

SAMPLE PROJECT CHARTER

PROJECT NAME: [Government] ERP Software Procurement Selection Project

VISION STATEMENT: The vision of the project is to implement an integrated Enterprise system that will support [GOVERNMENT] staff in the delivery of Government services and activities, take advantage of best practices, and significantly improve the efficiency and effectiveness of [GOVERNMENT]'s administrative processes.

PROJECT PURPOSES: [GOVERNMENT] intends to replace certain core business systems with a web/internet based, transaction based, integrated ERP system. The business systems to be replaced are mainframe based systems that are antiquated, disjointed and in some cases, do not provide a complete and consistent view of the information.

GUIDING PRINCIPLES: [GOVERNMENT] shall adhere to the following principles throughout the planning, design and implementation of the project:

- [GOVERNMENT] shall embrace process improvement strategies, and shall encourage the implementation of out-of-the box functionality (what is normally termed in the industry as "vanilla") and best business practices embedded in the software. Exceptions (e.g. customizations to underlying source code) to this will only be considered in cases of mission-critical importance. The ERP Executive Steering Committee must approve all deviations from a "vanilla" implementation.
- The ERP Executive Steering Committee shall be composed of department leadership staff from all areas of the Government enterprise that is committed to dedicating appropriate staff resources to ensure the success of the project.
- The Government shall embrace financial accounting best practices.
- Decisions related to project activities and system implementation shall be developed for the betterment of the entire Government.
- Department needs shall be given adequate consideration in the development of project policies and activities.
- The project shall minimize system interfaces, and prioritize integration over best-of-breed solutions, unless significant, mission-critical reasons exist for not doing so.
- The [GOVERNMENT] Executive Steering Committee will place high priority on transitioning displaced personnel into other Government job positions within a similar classification should this be necessary due to system implementation.

- The Government shall commit to providing adequate staffing and financial resources to ensure the success of the project, during and after its completion.
- The project shall strive to decentralize operational responsibilities and approvals to the degree reasonable and possible. The ERP Executive Steering Committee commits to ensuring that adequate training is available to project team staff and Government system users during the implementation, prior to placing the system into production, and after the system is in production.

PROJECT OVERVIEW: [GOVERNMENT] shall implement an Enterprise Resource Planning system. The implementation effort has <#> phases:

- Phase I: Financials
- Phase II: Human Resources/Payroll
- Phase III:
- Phase IV:
- Phase V:

PROJECT SCOPE: This project will impact the business processes that [GOVERNMENT] employs to accomplish most financial and human resources related tasks. Budget Development, Budget Administration, Accounting (including Chart of Accounts, general ledger reporting, fund accounting, grants management and accounting, encumbrance accounting, cash management, accounts receivable and billing, accounts payable, capital projects, asset management, web reporting and transactions, stakeholder reporting), and Procurement (including bid analyses, requisition processing, purchase order processing, vendor performance, inventory management, warehouse distribution, purchasing card and e-procurement), personnel administration, benefits administration, time and attendance, and payroll are all included in this project as well as systems that interface with the above processes including: transportation inventory, utility management, banking interfaces, retirement system and document management systems.

PROJECT OBJECTIVES: [GOVERNMENT] hopes to accomplish the following with the successful completion of this project:

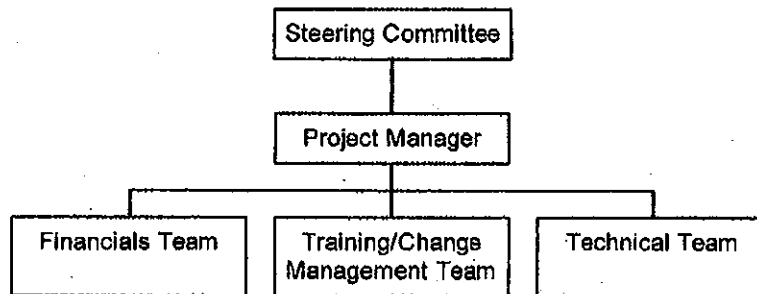
- Incorporate fully integrated “best business practices”
- Develop a system that is user-friendly and that empowers departments to improve their business processes
- Add and improve functionality in back-office functional areas
- Improve quality and accessibility of information for decision support
- Reduce redundant data entry, storage, and paper processing
- Improve operational effectiveness and productivity
- Enable e-Government initiatives, including enhanced customer service (CRM) and web self-service
- Retire existing legacy and back office “systems” and tools

PROJECT MILESTONES AND DELIVERABLES

- <Insert project plan milestones>

PROJECT ORGANIZATIONAL CHART

[Government] ERP Project



ORGANIZATIONAL ROLES

The following are the roles that will be employed for the [GOVERNMENT] ERP project. These roles are essential for the success of the project and are intended to define the project reporting structure and lines of authority for decision-making.

