Project Charter

Document introduction

The Project Charter (PCH) is produced by the **Project Manager (PM)** during a project's initiation, to centralise project information so that it is easily accessible, and understandable by all stakeholders. It enables the Project Sponsor to endorse the project, and the Project Team to commit to its delivery, based on clear, achievable objectives. It serves as a reference throughout the project's lifecycle.

Information from the approved Statement of Need (SoN) provides the foundation from which the PM builds the PCH. Reviewing, analysing, challenging, brainstorming, developing and refining key project information should be done with the active participation of **Project Beneficiaries**, and consulting the **Steering Committee** (SteerCo).

Approval of the PCH by all SteerCo members and relevant key stakeholders, will mark the official launch of the project (Kick-Off).

Instructions (to be deleted):

- *Change the document author name via File > Related People, then change the description in the footer.*
- *Replace text in brackets <…> by the actual content of your request.*
- *Delete all text in brackets when no longer needed.*
- *Tables for cost review are Excel editable tables. Double-click a table to edit it (the total field will be automatically calculated).*
- *If you need any help to complete this document, please contact the TPR-PA Section.*
- *The sections below should be adapted to what makes more sense for each project, but the minimum sections should include: **Project description, Business needs & objectives, Scope definition, Deliverables, Project Risks, Project Governance and Expected timeframe.***

Project name: <Project Name>

Project description

<Briefly describe what the project should deliver. For example:

CERN is to select and implement an e-Procurement SaaS (Software-as-a-Service) tool, which will provide <u>at least</u> the following functionalities:

- End-to-end electronic P2P process, including electronic orders and confirmations, e-invoicing, delivery notes, payment confirmation;
- A supplier portal, allowing suppliers to self-register and maintain their own data, to search and access information about related orders;
- A CERN portal, allowing to search and view orders, invoices and supplier information, and export data.

At a later stage, CERN may assess the benefit of adding E-tendering functionalities to the solution.>

Business need & objectives

<1- Business Need: Provide a short overview of the history & context. What triggered the need for this project? Was there a problem to solve, or an opportunity to seize? Keep it short and clear in 3-4 sentences. Avoid circular reasoning.

Please re-use and develop the information provided in the SoN.

2- Describe high-level **objectives**. For example:

- Improve the involved departments' support to the Organization through increased efficiency and reliability of its P2P process:
    - Optimize the CERN's resources, by filling the technological gap in the P2P process, avoiding paper orders and invoices, enabling end-to-end automation and reducing manual interventions;
    - Improve access to communications between CERN & suppliers, by centralizing them in one system.
- Improve CERN's capacity to plan resources allocated to the reception of physical goods;
- Improve the image of CERN as a reliable business partner, through higher supplier satisfaction regarding order reception, speed of invoice integration & payment processes.>

Key Performance Indicators *(optional)*

The targets are expected to be reached **after the first year of implementation** of the system and new procedures. Figures should be reviewed after six months for initial estimation, and after twelve months of operation to validate the success of the project. A yearly review may be conducted over a defined period of time, to assess the long-term impact of the project.

<List performance indicators that can be supported by figures. Ensure these are SMART objectives: Specific, Measurable, Achievable and Relevant. The "Time-bound" factor will usually be the first year after implementation, but this can be adapted. For example: >

#	KPI Name	Description	Previous measures	Target
1	Paper orders by month	Reduce the proportion of paper orders	XX%	<2% (only exceptions)
2	Invoice handling headcount by month	Reduce effort spent on sorting, scanning and registering paper invoices, while maintaining accuracy of invoice registration	YY FTE	XX FTE
3	Tickets by month	Reduce supplier support requests (tickets) related to the payments	YY/month	XX/month
4	Supplier bank details integrated by month	Increase the rate of automated integration of supplier bank details in Qualiac	0%	95%
5	Registered suppliers by month	Increase the average proportion of self-registered suppliers per month	YY% in 2016	100%
…		…		

Scope definition

In scope:

<Describe what the project should include overall, and outline the content of the different phases. For example:

Select and implement an e-Procurement SaaS (Software-as-a-Service) tool, which will provide at least the following functionalities:

- PHASE 1:
    - Scope item 1
    - Scope item 2

- ▪ Sub-item 1
- ▪ Sub-item 2
- • PHASE 2:
  - o Scope item 3
  - o …>

Out of scope:

<Describe as clearly as possible what is known to be out of scope of your project, in order to avoid any ambiguity. E.g. "The project will not review processes related to the management of the Service Catalogue".>

Deliverables

<List the deliverables this project should produce. Deliverables may include operational systems, updated business processes, a study delivered by a consultancy firm, training guides, technical documentation, etc.>

Dependencies *(optional)*

<List any other project, initiative, or external factor (e.g. release of a new industry standard necessary for compatibility) on which your project depends, and explain why.

