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Program Charter

[Document subtitle]

***Purpose of Program Charter***

*The purpose of the program charter is to clearly outline what is to be done and authorize the Program Manager to proceed and apply organizational resources. The charter provides the opportunity to authorize the program based on measurable objectives in relation to a business need and identified strategic benefits. The program charter is not meant to approve the program, which was done through intake, nor to document how things will be done, which is done through planning (after initiation is complete), as well as charters and plans for the component projects. It is simply documentation around the authorization provided to the Program Manager for that program.*

*The program charter shares the vision to achieve consensus between key players and components (projects and initiatives) of the program. Each component project should have its own project charter that aligns with the overall program charter.*

***Program Charter Participants and Approvers***

*Input into the program charter may come from many different sources including, but not limited to, Sponsor, senior leadership, program intake form and/or business case, organizational and/or business unit strategic plans and initiatives, component project documentation (if already in progress), initial analysis/research done when proposing the program, subject matter experts within business unit(s), and other stakeholders (such as staff, students, faculty).*

*The author is typically the* [*Program Manager*](https://uwaterloo.ca/vpaf-project-management-office/methodologies/roles-and-responsibilities/program-manager) *for the program. If somebody else authors the charter, the Program Manager will still provide a signature that they agree to execute the program according to the documented parameters.*

*The approver of the program charter is the* [*Sponsor*](https://uwaterloo.ca/vpaf-project-management-office/methodologies/roles-and-responsibilities/projectprogram-sponsor)*.*

***Instructions***

1. *Research and understand program information by reading any prior documentation (such as intake form(s), business case(s), and research/analysis) and speaking to Sponsor and other stakeholders. A program business case will have already been approved and will contain information with regards to justification and strategic alignment.*
2. *Create the program charter with input from applicable stakeholders and Sponsor by filling out the sections in the template. The green italic text contains instructions for filling out the template and can be removed for the final version of the document.*
3. *Review charter with applicable stakeholders for accuracy and completeness, if required.*
4. *Obtain appropriate approval for program charter to indicate agreement between the Program Manager and Sponsor about the parameters of the program and authorizing the Program Manager to begin.*
5. *Scan the signed program charter and upload to the Project Knowledge Base*

***Next Steps***

*Once the program charter has been approved, the Program Manager can begin framing the program in more detail, using a program management plan, which will also include details on the benefits (documented in a Benefits Register), and a benefits realization plan. Based on the Program Manager’s understanding of stakeholders, he/she can then talk to Functional Managers to negotiate time from their resources for the program, initiatives, and projects to schedule a program kickoff meeting. The Program Manager can also start documenting the risks in a program risk register.*

# Program Overview

*Provide a paragraph or two describing the program and state the purpose of why the program is being executed. Links to previous documents such as the business case or intake form should be included to keep this section brief since those documents contain justification, strategic alignment, etc.*

[Insert Program Overview]

## Benefit Statement

*Outline why this program is important and what it needs to achieve. What is the business problem this program is meant to solve, or business opportunity it is meant to take advantage of?*

[Insert Business Benefit Statement here]

### Program Benefits

*The purpose of establishing a program is for benefits management and realization. List the expected* benefits *of the program and their respective measurements. This is an initial, high-level list of benefits, since a more detailed list with further details will later be tracked through a benefits register for the duration of the program.*

[Insert Program Benefits here]

## Program Vision/Goal

*The program vision (or* [*goal*](https://uwaterloo.ca/vpaf-project-management-office/methodologies/program-management)*) summarizes the desired future state, after benefit delivery, in one to three short, compelling sentences. The vision communicates the end-goal to all stakeholders in terms they understand with words that achieve buy-in and motivation. (Example: To create an innovative, collaborative environment that delivers leading-edge, reliable technology solutions worldwide)*

[Insert Program Vision here]

## Program Objectives

*Provide a brief, concise statement of what the* [*objectives*](https://uwaterloo.ca/vpaf-project-management-office/methodologies/program-management) *of the program would be. Objectives should be SMART (specific, measurable, assignable, realistic, and time-related).*

[Insert Program Goals here]

## Program Scope

*What is and is not included in the scope of this program? If scope will be accomplished through various phases, include that information in this section.*

[Insert Program Scope here]

## Program Success Criteria

*Describe what criteria will be used to measure the* [*success of the program*](https://uwaterloo.ca/vpaf-project-management-office/methodologies/project-success)*, known at the time of program definition, by providing measurable objectives and benefits in the charts below. Consideration should be given to what can be measured upon program closure, and what may have to be measured after closure and transitioned to the functional manager who is in charge of the products/services from an operations perspective after program closure. This success criteria should be defined at the program level; projects within the program will have their own success criteria and measures established for that particular set of objectives and deliverable. Each category below may have a different number of criteria****. It is understood that this list will change as the program evolves through planning and execution****.*

Program success will be measured based upon whether the program delivered what was asked for, whether there were benefits achieved throughout the program, and the process to get there. The list of preliminary success criteria is listed in the charts below. This list will be further expanded with changes tracked in the program management plan.