The management component of the team consists of the [GOVERNMENT] Steering Committee and an ERP Leadership Team. The Project Manager reports directly to the ERP Leadership Team. The team itself is broken out into three major areas: Financials, Change Management/Training, and Technical. Each of these areas has several supporting subject matter experts and is explained in more detail below.

Executive Steering Committee

ERP projects require executive level support from all organizational areas significantly impacted by a new system. The Executive Steering Committee should provide incentives to Government-wide executives to view the project as a top priority. To the extent possible, the Steering Committee are comprised of senior-level managers who have the ability to make the decisions regarding changes in organizational policy and procedures that will be required by an ERP implementation.

Project Manager

Typically considered the most critical role in a financial system implementation, a competent project manager is a requirement for implementation success. The person in this role must monitor and manage several "mini projects" over the life of the ERP project. There are many teams working on individual tasks and many tasks occurring simultaneously. Therefore, the effective project manager determines the right level of involvement—keeping a close enough eye to recognize problems early but maintaining the "big picture" vision to ensure that the project as a whole is on target.

Team Leads

With a focus on a specific component of the financial system implementation, the project team leaders work alongside the project manager to drive the implementation process. Team Lead positions are responsible for ensuring that a component of the implementation process is successfully completed. Each of these resources must have very strong expertise in their assigned functional area and should possess strong organizational, analytical and communications skills, as well as the ability to meet deadlines.

Project Subject Matter Experts (SME)

Functional SME's support their respective Team Leads in implementing their functional area. SME's usually are very familiar with day-to-day operations and possess an understanding of how their tasks and responsibilities fit into the "big picture" of the entire Government. SME's participate in design, configuration, testing, documentation, and many other activities.

Technical Team

Organizations the size of [GOVERNMENT] will typically have individual resources with specific expertise participate on this team. The key roles on the technical team include:

- System Administrator, responsible for management and support of the system. This resource should be very familiar with the current IT environment.
- Network Administrator, responsible for providing general network support, configuration of workstations, rollout of system updates, development of disaster recovery procedures, and capacity planning.
- Database Administrator, to provide expertise related to the database platform.

PROGRAM MANAGEMENT STANDARDS AND PROCEDURES

It is important to ensure that the entire project team is aware of the project standards and procedures, so that project deliverables are both uniform and easily referenced.

The Project Team will function with the following set of standards and procedures:

Meeting schedules

- The ERP Executive Steering Committee will meet each Thursday from 1:30pm – 3:00pm
- The Project Manager will meet with the ERP Executive Steering Committee each week, presenting status, issues and resolution options.
- The Project Manager will conduct a daily 10-minute meeting with the project Team Leads.

Structure of ongoing communication

- The Consultants will provide a brief summary status report every week to the [GOVERNMENT] Project Manager.
- The [GOVERNMENT] Team Leads and the Implementation Firm Project Manager will jointly provide a brief summary status report to the [GOVERNMENT] Project Manager every week.

Issues Management

- An issues log will be placed on a shared network drive. The issues database will include a description of the issue, a brief narrative of the potential impact to the project, date reported, date resolution needed, responsible party for follow up, and date resolved.
- The issues log review will be a part of every weekly Team Meeting and Steering Committee review.
- The [GOVERNMENT] Team Leads will bring to the Project Manager any and all issues that need approval / resolution.
- So as to not impede the progress of the team, all reported issues must have a 24-hour turnaround for an initial response. Both the [GOVERNMENT] and Vendor Project Manager should be notified once an issue has been logged.

Filing of documents - A common shared network drive will be used to store all project related correspondence. The following naming conventions will be used for documents: <insert standards here>.

Approval procedures for modification and scope changes - The Steering Committee approval will be required for all modification, and scope changes. A special form will be used for documenting the issue and providing guidance on approvals.

System Configuration -The ERP Executive Steering Committee will maintain documentation to clearly identify configuration points and any related detail needed.