

Project Charter: Filling the Communication Gap in ICT Projects.

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Disclaimer Note:
Opinions and assessment of results in this presentation are my own and should not be attributed to any organization.

Presentation Outline

- Introduction
- Project Charter Models
- Proposed Project Charter
- Research Method
- Results
- Where next?
- Conclusions
- References
- Questions

Introduction

Software project crashes are unpredictable, occurring all over the world, and in small as well as big organisations. Losses in billion of dollars a year are reported (Charette, 2006).

Communications issues a major reason for projects crashes. (Jost,2006)

“project management structures create a web of relationships that can cause chaos in the delegation of authority and the internal authority structure.” (Kerzner (2006, p198))

Introduction (2)

It is evident that something different needs to be done to achieve better outcomes.

Overall hypothesis:

The use of a project charter, with a particular structure, will contribute to the successful outcome of an ICT project.

Introduction (3)

The Project Management Body of Knowledge (PMBOK) Guide (2004) defines a Project Charter as

“a document issued by the project initiator or sponsor that formally authorizes the existence of a project, and provides the project manager with the authority to apply organizational resources to project activities”.

Introduction (4)

A key question is what the Project Charter should contain:

- Several models exist, but they are inconsistent
- PMBOK does not mandate a particular solution
- flexible approach, but vague

Introduction (5)

When should the Project charter be created?

PMBOK:

- three project phases: initial, intermediate, final.

Purpose: " primarily concerned with authorizing the project or, in a multiphase project, a project phase".

- implies creation before project formally started
- but PMBOK places it during project (initial phase)

Introduction (6)

Research aims:

- develop useable model for project charter
 - what might it contain?
 - what is important in practice?
- develop guidelines
 - who develops which parts?
 - when?
- does it help?

Project charter models

- **PMBOK (p82, 2004) - eleven elements**
- **Six Sigma (mid 1980s) - eight elements**
- **Kerzner (2006) - nine elements**
- **McKeever (2006) - 14 elements**

- **Prince 2 (1999) - no project charter**
- **SWEBOK (2004) – no mention of project charter**

Project charter models (2)

Across different proposals, most often overlapping project charter elements are:

- project purpose,
- project objectives,
- project manager, and
- roles and responsibilities (stakeholders, sponsor, team members, and customer).

The most noticeable differences are in such elements as:

- assumptions,
- constraints,
- budget,
- project approach,
- performance measures,
- project resources, and facilities.

Proposed Project Charter (1)

1. Project Name
2. Project Objectives
3. Project High Level Requirements.
4. Project Purpose.
5. Assigned Project Manager
6. Stakeholders
7. Customer
8. Sponsor
9. Project Team Roles and Responsibilities
10. Subject Matter Expert
11. Project Budget

Proposed Project Charter (2)

12. Project Resources and Facilities
13. Project Approach
14. Assumptions
15. Constrains
16. Project Duration (Start/End)
17. Milestones Schedule
18. Project Performance Measures
19. Project Risk
20. References
21. Terminology
22. Project Approval

Proposed Project Charter (3)

Practice in ICT:

- which elements are used, could be used, should be used?
- which not useful?
- when should each useful element be defined?
- by whom?

Questionnaire

Research method

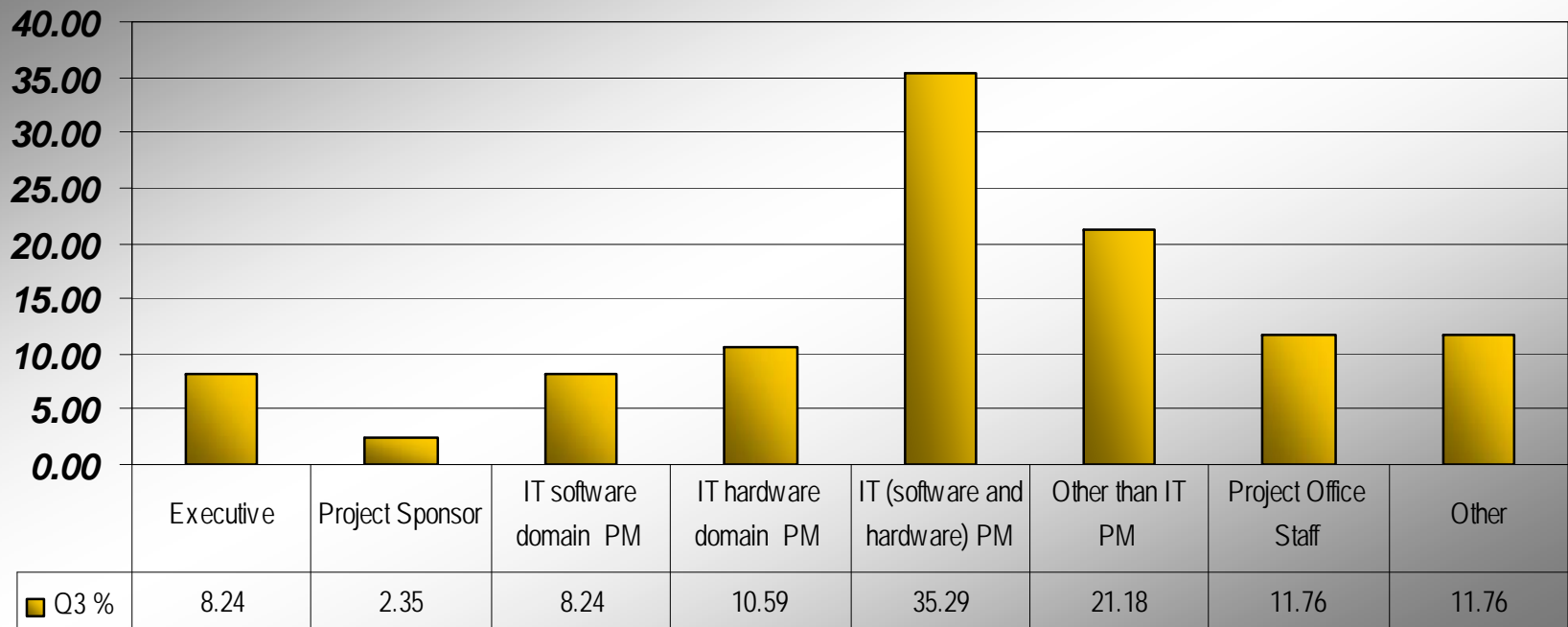
- Initial study -> Initial questionnaire
- Pilot study -> improved questionnaire
- Data collection
 - June 2008
 - 85 projects
- Initial analysis
 - demographics
 - summary of responses to each question
- Planned analysis

Research method (2)

