handbook. Costs should be itemized (i.e. labour, equipment, office space) and broken down by project stage and project phase. Additionally, the procurement policies and methods to be used within the project should be detailed (who is responsible for purchasing decisions and developing and managing purchase orders, requests for proposal, etc. and how will these be managed).

Information used to derive the cost estimate should also be included (assumptions made, sources of costing information, historical costs used to estimate the costs).

PROJECT CHARTER - ** SAMPLE **

ELECTRONIC DATA INTERCHANGE (EDI) PROOF OF CONCEPT

Document Revision #: **1.0**

Date of Issue: **January 15, 1999**

Project Manager: **Carole Jones**

Table of Contents

Document Change Control

Revision Number	Date of Issue	Author(s)	Brief Description of Change
1.0 Draft 1	January 15, 1999	Carole Jones	Initial draft of Project Charter for team review

Project Overview

Project Purpose

Electronic Data Interchange is gaining popularity within our industry. The proposed cost savings and productivity improvements that can be achieved from exchanging business documents electronically are substantial. For this reason, the EDI Proof of Concept Project is being initiated to evaluate specifically how our organization can take advantage of these benefits, and to identify the required infrastructure and support changes that may be required to adopt this technology. The project is expected to last no more than 3 months and will result in a better understanding by the organization of the benefits of, and requirements for, operating in an electronic processing environment.

Project Scope

The scope of the project involves the following:

- Selecting two business partners with whom we can electronically exchange a purchase order document;
- Acquiring and installing the required hardware, software, and associated equipment necessary to receive, decode, and process the electronic data;
- Receiving purchase order document electronically for a period not to exceed three weeks, from the two business partners selected for the pilot;
- Evaluating the results of the implementation and the transmissions;
- Developing the business case, including a high level workplan, for full implementation of EDI within the organization.

Because this is a proof of concept project, formal end user and system documentation ***will not*** be developed within this phase of the project (future phases, if warranted, will include the complete documentation for end users, system support, and maintenance and operational control).

Additionally, as a proof of concept project, we want to minimize the cost of transmission and set-up so we will not be using the services of an established Value Added Network (VAN) provider. Rather, we will conduct the tests that are within the scope of this project using our current Internet communications medium.

Project Objectives

The objectives of the project are twofold:

1. To develop a business case and (if appropriate) a workplan for the implementation and deployment of EDI within our organization; and,

2. To gain experience in the implementation and use of EDI through a limited proof of concept project.

Outstanding Issues

We are awaiting confirmation as to whether Great White Office Supplies (one of our major providers) will participate in the pilot. They are in the process of implementing some new systems and processes and are deciding whether they will have the capacity to assist us in this effort.

Approvals

Janet Brown, Project Leader, and Carole Jones, Project Manager will approve this Project Charter in its final release.

Approval of this document will be confirmed through the distribution of the document to all project stakeholders and to the publication of the document on the project deliverables web-site.

References

The Business Case for this project was initially prepared in September of 1998 and has been updated most recently in October of 1998. The Business Case document can be obtained in hard copy from the Project Manager, or in electronic form on the project web-site at http://www.ourorg.com/edipoc.

Terminology

Term	**Definition**
EDI (Electronic Data Interchange)	The electronic transfer of business documents or their equivalent, between organizations
Trading Partner	A trading partner is one of the organizations involved in the EDI communication. Trading partners may be private enterprises, public enterprises, government organizations, or other groups.
VAN (value-added Network)	A third-party organization that specializes in facilitating the transfer of EDI messages between trading partners. The VAN provides the communications services and may provide additional support services related to the EDI transmission (e.g., authentication, message translation, etc.).

Project Approach

This project is itself a pilot and is, therefore, shorter than a full deployment project would be. The project will be broken into stages, and risk will be minimized by approaching project activities in a staged manner, adding successive complexity and detail to the project activities over the project life cycle (see Stages section for more details).

