**Program Name**

**Program Charter** (For programs with ESCs)

|  |  |
| --- | --- |
| **Program Sponsor:** | **xxx** |
| **Author:** | **xxx** |
| **Version:** | **xxx** |
| **Revision Date:** | **xxx** |



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Table of Contents

[1 Program Description 3](#_Toc115182290)

[1.1 Program History 3](#_Toc115182291)

[1.2 Strategic Alignment 3](#_Toc115182292)

[1.3 Business Need 3](#_Toc115182293)

[1.4 Solution Statement 4](#_Toc115182294)

[2 Program Objectives and Measurements 4](#_Toc115182295)

[3 Program Scope 5](#_Toc115182296)

[3.1 Scope Statement 5](#_Toc115182297)

[3.2 In Scope 5](#_Toc115182298)

[3.3 Out of Scope 6](#_Toc115182299)

[4 Cost Analysis 6](#_Toc115182300)

[5 Business Risk Analysis 8](#_Toc115182301)

[5.1 Risks of Performing the Program 8](#_Toc115182302)

[5.2 Risks of Not Performing the Program 8](#_Toc115182303)

[6 Resource Analysis 9](#_Toc115182304)

[7 Program Authority 9](#_Toc115182305)

[7.1 Assumptions and Constraints 9](#_Toc115182306)

[7.1.1 Assumptions 9](#_Toc115182307)

[7.1.2 Constraints 10](#_Toc115182308)

[7.2 Authority/Escalation 11](#_Toc115182309)

[7.3 Program Reporting, Decisions, and Procurement Guidelines 11](#_Toc115182310)

[8 Approval 12](#_Toc115182311)

List of Tables

[Table 1: Program Objectives and Measurements 4](#_Toc115182312)

[Table 2: Anticipated Wins 5](#_Toc115182313)

[Table 3: Program Funding 6](#_Toc115182314)

[Table 4: Program Budget Estimate 7](#_Toc115182315)

[Table 5: Risks of Performing the Program 8](#_Toc115182316)

[Table 6: Risks of Not Performing the Program 8](#_Toc115182317)

[Table 7: Resource Analysis 9](#_Toc115182318)

[Table 8: Constraint Matrix 10](#_Toc115182319)

# Program Description

(Delete all instructions and update table of contents prior to finalizing document.)

A program is a group of related projects all sharing a common business need.

This program charter is intended as an “umbrella” charter that can cover multiple projects within a single program. These projects may run consecutively or concurrently.

## Program History

Briefly describe the program background and possibly why you chose to do this work as a program. Include any historical information, research, or business information which would inform the reader of the general reasons and decisions behind the program. This section should be written in a manner which is easily interpreted by a layperson unfamiliar with the technical terms and acronyms common to the business.

xx

## Strategic Alignment

Identify the department/agency initiative(s) this program supports, along with the corresponding department/agency strategic goal(s), and Governor’s Office initiative(s).

Note… if this is a purely operational (“Run”) program, it’s possible that you won’t align to specific strategies. In that case, you can skip this portion of this section and go straight to the citizen experience prompt.

The project aligns with…

The program will improve citizen experience by…

## Business Need

What problem is the business trying to solve? Or what opportunity will it leverage to meet strategic goals?

Business needs are the whole foundation of a program. If you can’t easily articulate why you need this program, should you be doing it? Also, having agreement on specific reasons for the program will focus the team and help make future decisions (e.g., should we include a proposed project in the program? should we add a requested piece of scope if it doesn’t solve the business need?). One possible way to approach this is to ask the “Five Whys.”

Sometimes a program is regulatory – the agency is required to do it – but there is still a reason why they have to… maybe they will lose funding or be in violation of law.

Programs will typically have business needs that are driving your need for the whole program and so include them here, however you may also have specific business needs that are driving specific projects within the program. As you might not know those yet, those project-level business needs can be called out in the program or project plan document when you get to that specific project.

This section is best formatted as a numbered list of descriptive, individual statements (e.g., Duplicate entry occupies a large amount of staff time and takes away time staff could spend with citizens).