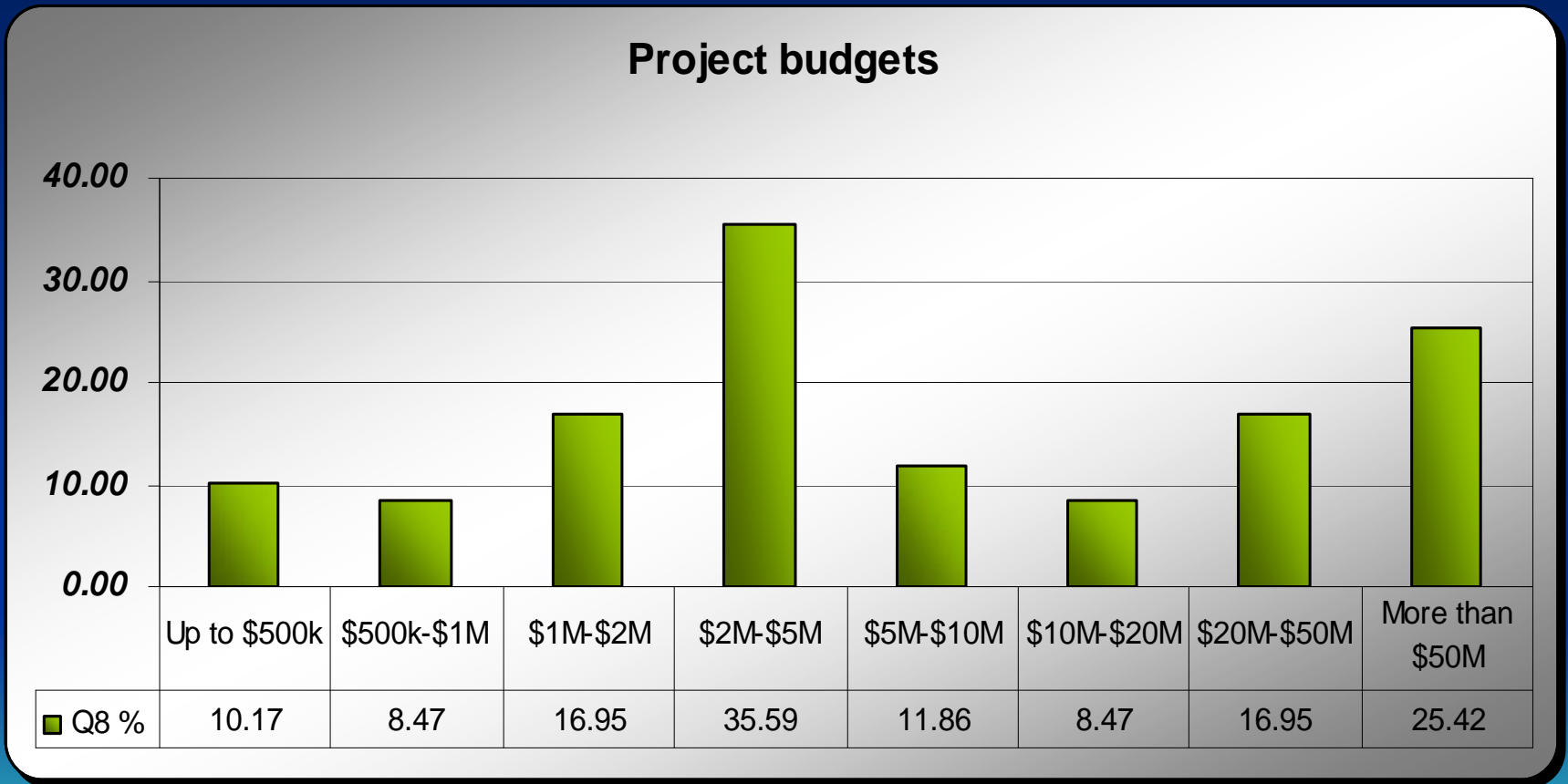
- Elements that affect qualitative research (Trochim, 2007)
 - credibility;
 - transferability;
 - dependability; and
 - confirmability.

