**COMMONWEALTH OF VIRGINIA**



**<Name> Program  
Program Charter**

**<Date>**

**Virginia Information Technologies Agency (VITA)**

**Program Charter Template v1**

**Publication Version Control**

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*General Explanation: This template has been designed to include ‘explanation blocks,’ represented in italics, throughout the document. The explanation blocks provide guidance on completing each section of the Program Charter more effectively and efficiently. Once understood and utilized, each of the explanation blocks should be deleted for the final version of the Program Charter.*

# Document Change Control

After this document is accepted by the Program Management Office (PMO), the approved version is the baseline. All baseline version document changes will be based on an approved change control procedure, as outlined in the Program Change and Configuration Management Plan.

# Related Documentation

Related documents include Program-specific documentation, Commonwealth of Virginia standards, policies, guidelines, strategic plans, and industry best practices.

## Applicable Program-Related Documents

Applicable documents are those documents related to the Program. The specified parts of the applicable documents carry the same weight as if they were stated within the body of this document. The following documents are applicable to the Program.

* Program Governance and Quality Management Plan
* Program Communications Management Plan
* Program Post Implementation Review Plan
* Program Risks and Issues Management Plan
* Program Resource Management Plan
* Program Financial Management Plan
* Program Procurement Management Plan
* Program Change and Configuration Management Plan
* Program Architecture Plan
* Program Organizational Change Management Plan
* Program Implementation and Transition to Operations Management Plan

## Applicable Standards, Policies, Guidelines, and Strategic Plans

* Information Technology Resources Management (ITRM) Information Technology Investment Management (ITIM) Standard CPM 516-01
* Glossary of Terms and Acronyms
* ITRM Project Management Standard
* ITRM Program Management Standard
* ITRM Project Manager Selection Criteria
* Chief Information Officer (CIO) and Agency Strategic Plans

## Applicable Industry Sources

* Gartner, Inc.
* Project Management Institute

# Introduction

*Explanation: This section introduces the purpose of the Program Charter followed by an executive-level summary of the Program and other Program Charter sections.*

# Justification

*Explanation: This section justifies the Program’s establishment and existence. Typically, a program exists in order to (a) solve a business problem, and/or (b) take advantage/leverage an opportunity. Answer the questions, “Why is the program important, what does it need to achieve, when did this idea materialize / became important, and where, if significant, did this idea occur to clarify the justification?”*

# Vision

*Explanation: This section documents the Program’s vision statement. Answer the questions, “What will the end state look like and how will it benefit the organization?” This is a future-looking statement as the Program would not be created if the solution already was in place and working. This is a statement of vision of the intended outcome or results of the Program and description of how the Program will improve upon the current situations or methods.*

*Example vision statements include:*

*The XXXX [Agency] will be a proactive leader, identifying issues and offering innovative solutions to enable XXXX to accomplish their goal of faster quality service to the citizens of the Commonwealth of Virginia.*

*We want to be known for reliability, flexibility, responsiveness, innovative products and services and exemplary citizenship. We want our internal and external customers, a subset being our most important customer-our citizens, to know we hear them.*

*We want to be Virginia’s preferred government IT partner.*

# Strategic Fit

*Explanation: This section documents the Program’s strategic fit. Describe the historical, legislative, regulatory, and business context behind the Program. Reference the mandate or business strategy plan authorizing the Program. Answer the questions, “How will the Program’s goals align with the Commonwealth IT Strategic Plan?”*

# Measures of Success

*Explanation: This is a table of the Program’s main outcomes and goals to be accomplished over its lifecycle with a brief description of each outcome.**Measures of success are necessary to determine if performance goals were met. They should be quantifiable and linked to the Strategic Alignment and Objective in the Strategic Plan.*

# Scope

*Explanation: This section identifies the Program boundaries, including what it will and will not accomplish. It will define the products, services and deliverables covered by the Program and outside the scope of the Program.*

## In Scope

*Explanation: This subsection describes the accomplishments in terms of the business impact and IT deliverables supporting the methods to accomplish the business goals, and what those methods will be. As the Program moves through subsequent lifecycle phases, any significant changes to the overall Program scope baseline will be documented in the Program Charter Change Control Log.*