1. xx
2. xx
3. xx

## Solution Statement

The solution statement should depict the general concept of how the business anticipates solving the business need (e.g., COTS solution, build from scratch, consortium, procurement, etc… of what thing?). The solution should be derived objectively vs. subjectively and how the business determined the appropriate solution should be explained.

xx

The program/solution will solve the business needs by…

# Program Objectives and Measurements

*Each business need listed above should have at least one objective, however one objective could solve more than one business need.*

*Program objectives should be SMART (Specific, Measurable, Achievable, Relevant, and Time Bound). If the measurement of an objective requires a baseline measurement, define how/when the baseline will be defined.*

*If your program is regulatory, you can still have objectives for the program to be considered successful – maybe there are additional items or benefits you want from the program besides the regulatory requirement.*

*For programs, you may not have specific objectives that are program-level, instead each project may have specific objectives and measurements. If that is the case, include the objectives and measurements in the program or project plan for each specific project instead of here in this charter, and just make a note here that the objectives and measurements will be determined project by project. Note that if you do not have program-level objectives, at the end of the program, your individual project objectives still need to prove you solved your program-level business needs.*

Table 1: Program Objectives and Measurements

| **Objective** | | **Measurement(s)** |
| --- | --- | --- |
|  |  |  |
| 1 | xx  What is your goal? How are you going to show that you’ve solved one or more of the business needs? What indicates that your program was successful? (do not include functionality here such as “the system has the ability to…” or “users have the ability to…”, those should be listed as requirements)  Example: If the business need is that duplicate entry takes away time staff could spend with citizens, an objective could be that staff increases the amount of time they are spending with citizens by 25%. | xx  How are you going to prove that you met the objective? What actions are you going to take?  Include timeframes for the measurement. Maybe you need to do multiple measurements to show progress. If so, when will you take the first measurement? How often will you take measurements after that to prove success?  Example: At program start, the team will survey staff to determine the amount of time they are spending working directly with citizens to establish a baseline. Six months after go live of the final project in the program, the agency will send out a followup survey to staff to determine how much their time with citizens increased, with the goal being 25%.  \*Note that measurement activities planned for during the program should be included on the appropriate project schedule and measurement activities happening after the program closes should be assigned an agency owner. |
| 2 | xx | xx |

Table 2: Anticipated Wins

| **Anticipated Wins** | |
| --- | --- |
|  |  |
| 1 | xx  Aside from solving the business needs, what additional benefits might the program produce? what things do you hope happen, but will be unable to measure or verify?  Example: By having the data stored electronically, other systems may be able to leverage and share this data in the future. |
| 2 | xx |

# Program Scope

## Scope Statement

This section should be developed as a paragraph statement and is a summary of the In Scope section below. It should contain a high-level description of what will be included in the program and what product(s) the program will produce (to be elaborated during the planning phase).

Also, describe at a high level how you will be running the program – what types of projects will be included? are you anticipating the projects to happen consecutively or concurrently? What project will you likely start with first?

Example: This program will procure and implement a new public-facing Drupal website. Projects related to creating this website, interfacing with existing systems, and updating or implementing back-end applications will be included in this program. The initial project will be to stand up the Drupal infrastructure and future projects will be identified based on priority and are planned to run concurrently.

This program will…

## In Scope

The in-scope elements are high level for the program. More detailed scope will be elaborated during the planning phase for each project and documented in the program plan or project plan.

Use this section to define what projects will be included in the program, **or if specific projects are unknown, what criteria will be used to determine what projects to include**. A program is a collection of related projects solving a common business need. Some things to consider…

* Do all the projects assist with solving the program’s business need(s)?
* Do all the projects have related objectives, benefits, or focus?
* Do all the projects have related scope?
* xx
* xx

## Out of Scope

*Sometimes it is as important to state what is out of scope for the program as it is to state what is in scope to ensure complete understanding of the scope when entering the planning phase. A good rule of thumb is that if there was a decision to specifically not include something in your program, list it here. This section should also include any standard processes the agency chooses or receives permission to bypass. These out-of-scope items often have an associated risk that should be documented.*

*The list included with this template should be modified to meet the needs of the individual program.*

Any element not listed as “in scope” is considered out of the scope of the project. However, specifically, the scope of the project does not include:

Examples:

* The <component> of the <COTS product> was not purchased and will not be implemented
* The interface to the <system> will not be developed
* X types of projects will not be included in this program

# Cost Analysis

OMB has requested information on where the agency is getting their funds to pay for the program and the spending authority granted by the legislature. Please adjust the following as necessary to document the entire amount of the program funding known at this time. The agency’s fiscal office needs to work with their OMB fiscal analyst to confirm the information below.

The table below illustrates the program funding. The state legislature has given spending authority for $X.

Table 3: Program Funding

| **Funding Source** | **Funded Amount** | **Funding Explanation** |
| --- | --- | --- |
|  |  |  |
| General Funds | $0 | Explain (Reallocating? Appropriated?) |
| Federal Funds | $0 | Explain |
| Special Funds | $0 | Explain |
| Other Funds | $0 | Explain |
| **Budget Total** | **$0** |  |

Then, pick one of the following options and delete what you don’t use. The first option is to be used when there are too many unknown factors to estimate the individual project budgets. The second option may be used when enough is known about the scope and/or projects within the program to determine an estimated budget. Delete any tables or verbiage in the option you are not using.