Results

Organisational role as it relates to projects

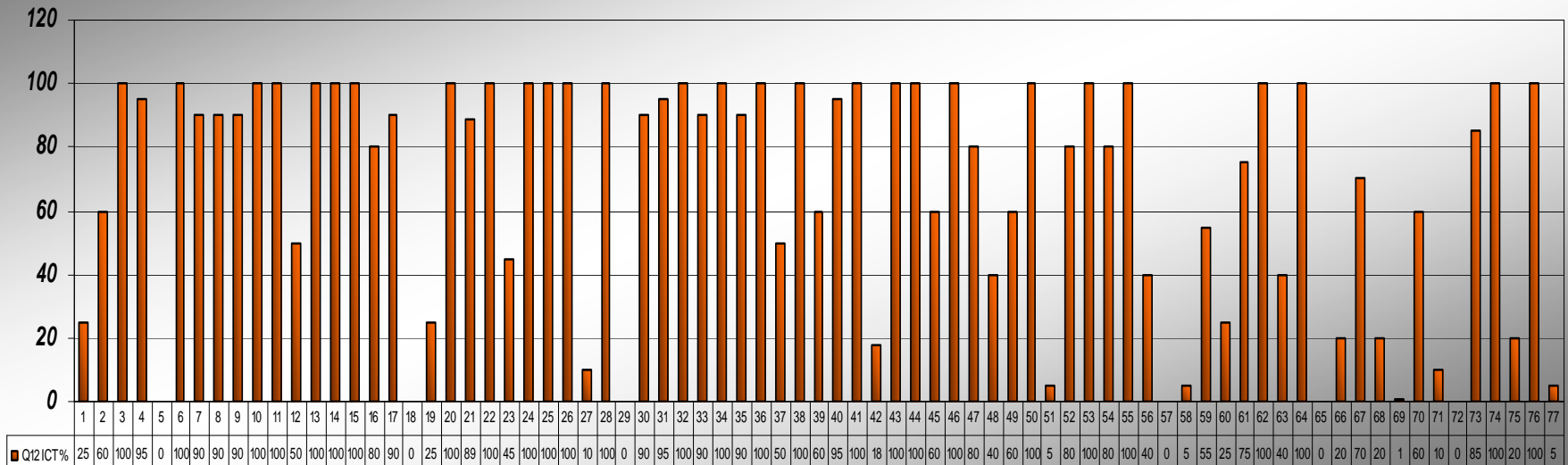


Results



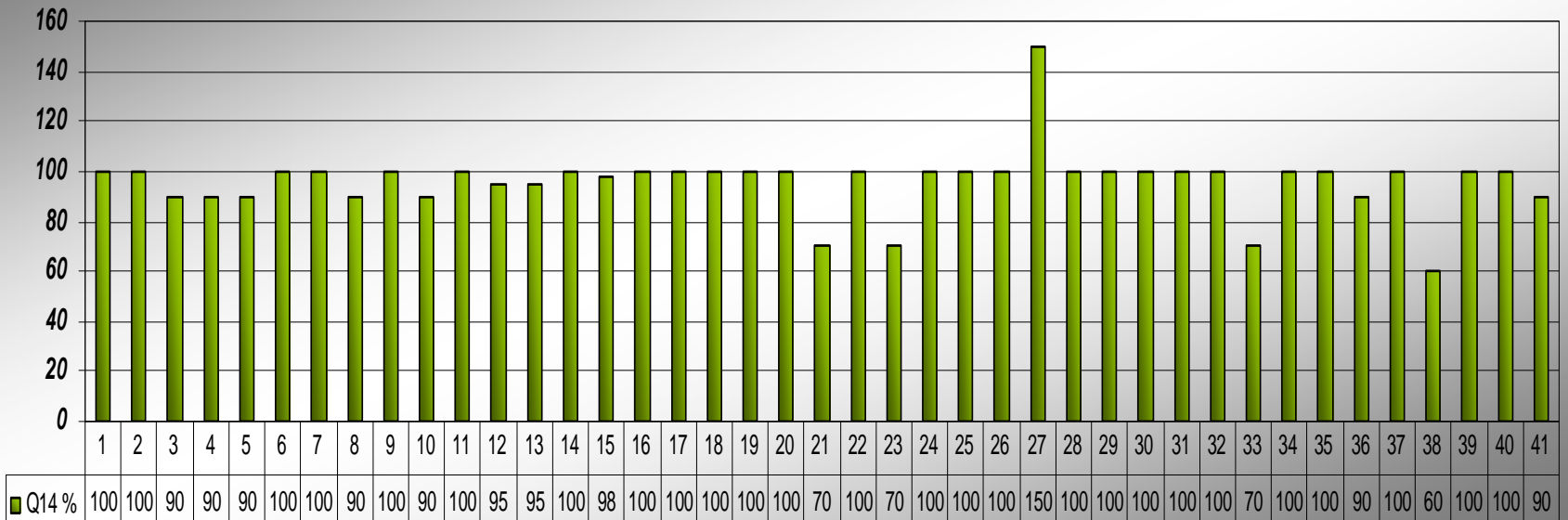
Results

ICT component (in time and/or cost) in projects.



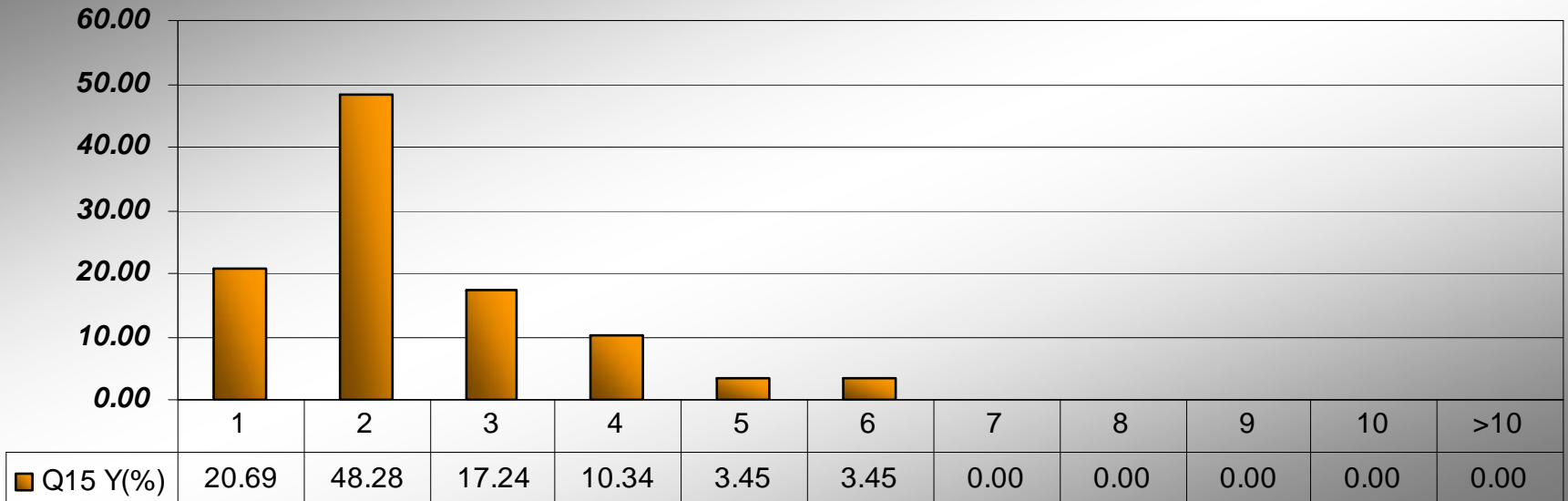
Results

Percentage of project scope delivered at completion (if completed).