## Out-of-Scope

*Explanation: This subsection describes the products, services, initiatives and deliverables outside the scope of the Program. Be as specific as possible as to what is not included in the Program scope. As the Program moves through subsequent lifecycle phases, any significant changes to the overall Program scope baseline will be documented in the Program Charter Change Control Log and appropriate change control policies and procedures followed.*

# Component Projects within the Program

*Explanation: This section includes defining characteristics to logically group separate Project initiatives. List the known Projects within the Program. As the Program moves through subsequent lifecycle phases, there may be opportunities and/or requirements to add more component projects to the Program. Any additions will be documented in the Program Charter Change Control Log.*

## Project Characteristics within this Program

*Explanation: This subsection describes the characteristics common to the Projects within this Program. This section describes the common characteristics or criteria which may help in determining if new Projects will be included in the Program. Some helpful ideas include if the Projects fall under the same policies, provisions, regulations or reform initiatives, for example.*

## Component Project List

*Explanation: This subsection lists all currently known Projects within the Program along with a brief description of each Project. Where Sub-programs are included, indent the associated Projects within the Sub-program. The expectation is this list will change over time; these changes should be highlighted in the Program Charter Change Control Log referenced in the Appendix.*

# Program System Structure

*Explanation: This section identifies the Program in graphical view at the three highest levels: 1) Program, 2) Project, and 3) Systems. Where Sub-programs are included, add them to Level 2 and the Projects at Level 3.*

# Schedule

*Explanation: This section includes the Program begin and end dates, based on all the known Projects within the Program. It will identify the Program’s critical path for accomplishing the Program goals. Acknowledge that some or all of the Program’s Component Projects may not have completed project plans or individual timelines at the time of the Program Charter’s creation. Also document the method for determining milestone dates when no project plans exist.*

*If timelines are presented in graphic form include a legend in this section for determining the significance of specific indicators used in the graphics.*

## Program Roadmap

*Explanation: This subsection represents at a very high level the Program chronological critical milestones in graphical representation. Construct a significant milestones and dependencies list for all known Projects within the Program in a table format.*

*This section describes the key dependencies including business processes, legislative, and IT for the Program, based on all the known Projects affecting the success of the Program. Program dependencies are Project activities or deliverables within the Program that depend on key milestone activities or deliverables of another Project. All of these Projects may or may not be included in the Program.*

## Timelines

*Explanation: As needed, consider including various Program timelines in this section of the Program Charter in graphic form. Change the definition of the milestone colors to represent the Program. You may also wish to copy the timeline to denote each year, so if you have a five-year Program, you may have five timelines, for example.*

# Benefit Realization Strategy

*Explanation: This section includes a brief overview of the cost-benefit analysis. The Program Sponsor and/or the Program Manager need to document the key benefits and how they will be realized. Ideally, the Program should return a positive Return on Investment (ROI) over six years. That is, the total cost of ownership (TCO) of (a) implementing the Program, plus (b) the cost of operating and maintaining (O&M) the systems and processes of the Program for six years after implementation, should, ideally, be less expensive than any other alternative action – including not undertaking a new Program at all. Federal funding of the Program and/or O&M should not be considered a cost to Virginia.*

## Costs

*Explanation: This Program Charter section documents the Program’s costs based on all know Projects within the Program, additional Program costs, and funds set aside for contingencies/risks. The Program Charter template is organized with two main types of costs: (1) Program and (2) Operations and Maintenance.*

### Program Costs

*Explanation: This subsection summarizes all Program costs, based on all known Projects within the Program, additional Program costs, and funds set aside for contingencies / risks. It will also describe the costs’ funding source(s), the cost estimation accuracy confidence level, and the cost monitoring mechanism(s) throughout the Program. Consider constructing a table of Project costs.*

*As the Program moves through subsequent lifecycle phases, any significant changes to the overall Program cost baseline will be documented in the Program Charter Change Control Log.*

### Operations and Maintenance (O&M) Lifecycle Costs

*Explanation: This subsection summarizes all Operations and Maintenance lifecycle costs, based on all known assumptions about future needs, follows a six-year cycle past the Program’s lifecycle.*

## Benefits

*Explanation: This section summarizes the financial benefits of the Program in terms of cost avoidance, cost savings, or increased revenue, for example. It will also includes tangible and intangible benefits in terms of customer service, deliverable quality, and other factors pertaining to the overall business strategy goals used as Program justification. Consider including a visual representation of the Program’s Cost/Benefit Analysis (CBA) as Program and Component Projects justification. You may wish to insert the PowerPoint slides depicting the CBA, if available.*