**Option 1** – Use the statement below when there are many unknown factors which will not allow an estimated budget to be developed prior to individual project planning.

The program budget is $X. The budgets for individual projects within this program will be elaborated and determine during their planning phase.

The initial risk contingency percentage to be used for individual project planning will be X%. The actual risk contingency percentage may change during the planning phase for individual projects per the identified risks and with the approval of the final budget by the Executive Steering Committee (ESC).

**Option 2** – Use the statement and table below if enough is known about the program scope to determine estimated project budgets.

The costs shown in the table below are for estimating and guidance purposes. The individual project budgets will be finalized during the project’s planning phase and approved by the Executive Steering Committee (ESC).

The initial risk contingency percentage to be used for individual project planning will be X%. The actual risk contingency percentage may change during the planning phase for individual projects per the identified risks and with the approval of the final budget by the ESC.

Fill in/change as applicable.

\*\*Reminder that the project budget includes the implementation costs plus the first year of maintenance. Remember to consider project management costs, EPMO fees, and implementation costs in the project budget estimates.

Table 4: Program Budget Estimate

| **Anticipated Project** | **Estimated Project Budget** |
| --- | --- |
|  |  |
| Project 1 | $0 |
| Project 2 | $0 |
| Future Projects | $0 |
|  |  |
| **Program Budget Total** | **$0** |

# Business Risk Analysis

As opposed to the typical risk analysis conducted during the planning phase and related to individual project activities/deliverables, this is an analysis of the risk(s) to the business of either approving or not approving the proposed program.

## Risks of Performing the Program

What risks does the agency take on if they do this program? (e.g., What impact might this program have on other programs, projects, or areas of business?). Use the Response section to note how the agency will deal with that effect on the business if it occurs. Note that these are higher-level risks to the agency for taking on this program vs. the lower-level risks that you will identify for the individual project risk register, though typically risks identified here drive one or more project risks at that lower level.

Example: Risk is that the agency staff are dividing time between multiple projects. Impact is those projects may be delayed if we do this program. Response is that the agency will accept those delays and will adjust all project schedules to account for lower allocation of staff.

Table 5: Risks of Performing the Program

| **Risk** | **Impact** | **Response** |
| --- | --- | --- |
|  |  |  |
| xx | xx | xx |
|  |  |  |

## Risks of Not Performing the Program

What will happen if the agency doesn’t do the program? (e.g., Will they lose funding? Will they be unable to improve service?) Use the Response section to note how the agency will handle those items – the backup plan.

Example: Risk is that the agency will lose 20% of their federal funding if they don’t do this program. Impact is a potential loss of $3,000,000. Response is that the agency will need to request and obtain additional funding from the legislative emergency commission or will need to phase out certain services.

Table 6: Risks of Not Performing the Program

| **Risk** | **Impact** | **Response** |
| --- | --- | --- |
|  |  |  |
| xx | xx | xx |
|  |  |  |

# Resource Analysis

This is a list of the resources required to conduct planning for the known individual projects. Resources required to execute the project will be determined and approved during the planning phase of the projects.

The following are the identified resources required for planning the known projects within this program.

Table 7: Resource Analysis

| **Role** | **Name** |
| --- | --- |
|  |  |
| Program Sponsor | xx |
| Project Sponsor | xx can delete if same person or unknown |
| Program Manager | xx |
| Project Manager | xx can delete if same person or unknown |
| Subject Matter Expert | xx |
| Enterprise Architect | xx |
| Change Practitioner | xx |
| Vendor Project Manager | xx |

Note on the Enterprise Architect: reach out to the Enterprise Architecture Managers to find out which architect is assigned to your program. This person needs to be included in all planning meetings and planning communications.

# Program Authority

## Assumptions and Constraints

The individual project teams in this program will conduct planning as if the assumptions were true and the constraints fixed.

Managerial goals, targets, or preferences should not be included in this area, but can be documented separately.

### Assumptions

Assumptions are factors that, for planning purposes, are considered to be true, real, or certain without proof or demonstration.

The program has the following assumptions for the included projects:

Assumptions are not typically related to functionality of the system (e.g., the system will have a module that can do x, or the system will be user friendly). If you want those things, they should be part of the system requirements.

* xx (examples: “The agency will be awarded the XYZ grant to continue project funding,” “The legislature will approve carry over funding to finish the project,” or “xyz project will finish on x date so that agency staff can be allocated to this project”)
* xx

### Constraints

Constraints are an internal or external restriction or limitation to the project that affects the planning or performance of the project.