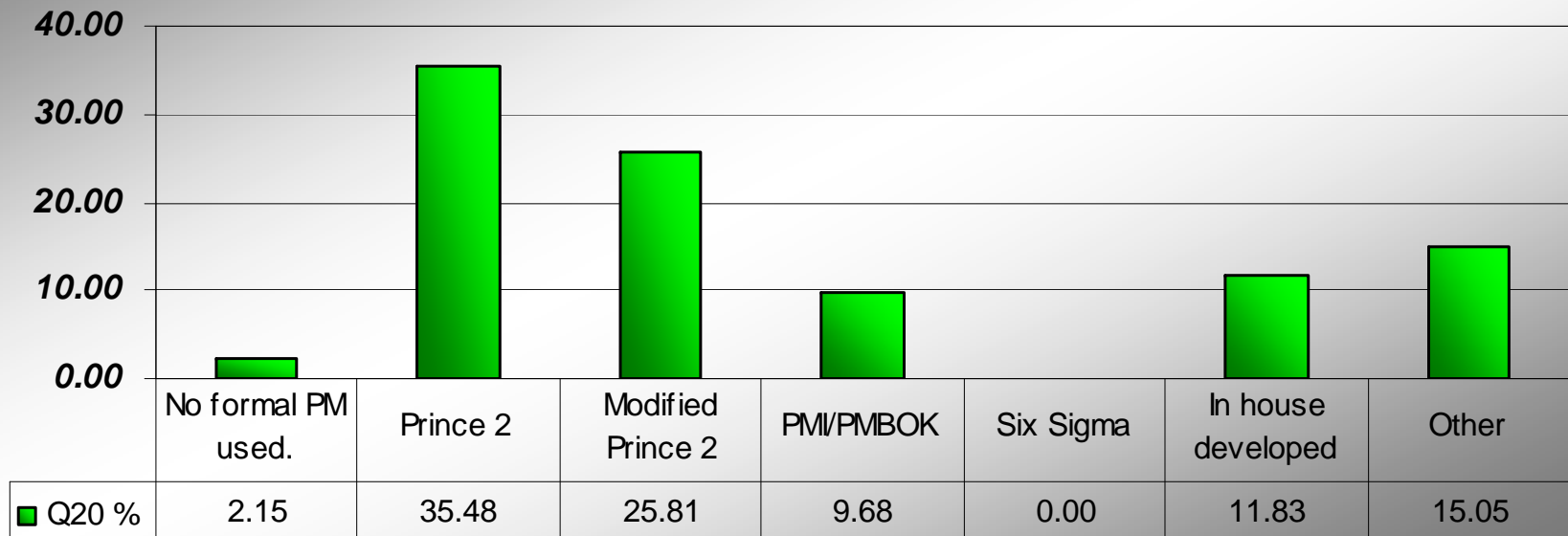
Results

Sponsor changes



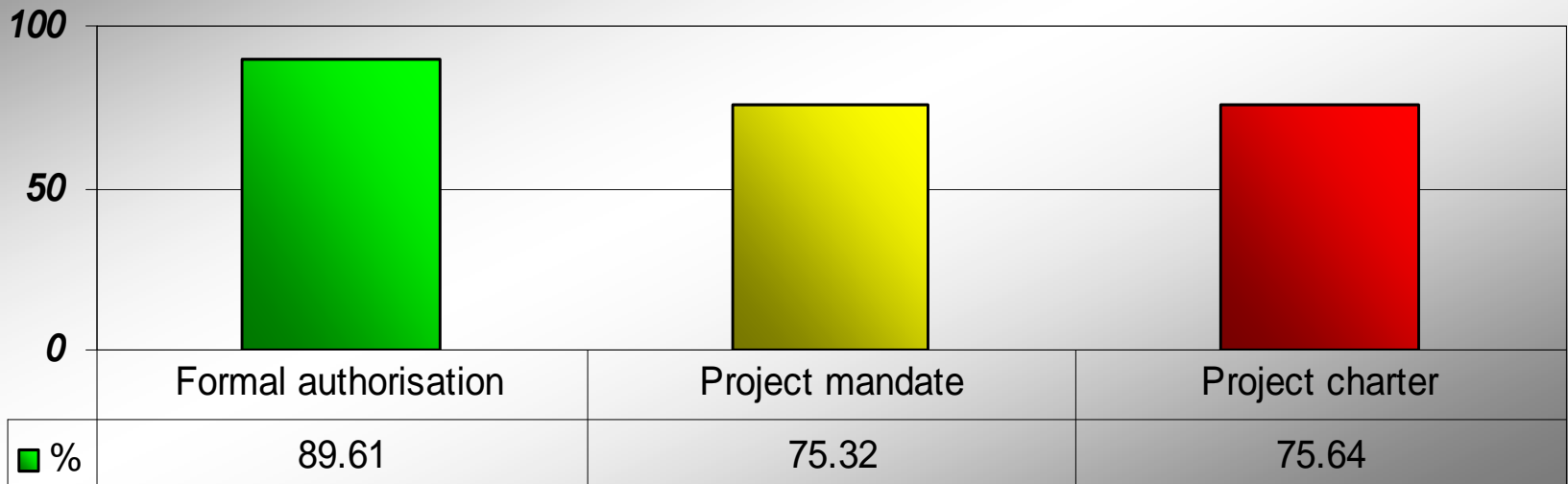
Results

Project management methodologies.



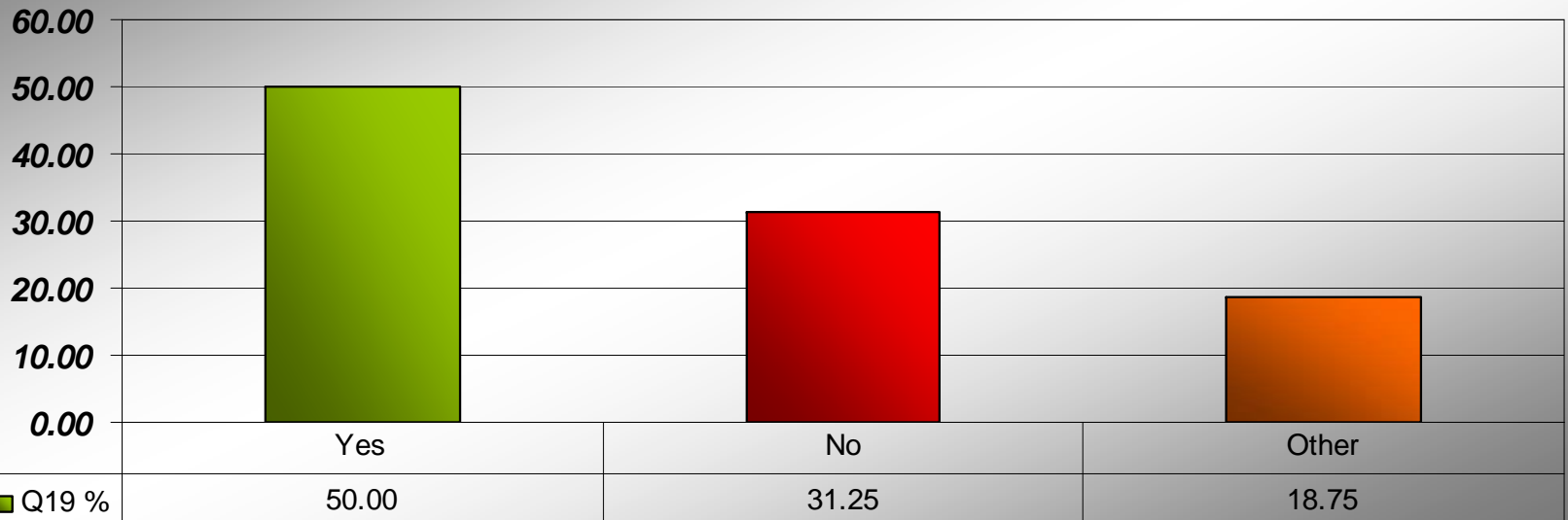
Results

"Yes" percentages for formal authorisation, project mandate, and project charter.