*Include the mathematical calculations which support the claimed benefits, even if it is high-level and speculative. As necessary, use an appendix. Note: Refer to the COV ITRM Project Management (PM) Standard, Appendix B, for an explanation of Cost/Benefit Analysis.*

# Program Organizational Structure

*Explanation: This section describes the Program Organizational Chart, Program Key Resource Needs, Stakeholder Requirements, Governance and Oversight, Roles and Responsibilities, and Program Points of Contact. This is a people-centric section. Be as detailed as possible regarding these areas.*

## Program Organizational Chart

*Explanation: Consider displaying the Program organization in a diagram. See the Program Management Initiation Phase Guideline for an example.*

## Program Key Resource Needs

*Explanation: Effective Program control can be negatively impacted by not having the right resources dedicated to the Program at the right time. Based on an evaluation, using all Component Project inputs identify the needed key human resources in table form. Identify the role, why they are needed to include accommodations, and any training requirements. Only document the baseline for what is known at the Charter’s creation point in time for initial signature approval. The key resource plan may change over time and should be maintained. See the Program Charter Change Control Process Section for more information on change control. Changes in needed resources could come about because of approved increases in scope or key resource departures.*

*A proper Program and Component Project staffing plan is equally as important as all other Program / Project plans. The lead time required to select staff before any project begins must be considered to avoid delays. For key roles needed for the Program; these are resources currently not employed on the Program or of such a critical nature, need to be documented; annotate which is the case.*

## Stakeholder Requirements

*Explanation: Stakeholder management is critical to the success of any Program. In this section, document the definition of “stakeholder” and identify the roles by lifecycle phase.*

### Stakeholder Definition

*Explanation: Define a Program Stakeholder in this Program’s context. The definition can be different from Program to Program depending on the circumstances. The stakeholder concept, although appearing obvious, may be, in reality, unclear and different depending on whom you ask. The Program Communications Management Plan (COMM) should tie to this section of the charter.*

*Use these example definitions to assist you:*

* *A stakeholder is anyone involved in the Program with decision-making authority.*
* *A stakeholder is anyone involved in the Program who is a voting member.*
* *A stakeholder is anyone involved in the Program who is a voting or non-voting member.*
* *A stakeholder is anyone involved in the Program with decision-making authority and a person in a need-to-know position (meaning all team members).*
* *A stakeholder is a person or entity impacted by the results of this Program.*

### Program Points of Contact List

*Explanation: In this subsection identify the key Program-level points of contact, including their names, titles, and organization name.*

## Governance and Oversight Structure

*Explanation: Governance comes from senior leadership who steer the Program and make key decisions. Oversight is the act of responsibly supervising and leading a Program or a function within a Program. Every Program will require a Governance and Oversight structure. The strategic benefits and complexity of the Program will determine whether a stronger or weaker version of governance and oversight shall preside.*

### Phase Gate Reviews

*A distinct, formal event or “Phase Gate Review” is necessary for a Program to transition from one phase to another. The path, sequence, and who is involved is explained in the COV ITRM PgM Standard. In this section enter the Phase Gate Review Milestone Schedule. If schedule rebaselining occurs, this part of the Program Charter will need to be reviewed and revised. It may be more appropriate to consider this section as part of the appendix.*

### Key Governance Entities Roles and Responsibilities

*Explanation: Refer to the COV ITRM PgM and PM Standards. Document any deviations or additions to any additional key governance entities roles and responsibilities in the lists provided. In this subsection, identify at a high level, the Governance and Oversight functions.*

### Executive Program Sponsor Appointment

*Explanation: This section defines the Executive Sponsor role and the person appointed to the position. Ensure to identify the Secretary’s name and title.*

### Program Director Appointment

*Explanation: This section defines the Program Director role and the person appointed to the position. Ensure to include the Director’s name and their unique qualifications for the position. If no Director exists for the Program, delete this section.*

### Program Manager Appointment

*Explanation: This section defines the Program Manager role and the person appointed to the position. Note that a future iteration of this section will include a reference to the Program Manager Selection Criteria that will be contained in the COV ITRM Project Manager Selection and Training Standard.*