The program has the following constraints for the included projects:

Constraints are things that cannot move. For example, if you say that your project cannot exceed $x, it means that you cannot go over that amount. If the agency has additional money that they can throw at the project, the budget is not a constraint.

* xx (examples: “Federal regulations require that this project be completed by 12/31/2023” or “Business resources on this project cannot exceed 25% of their time”)
* xx
* **Option 1:** Cost, schedule, scope, and quality are often in conflict during a program. The program sponsor elected to prioritize as follows: Consult with program sponsor and arrange according to program priority.

1. Quality
2. Scope
3. Cost
4. Schedule

* **Option 2:** Cost, schedule, scope, and quality are often in conflict during a program. The program sponsor elected to prioritize these constraints as displayed in the following matrix: Consult with program sponsor and arrange the “X” according to program priority.

Table 8: Constraint Matrix

| **CONSTRAINT** | **Accept** | **Flexible** | **Fixed** |
| --- | --- | --- | --- |
|  |  |  |  |
| Cost |  | X |  |
| Schedule | X |  |  |
| Scope | X |  |  |
| Quality |  |  | X |

**Constraint Matrix General Guidelines:**

* Accept: The constraint is the first place to adjust to account for a change in an individual project
* Flexible: A change can occur in this constraint only after the options that made changes in the constraint marked “Accept” are exhausted
* Fixed: No changes are desired in the constraint unless all other options have been exhausted

**Constraint Matrix Rules:**

* Each constraint can be in only one column (Accept, Flexible, or Fixed)
* There can be only one Flexible constraint
* There can be only one Fixed constraint

## Authority/Escalation

This section of the document describes the levels of authority throughout the planning process for the projects. It identifies who is involved with the program and their expected authority, who can resolve decision conflicts, and who will provide overall direction to program efforts. It should also identify any known governing body or steering committee to which the projects in the program are accountable and how they are accountable. An organizational chart may also be a helpful item to include in this section.

Authority to proceed with this charter is granted to the program manager and any individual project managers. The ESC must approve any diversion from the aforementioned scope which would materially impact the overall scope or incur cost.

The program manager and any individual project managers are authorized to use the resources necessary to plan the individual projects based on the information above and will be required to receive approval from the ESC on the program plan or project plans prior to execution.

## Program Reporting, Decisions, and Procurement Guidelines

The ESC has determined that the program will use the following guidelines for reporting, procurement, and ESC involvement:

This section is to call out how the ESC and agency wants to monitor and make decisions on the various projects in the program. Some questions to ask:

* Will you have just one or multiple sponsors for the projects under the program? Do you need an overall program manager? Things to consider…
  + Do any of the project sponsors have a stronger business focus or stake in the project vs. the others?
  + How will the multiple project sponsors coordinate their roles and work?
  + Who resolves any conflicts between the multiple project sponsors?
  + Who will be the voting sponsor on the ESC?
* Are we reporting all projects in the program to the ESC or only those over a certain threshold? Note that all projects $500K and above must be reported to the ESC. Things to consider…
  + Will the program manager be overseeing all these projects?
  + How dependent or interrelated are the projects to each other?
  + Are all the projects from the same funding source, and does that funding source require status updates?
  + Will the projects happen sequentially or all at once?
  + What is the executive management and legislative interest in the program?
* Does the ESC want to make decisions on all projects in the program or establish a threshold? Any thresholds must be a minimum of $500K. Things to consider…
  + Are there too many projects for the ESC to reasonably make decisions on all of them?
  + How dependent or interrelated are the projects to each other?
  + Will the projects happen sequentially or all at once?
  + Are there any political factors to consider?
  + Consider change requests – who will be approving those?
* Will all procurements in the program be handled under Procurement Collab? Note that all projects at least $500K will need Procurement Collab involvement. Things to consider…
  + Does the ESC want to make decisions on all procurements?
  + Do all or multiple projects fall under one contract?
  + Are all or multiple projects from the same funding source?
  + What involvement does the OMB procurement officer want?
  + Will there be multiple procurement officers involved?
* Is there another governing body that needs to be included or will make certain decisions?

Examples:

* The projects in the program may have different sponsors depending on the business area involved in the project
* One person will be designated as the overall program sponsor who will promote alignment and resolve conflicts between individual projects
* The project sponsors will meet regularly with the program sponsor
* The program sponsor will be the voting member on the ESC, and will raise any questions to the ESC
* The ESC will receive reporting on…
* The ESC will make decisions on…
* The Procurement Collaboration team will be involved with…
* The OMB procurement officer will be involved with…

# Approval

Approval on this program charter is obtained by the ESC.

(Delete all instructions and update table of contents prior to finalizing document.)