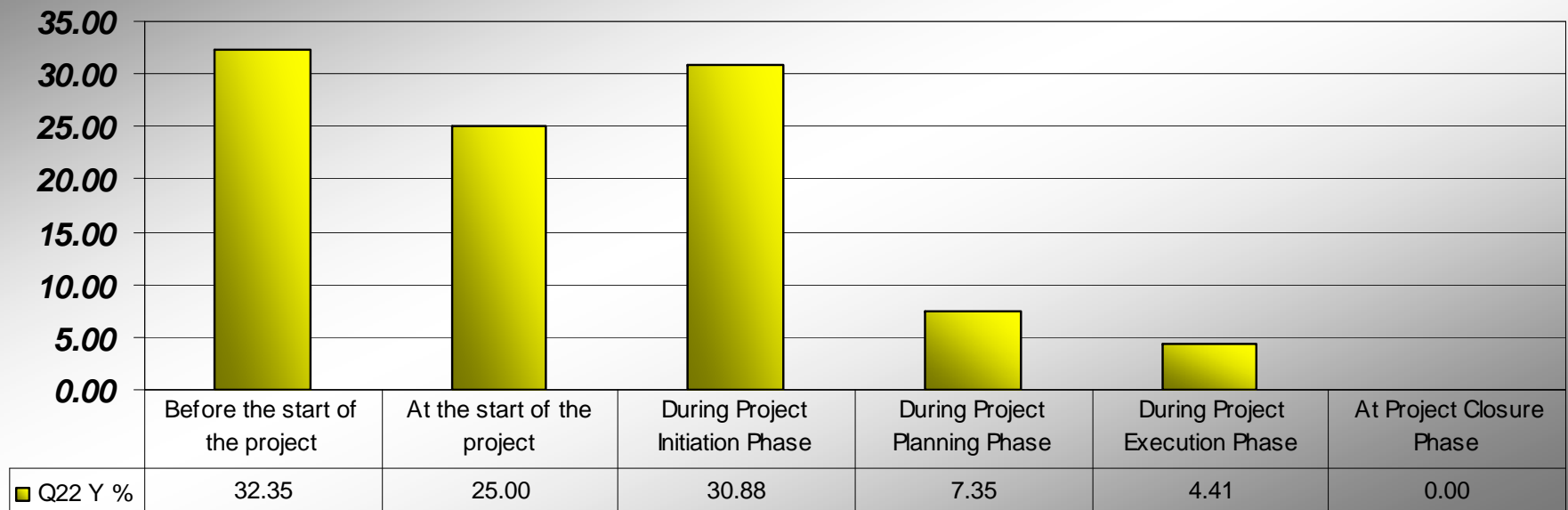
Results

Projects with sufficient information at the start of a project?



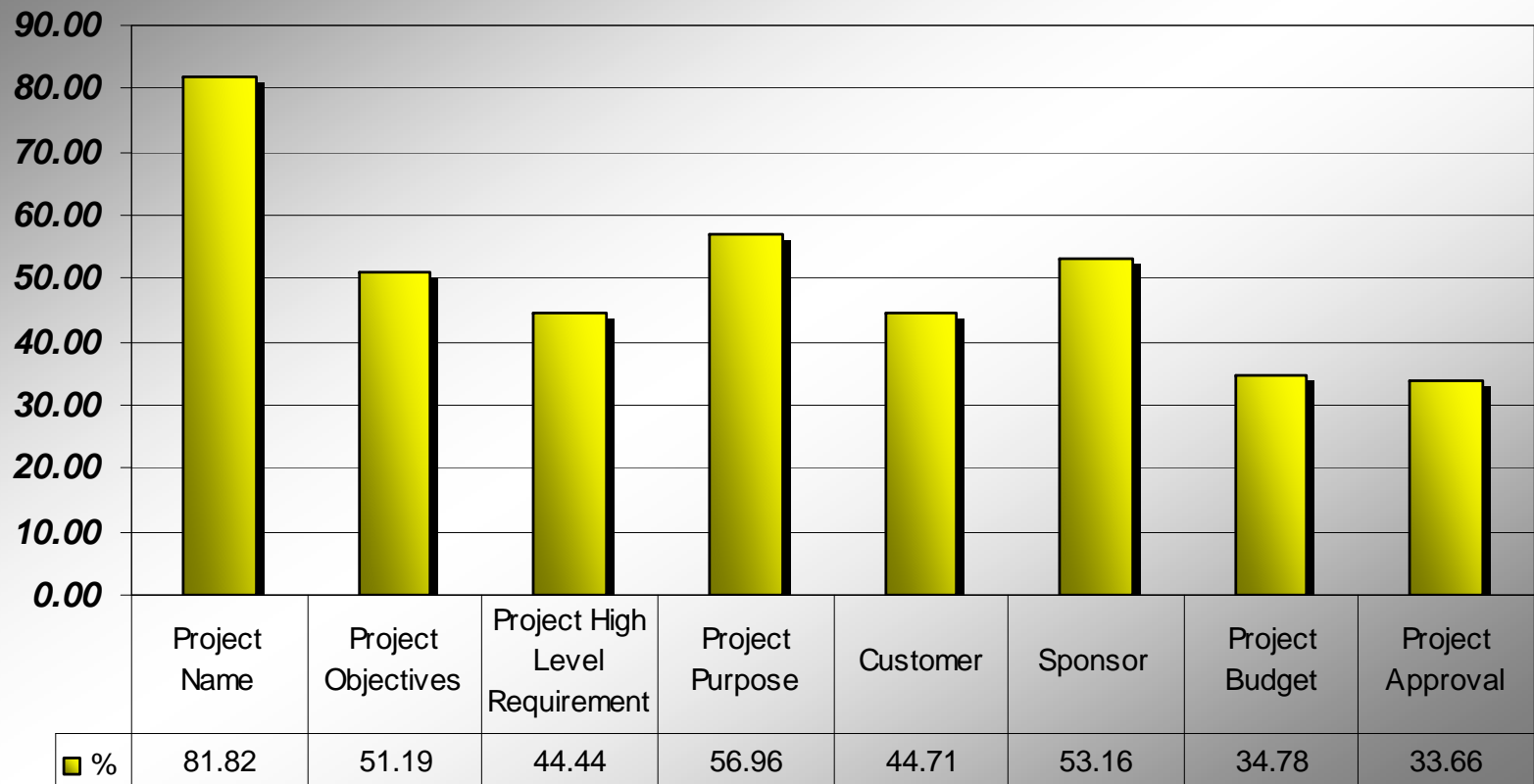
Results

In which part of the project lifecycle, was the project charter created/ established?