List any other project or initiative that depends on your project, and why.>

Constraints *(optional)*

<List any known constraints that need to be considered for the success of this project. Constraints may include technological, legal or regulatory restrictions, number of staff available for this project, the impossibility to interrupt services during implementation, etc.>

Assumptions *(optional)*

<Describe any likely condition or circumstance, presumed known and true in the absence of absolute certainty. E.g. funding will be available, consultancy firms have complete knowledge of the specific technology we want to use, etc.

If some assumptions are considered just *fairly* likely to be true, they may be also listed as project risks.>

Project risks

<List any project risk identified so far, their possible impact, and mitigation or possible responses. Risks may relate to scope, time, budget, quality, resources, management support, stakeholder engagement, technology, etc. For example: >

#	Description	Possible impacts	Risk responses
1	Lack of specific knowledge on this technology at CERN	Our technical experts may not be able to deliver all the functionalities in time.	Plan for technical training for X, Y and Z. Consider hiring a temporary consultant.
2	Resources constraints due to year-end closure	Delay	Accept risk and adapt planning Or: allocate specific resource to task XYZ…
…	…		

Business risks addressed by the project *(optional)*

<Explain if the project will help mitigate or close a known business risk, and how. For example: "Reduce the risk of fraud by improving tracking of orders and deliveries of purchased goods.">

Rejection risk *(optional)*

<Describe possible impacts of not delivering this project. For example: "Compatibility between system X and system Z will not be guaranteed if we don't do this upgrade, as the provider will not support the current version after the end of this year. Risk of data loss/service interruption/…>

Estimates *(optional)*

<These tables are provided as examples, you may adapt them to your project. **Double-click to edit**.>

Project costs

Cost description	Amount
Internal HR Costs	
External consultancy	
Hardware	
Licenses / Service fees	
Training & documentation	
Total	**CHF 0,00**

Yearly operational costs

Cost description	Amount
Solution / infrastructure	
Licenses / Service fees	
Estimated cost savings	
Difference per year	**CHF 0,00**

Project Governance

<List the members of the SteerCo. SteerCo members ensure the strategic management, is ultimately responsible for the project delivery, by allocating and managing the related resources, and approves the launch and closure of each phase. The minimum required role in the SteerCo is the Project Sponsor. **For project roles definitions, please refer to the Project RACI or the KPR checklist templates.**>

Project Steering Committee (SteerCo):

Role	Name	Title
Project Sponsor		
Project Beneficiary – Org unit A		
Project Beneficiary – Org unit B		
Project Beneficiary – Org unit C		

Project Team:

Role	Name	Title
Project Manager		
Subject Matter Expert – Speciality X		
Subject Matter Expert – Speciality Y		
Project participant		

Other key stakeholders *(optional)*

Role	Name	Title
Head of Department X		
DPO – Department Y…		

Expected timeframe

<Provide an overview of the expected timeframe, in the format that suits you (list, graph, etc). >

Project evaluation *(either modify or leave the standard approach)*

<You may modify the standard approach below, stating when the project performance should be reviewed, and how. <u>Standard:</u> >

- 1 month after release in production:
    - o Satisfaction surveys on the solution – CERN users, Project Beneficiaries
    - o Project management satisfaction survey for internal client(s)
    - o Vendor evaluation *(if not provided in scope of the procurement process)*
- 6 months: review of objectives and/or KPIs (assess process speed, impacts…)
- 1 year: review of objectives and/or KPIs (assess the overall impact of the project)
- Yearly review as necessary (specify required review period)

Document validation

Role	Name & signature	Date of approval
Project Sponsor		
Project Manager		
Project SteerCo member		
Project SteerCo member		
Project Beneficiary		
…		