Project Deliverables and Quality Objectives

This project will provide the following key deliverables:

- A written evaluation of the performance of the selected tools and techniques within the context of the project (this will be prepared by and approved by the project technical team members);
- A written evaluation of the performance of the trading partners in terms of their ability to provide electronic data and their willingness and ability to assist in correcting errors and resolving business problems. The Project Manager will prepare this evaluation with input from the project technical team and Project Leader. The Project Leader will approve this document prior to publication on the project web-site.
- A business case describing opportunities for full deployment of EDI within the organization. This will be based on the performance evaluations described above, as well on a benefit/cost evaluation of the technology and process improvements that may be required to facilitate EDI communication. This document will be approved internally by the Project Leader with input from the Project Manager. It is also intended that an external, third party (consultant) with specialized experience in EDI will be consulted to review the rationale and background presented in the business case.

Internal project deliverables will include:

- Progress status reports will be produced on a biweekly basis and will be approved by the Project Leader prior to being posted on the project web-site;
- Project team reviews will be conducted at the completion of the project and will be approved by the Director, HR Services. These will remain confidential and will not be included as project deliverables on the project web-site.
- The overall project review, including lessons learned, will be developed at the end of the project with input from all project team members. This will be approved by the Project Office Continuous Improvement Co-ordinator prior to being posted on the project web-site and being included in the Project Office Lessons Learned repository.

Product-oriented deliverables have not yet been fully defined, but will include:

- Technical architecture design;
- Tools specification;
- Set up instructions for internal use and for the trading partners;
- Test plans and evaluation criteria for conducting performance tests.

Organization and Responsibilities

Because this is a pilot project, the project organization is somewhat simplified. There is no Executive Committee and the Project Leader will fulfil the approval and sponsorship roles on the project. Janet Brown, Director, Electronic Service Delivery, is the Project Leader. Carole Jones is the Project Manager. The technical project team members will include:

- John Conner, Senior Networking Specialist
- Sally Knight, Programmer Analyst

John will be responsible for establishing the communications environment (specifying the equipment and/or software required and ensuring effective installation once acquired). Sally will co-ordinate all technical communications with the trading partners throughout the project (transmission of EDI messages).

Business Area Representatives on this project include Sam Trembley, from Purchasing and Jane Frame from Accounting. They will be responsible for resolving business-related issues regarding the communication of, and validation of the electronic messages for their respective business areas.

Additionally, Stephen Jackson, from EDI Consulting Specialists (an external consulting firm), will provide overall guidance to the project and quality assurance of process design and certain deliverables.

Dependencies

The most critical dependency within the scope of this project is our reliance on timely and effective communication and support from the selected trading partners. Business priorities and technical barriers may prevent them from adequately participating in the pilot. These risks have been identified and an approach to address them has been included in the Risk Management section of the Charter.

We also have a dependency on our technology provider, CompuTech, to ensure receipt of any required equipment and software in a timely manner.

Plans for Support Activities

Training: Project team members have familiarity with the EDI concepts, equipment and software being utilized on this project. Business area representatives on the project may not have the same level of familiarity so an internal workshop will be conducted early in the project to explain the technology concepts and details to them.

Quality Assurance: We are planning to use industry-standard equipment and software for this project. Therefore, we have kept our quality assurance activities to a minimum. Selected EDI messages will be validated on receipt by the business area representatives (e.g., purchasing to ensure the purchasing data is received appropriately and matches to paper-based receipts).

Configuration Management: We expect a single installation of the EDI equipment and software and have not developed a formal configuration management plan. If additional modifications to the specified environment are required, we will follow the Department's Configuration Management Standards.

Documentation Support: Team members will be responsible for preparing their own project deliverables. No administrative resources have been assigned to this project to assist with documentation as it is felt that the team members assigned can handle this within the project. Documentation will be completed following the Documentation Standards set out by the Department.

Project Facilities and Resources

It is expected that we will be able to use existing computer equipment to conduct this pilot. EDI software will be required and this will be acquired with the assistance of PWGSC. As mentioned above, John Conner will be responsible for co-ordinating the acquisition of required software.

Risk Management

The key risks identified for this project and the mitigation responses are identified below.