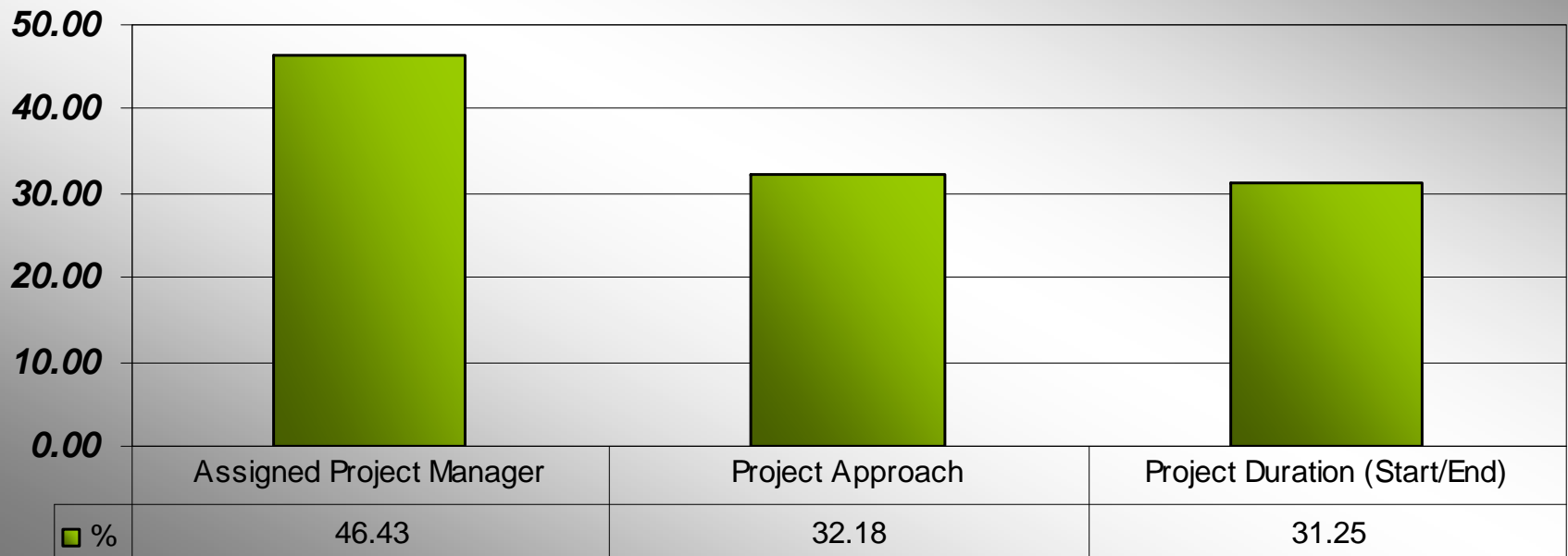
Results

Project Charter elements created before the start of the project.



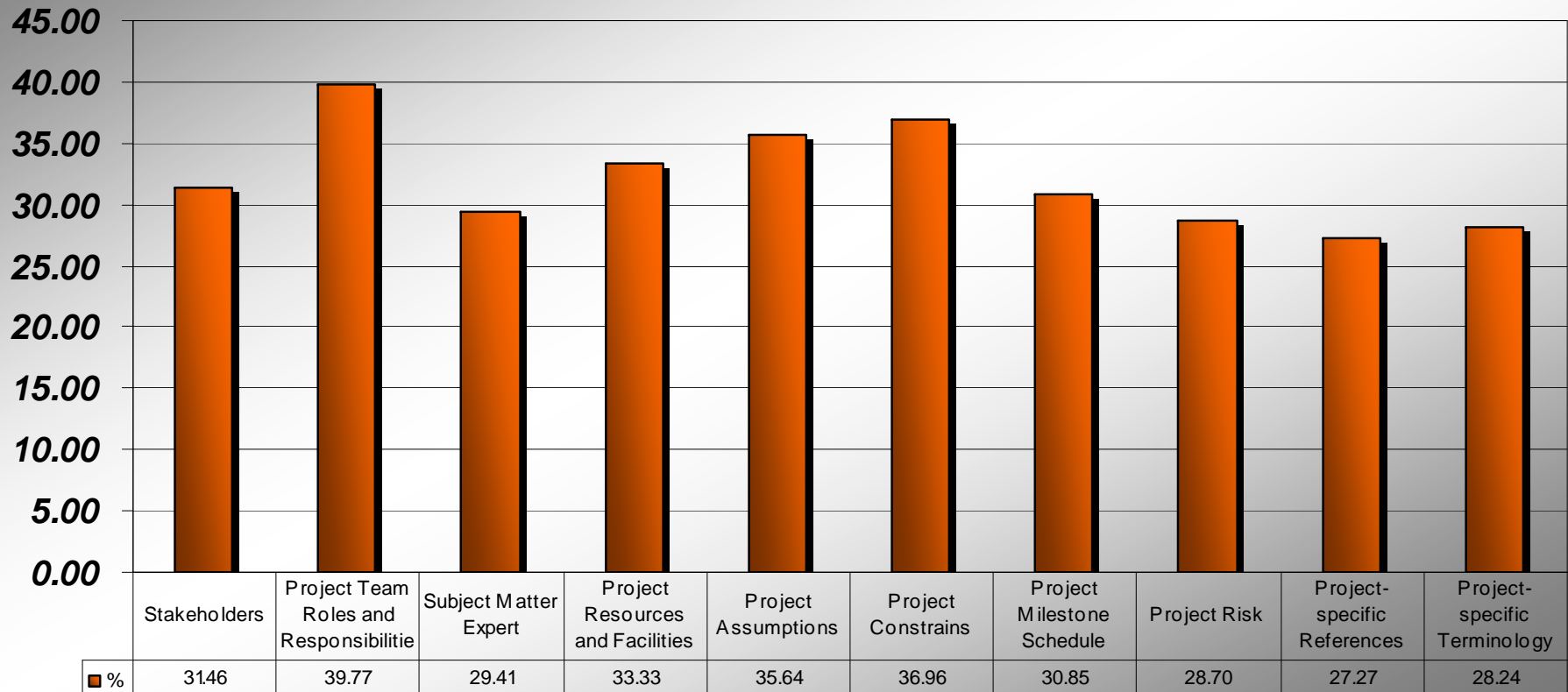
Results

Project Charter elements defined at the start of the project.



