North Carolina Administrative Office of the Courts
e-Courts Strategic Planning Project

Project Charter Workshop – Charter Components and Definitions
February 19, 2016, 10:30am – 2:30pm

Project Charter Definition: A document that formally authorizes the existence of a project and provides the Project Manager with the authority to apply organizational resources to project activities (PMBoK Guide, Fifth Edition).

- Formally initiates the project
- Enables the Sponsor to fund and commit resources to the project
- Validates alignment of the project to the NC AOC's business strategy and vision
- Provides the PM with the authority to plan and execute the project

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Definitions

Vision

A Project Vision Statement is a visualization of the desired outcomes to be produced for the business after successful project completion. It includes a vivid description of what the business will be like post completion to inspire the project beneficiaries to initiate the project. It is a clear mental image of the project's direction and what we hope to accomplish, before going forward. It is brief and succinct, and does not involve the "how" or details regarding project scope or requirements.

Objectives

Objectives are specific statements that describe the intended outcome of the project. Objectives must be measurable and should be written in business terms. We may use the "SMART" technique to define objectives:

- o **S**pecific
- o **M**easurable
- o **A**ttainable
- o **R**ealistic
- o **T**ime-bound

Through objectives, you define "*where* you are going", and can quantify "*when* you have arrived."

Scope

The scope description in the Project Charter is a brief yet meaningful description of the boundaries of the project. It defines the functions, services and business processes to be addressed within the context or domain of the project, as well as those that are outside the domain (i.e., deemed to be "out of scope"). A more detailed narrative and set of business and technical requirements is developed later in the project, leveraging the Project Charter Scope description as a basis. Project Scope is one of the "triple constraints" of each project (scope, schedule, and cost). Once these are set, changes to any one of them will have an impact on one or both of the others.

Scope defines the "*what*" of the project.

Stakeholders

Stakeholders are individuals or groups who may affect, be affected by, or perceive themselves to be affected by a decision, activity, or outcome of a project. Stakeholders may be actively involved in the project or only peripherally so, but have interests that may be positively or negatively affected by the performance or completion of the project. Different stakeholders may have competing expectations that might create conflicts within the project. Stakeholders may also exert influence over the project, its deliverables, and the project team in order to achieve a set of outcomes that satisfy strategic business objectives or needs. (PMBoK Guide, Fifth Edition)

The stakeholder list defines the "*who*" of the project.

Examples include but are not limited to:

- NC AOC "functional managers"
- Members of the e-Courts Strategic Planning Project Team
- The Project Sponsor
- Citizens
- Internal and external "partners" (e.g. District Attorneys, Office of the Attorney General, law enforcement, NC Department of Corrections)
- Department of Information Technology

The Project Manager will facilitate a stakeholder analysis after this work session to determine:

- Positive and negative influences
- Actively involved (performing) and passively interested (advising) stakeholders

Identification and analysis is an ongoing process as Stakeholders may change. The Communication Plan and Stakeholder Engagement Strategy result from this process.

Assumptions

Assumptions are enabling factors in the planning process that are considered to be true, real or certain, without proof or demonstration. Assumptions include project impact statements in the event that they prove to be false or unfounded. (PMBoK Guide, Fifth Edition)

Constraints

Constraints are limiting factors that affect the execution of a project. Constraints describe the specific internal or external restrictions or limitations associated with the project scope that affect the execution of the project. (PMBoK Guide, Fifth Edition)

Risks and Issues

RISK: Risks are considered uncertain events or conditions that, if they occur, may cause the project to be unsuccessful or less than successful in meeting objectives. Risks are events or conditions that have not yet occurred but may occur in the future. The risk's impact may be positive or negative. A risk can be accepted, deferred, or mitigated. Risks are categorized using two factors:

- o Probability of occurring
- o Impact on project

ISSUE: Unaddressed risks may become issues, and unresolved issues may increase project risk. An issue is a point or matter that is unresolved, in question, under discussion, or in dispute. An issue is a situation, which has occurred or will definitely occur, as opposed to a risk, which is a potential event. If left unresolved, an issue will negatively impact project scope, schedule, budget, or quality. Issues are categorized using one factor:

- o Impact on project