Trading Partner Availability: As mentioned earlier in the document, we have a strong dependency on the selected trading partners to work within the schedule of this project to provide the technical and business support we require. Their own business priorities and technical barriers may limit their ability to participate. We plan to conduct an early kick-off meeting with each of the identified trading partners and to gain their commitment by providing them with a detailed workplan of their required participation. As well, Sally Knight has been assigned to this project on a full-time basis to assist the trading partners with the technical aspects of data communications. We have also made sure that the identified trading partners are all experienced in EDI communications, so that the learning curve and potential technical barriers are minimized.

Software Availability: Our technology vendor has ensured us that the software required will be available within one week of placing the order. If this software cannot be acquired quickly, project milestones will be impacted. To avoid potential delays, we have identified alternative vendors and have contacted the product manufacturer who is willing to provide us with an evaluation copy of the software if an official copy cannot be obtained in the specified time.

Following approval of the Project Charter, the Project Manager will work with the project team to identify, analyze, track and control risks throughout the duration of the project. The risks identified above, along with any additional risks, will be documented and managed in the project Risk Management Plan, which will be published as a Microsoft Word document on the project web-site at http://www.ourorg.com/edipoc.

Process Options and Deviations

We are following the project life cycle defined by the Department for pilot projects. This life cycle approach allows for minimal documentation and implementation preparation within the context of the pilot project activities (e.g., user documentation will not be prepared, formal training classes for business area representatives will not be conducted, and handoff to operational support and maintenance is not required). No deviations from this approach are being considered for this project.

Stages

This project is being conducted in a staged approach, with each successive stage including additional levels of detail. The stages for this project are:

- Project Planning and Kick-off
- Technology Set-up (hardware and software installation and set-up)
- Data Quality Analysis
- Business Process Analysis
- Business Case Preparation

The activities related to each of these stages are listed in the project workplan in Appendix A.

Project Control

Due to the short timeframe of this project, project control procedures have been kept to a minimum to facilitate a timely completion of the deliverables. Microsoft Project will be used to develop the project plan and to track actual progress against budget. Project Status reports will be provided to the Project Leader on a biweekly basis. Internal project team meetings will be held weekly, which will include the project manager, technical team members and business area representatives. Full project meetings will be held on a monthly basis and will include the internal project team, representatives from the trading partner organizations, as well as the Project Leader.

The project file will be maintained electronically on the project web-site http://www.ourorg.com/edipoc. All approved project deliverables will be maintained at this location. Hard copies of documents will be available by request to the project manager.

Quality Control Activities

An external consultant experienced in EDI technology will review the project approach and the test plans developed. As mentioned above, this individual will also review the final business case produced as a deliverable of this project. The project office will be asked to review the initial project plan and interim project status reports to ensure ongoing quality throughout the project life cycle.

Project Schedule

This project is expected to be complete within three months of initiation. The deliverable milestone for the Business Case is April 18, 1999. This will facilitate review of the Business Case and inclusion of any required modifications to the environment in the preparation of the Department Budget. The project workplan (Gantt chart) is included in Appendix A. The resource loading for the project team members is presented in the Project Effort Estimate Section of this Charter.

Project Effort Estimate

Based on the project workplan, the following effort will be required by resource:

Team Member/Role	**Estimated Effort (in days)**
Janet Brown, Project Leader	10 days
Carole Jones, Project Manager	25 days
John Conner, Technical Team Member	32 days
Sally Knight, Technical Team Member	45 days
Sam Trembley, Business Area Representative	8 days
Jane Frame, Business Area Representative	8 days
Stephen Jackson, EDI Specialist (external resource)	6 days

It is expected that the trading partners will need to contribute approximately 3 days of business area representative's time and approximately 10 days of technical support time.

Project Cost Estimate

Internal project costs are a factor of the resource effort described above (individual resource rates are not calculated into financial costs for the project). External consulting support is expected to be $6,000 (6 days at $1,000 per day for Stephen Jackson). The EDI software cost has been quoted at $985.00 (excluding taxes).

Appendix A – Project Workplan