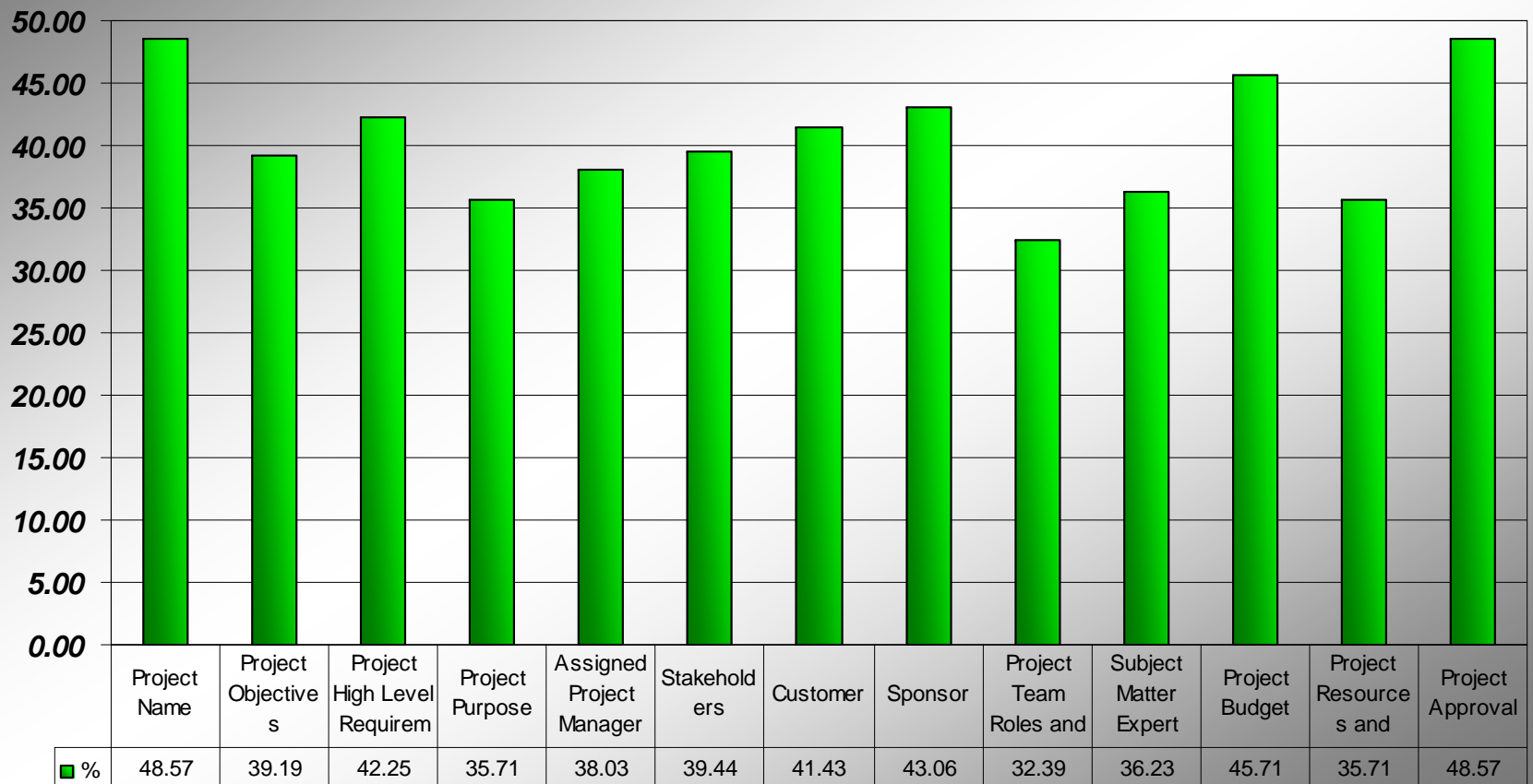
Results

Project Charter elements defined during Project Initiation Phase



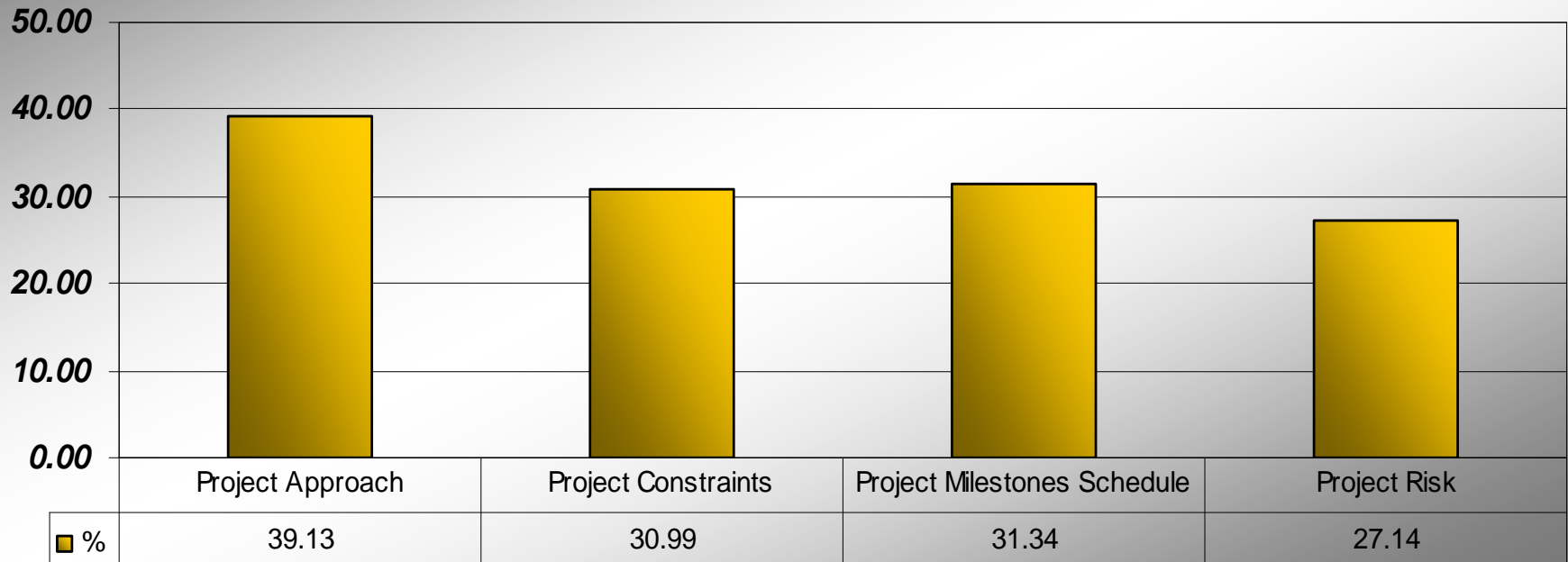
Results

Project Charter elements seen as having significant contribution to the success of a project (the highest on the scale (5)).