**Success of Products/Services (Scope, Quality)**

*How will it be determined that what is delivered through the program components are what was asked for, relevant to program constraints such as scope and quality?*

| Criteria for Success of Products/Services | Planned Measurement(s) |
| --- | --- |
| *e.g. The sum of the program components has delivered a new, fully functioning, integrated set of human resources and payroll modules to fully replace the legacy system.* | * *Decommissioning of the legacy set of human resources and payroll information systems?* * *Fully automated integrations with other campus information systems for human resources and payroll data* |
|  |  |
|  |  |

**Success of Outcome (delivery of benefits/objectives/vision)**

*How will it be determined that what is delivered provides benefit to people and achieves the program vision?*

| Criteria for Success of Outcome | Planned Measurement(s) |
| --- | --- |
| *e.g. simplification and automation of business processes within end deliverables, resulting in reduced time for departments to recruit for open positions, hire the successful incumbent, and process the incumbent’s first pay* | * *# of days between the job posting and the date the incumbent is hired, and data entered for payroll* * *time to enter data and perform transactions in new systems by HR staff for the process.* * *Department satisfaction with new automated process, user interface, and overall experience* |
|  |  |
|  |  |

**Success of Process (how the program was managed)**

*How will it be determined that the process that was followed to achieve the program’s end deliverable(s) was successful (considering process activities such as oversight of program components, resource management, budget management, schedule management, team satisfaction, change management, communication, benefits management, transition to operations, sponsor satisfaction, procurement management, et cetera)?*

| Criteria for Success of Process | Planned Measurement(s) |
| --- | --- |
| *e.g. Dependencies and priorities between program components were managed effectively and controlled by Program Manager* | * *Program components were executed according to priorities based on constraints such as resourcing.* * *The program roadmap and timing reflected dependencies between components so that work did not start and stop during program execution.* |
|  |  |
|  |  |

## Program Constraints

*List the constraints (restrictions that could affect the performance of the program that limit resources, schedule, or scope and could affect quality) of the program?*

*It is important for the Program Manager to understand which of the resource/schedule/scope constraints are most to least flexible within the program as well. Include this information by making one ‘x’ on each row in the Triple Constraint Flexibility Matrix below. This information provides guidance on the Program Sponsor’s level of flexibility in these areas when determining trade-offs in planning and change control.*

*Describe any criteria for prioritizing components within the program while managing constraints (for example, if resources are constrained and a component has to be delayed, how is it decided which component is delayed).*

[Insert Program Constraints here]

Triple Constraint Flexibility Matrix

|  |  |  |  |
| --- | --- | --- | --- |
| Flexibility: | Least | Somewhat | Most |
| Resources |  |  |  |
| Schedule |  |  |  |
| Scope |  |  |  |

# Program Organization

## Program Components & Milestones

*What components (projects and initiatives) are required for this program? What are the approximate timelines for the program components? What are the program milestones? What is the impact of the component to the program? This can be documented with a roadmap/timeline illustration of the program with its components and milestones, and a brief description of each component and milestone.*

[Insert Program Components & Milestones here]

## Program Dependencies

*What are the component dependencies/relationships? Are there other dependencies external to the program?*

[Insert Program Dependencies here]

## Program Governance

*What is the recommended governance structure to manage, control, and support the program and its components? This is often best illustrated with a governance structure diagram.*

[Insert Program Governance here]

## Program Budget

*What is the budget for the program, and how is it allocated across the program components? Who has funding authority for the budget?*

[Insert Program Budget here]

## Program Roles & Responsibilities

*There are documented standard program and project roles and responsibilities on the PMO website that can be used for programs. During planning and execution, there can be further conversations about roles and responsibilities, and who will be assigned. This information (changes to roles and responsibilities, who is doing what) can be documented once decisions are made in the RACI, in a* [*program management plan*](https://uwaterloo.ca/ist-project-management-office/methodologies/program-management/program-benefit-delivery/program-management-plan)*, or in a separate roles and responsibilities document.*

The standard [roles and responsibilities](https://uwaterloo.ca/vpaf-project-management-office/methodologies/roles-and-responsibilities/projectprogram-sponsor), as documented and published by the PMO, will be used for this program unless otherwise discussed and documented during program benefit delivery in the program management plan and/or program RACI.

# Approval

This charter formally authorizes the [insert program name] program, based on the parameters outlined and the information known at the time of program initiation. It is understood that some of this information may change during planning and execution and, if so, will be discussed and documented through proper change management processes. This approval indicates an acknowledgement between the Sponsor and Program Manager of the program’s parameters and authorizes the Program Manager to proceed with forming the team(s) and program kickoff.

Sponsor Authorization: [print name of Sponsor, title here]

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Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Program Manager Acknowledgement: [print Program Manager name, title here]

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Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Revision History

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| --- | --- | --- | --- | --- |
| Change Made By | Date Change Made | Details of Change | Change Reviewed/ Approved by | Date change reviewed/ approved |
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