# Assumptions and Constraints

*Explanation: This section describes the Program assumptions; not what is known as fact but what is believed to be true and constraints; factors that act as hindrances or barriers that might restrict the Program from achieving its potential with regard to its goal.*

## Assumptions

*Explanation: Provide a bulleted list of Program-level assumptions.*

## Constraints

*Explanation: Provide a bulleted list of Program-level constraints.*

# Risks and Issues

*Explanation: This section describes the Program risks and issues known to date. Risks are future possible events having positive or negative implications. Issues are existing known problems where resources are needed to resolve them.*

*A separate Risk Log and Issue Log will be maintained which will capture information at the Program level (as well as an opportunity for Component Projects to also use the logs). At the Program level, identify those risks and issues requiring direction from governance and oversight functions. Program-level risks and issues relate to the Program’s schedule, cost, scope, and performance.*

## Risks

*Explanation: Identify those risks requiring direction from governance and oversight functions. Risk areas include high-level topics such as security, hardware, software, infrastructure, human resources, etc. Describe the risk in narrative form. Identify the Risk Owner and the Risk Owner’s agency. In the “Who Does this Impact?” column, identify the customers (internal and external) that this risk, if realized, would affect. These are risks identified at the initial creation of the Program. The expectation is that all Program-related risks will be tracked in a log appropriate for that purpose.*

## Issues

*Explanation: Identify those issues requiring direction from governance and oversight functions. Issue areas include the Program’s schedule, cost, scope, and performance. Describe the issue in narrative form. Identify this Issue Owner and the Issue Owner’s agency. In the “Who Does this Impact?” column, identify the customers (internal and external) that this issue needs collaborative efforts to resolve. These are issues identified at the initial creation of the Program. The expectation is that all Program-related issues will be tracked in a log appropriate for that purpose.*

# Program Charter Change Control Process

A Program Charter Change Control Process will be implemented to record significant changes for the Program Charter in terms of scope, stakeholders, resource needs, roadmap updates, etc. Risks and issues will be managed in a separate supporting plan and logs while additional or changed assumptions and/or constraints should be added as changes to the Program Charter.

The updated Program Charter Change Control Log will be routed to the signatories for acknowledgement and approval. If all signatories attend an oversight committee forum, Program Charter Log update approvals can occur there, and recorded in the minutes. Significant changes are those that will change the course of the Program and have an impact on the Program’s documented plans and approach.

The changes will be recorded in the Program Charter Change Control Log in the Appendix and a summary line will be added to Publication Version Control table in the front of this document.

# Approvals

*Explanation: For those signing the document or on behalf of the signatory, double click on the signature line to add either the JPG image of the signature or type on the line.*

The undersigned acknowledge they have reviewed the Program Charter. Any changes to this document will be coordinated with and approved by the undersigned or their designated representatives and recorded in the Program Charter’s Change Control Log in the Appendix. All signatories are Steering Committee voting members.



# Appendices

Use the below Program Charter Log Template to build a separate document to maintain all Charter changes. Also include any Program-related acronyms in the acronym list.

## Program Charter Change Control Log

*Explanation: Record the significant changes to the Program Charter here cross referenced to all impacted Program-level artifacts. Document the change / version number and summary of the Program’s Charter changes in the Publication Version Control table in the front of this document. For example, version 2 of the Program’s Charter updated the Program Resources Needed Section of the Program Charter and the associated Program Communication Plan. Use this as a template in a separate document. Typically, the Steering Committee approves the changes.*

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| **Change /  Version No.** | **Date Change Approved** | **Description** | **Impacted Supporting Document(s)** | **Supporting Document Change / Version No.** | **Approved By** |
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## Acronyms

*Explanation: Consider compiling in the appendices a table of terms used throughout this document that may require definition or clarification for individuals unfamiliar with the Program. Adapt the standard list below if these terms are not used in the Program Charter.*

|  |  |
| --- | --- |
| **Acronym** | **Description** |
| COV | Commonwealth of Virginia |
| ITRM | Information Technology Resource Management |
| PMO | Program Management Office |
| PgM | Program Management |
| PM | Project Management |
| PMI | Project Management Institute |
| CTP | Commonwealth Technology Portfolio |
| ITIM | Information Technology Investment Management |
| CBA | Cost-Benefit Analysis |
| ROI | Return on Investment |
| IT | Information Technology |
| PMD | Project Management Division |