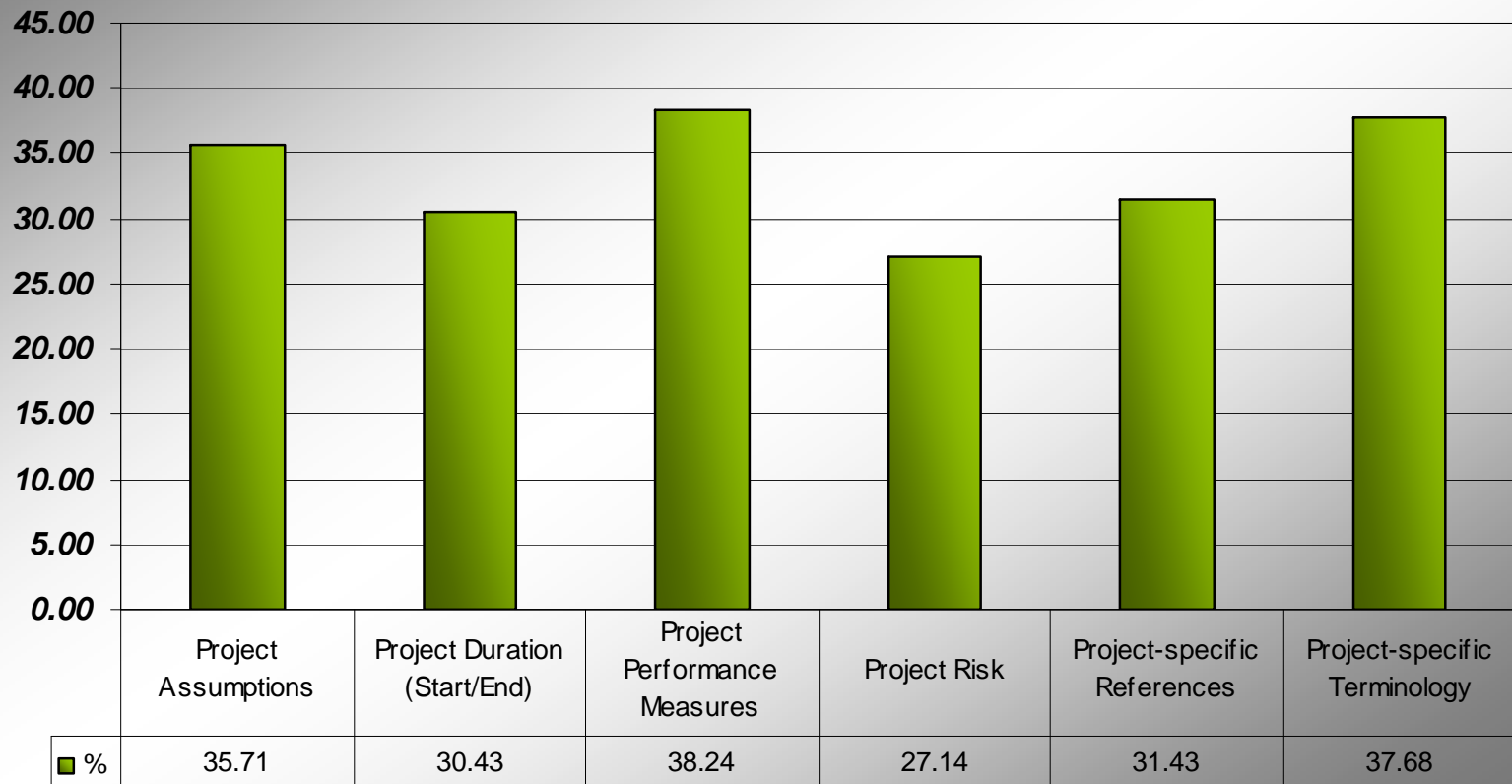
Results

Project Charter elements seen as having great contribution to the success of a project (the 2nd highest on the scale (4)).



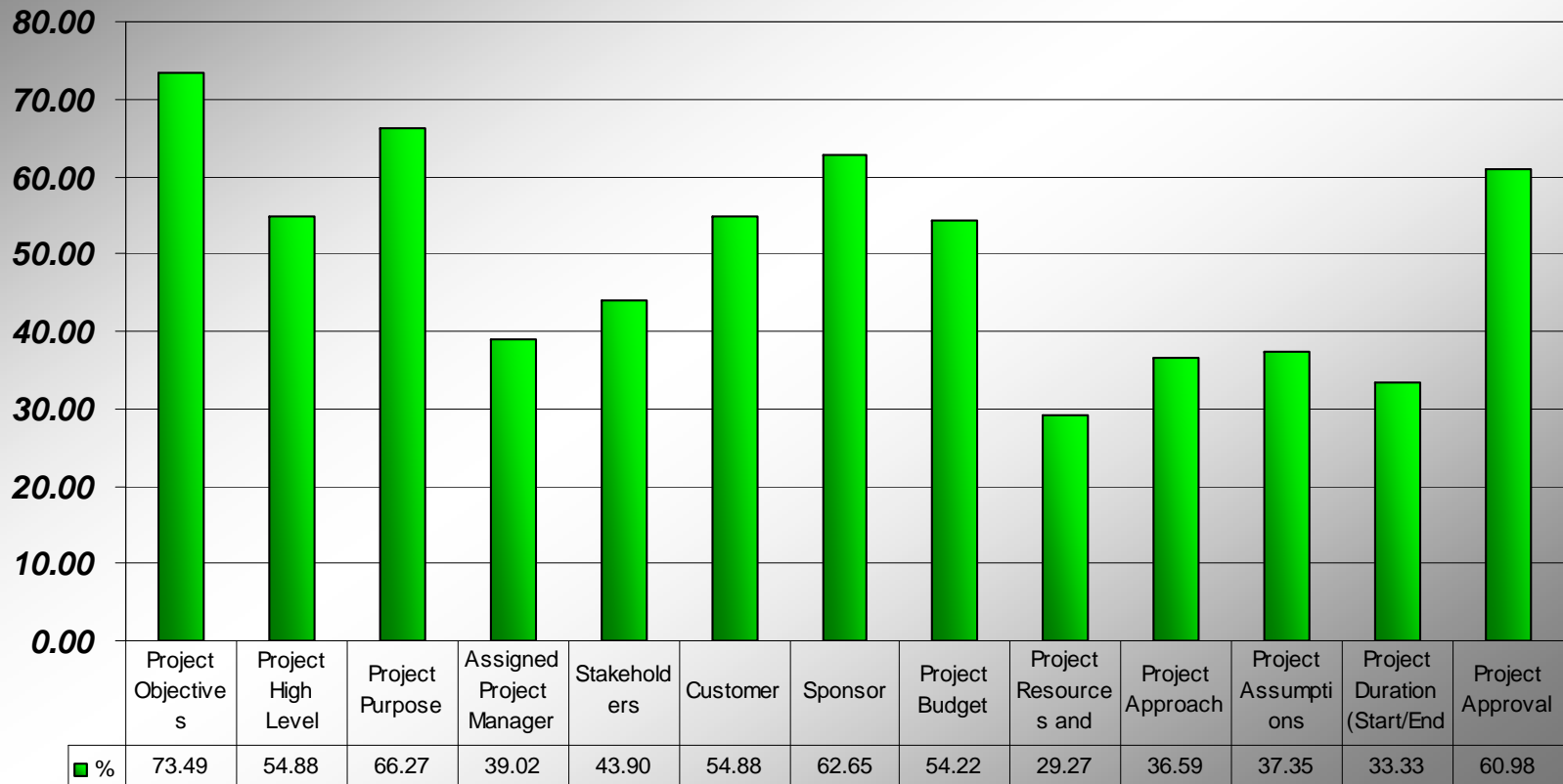
Results

Project Charter elements seen as having moderate contribution to the success of a project (the 3rd highest on the scale (3)).



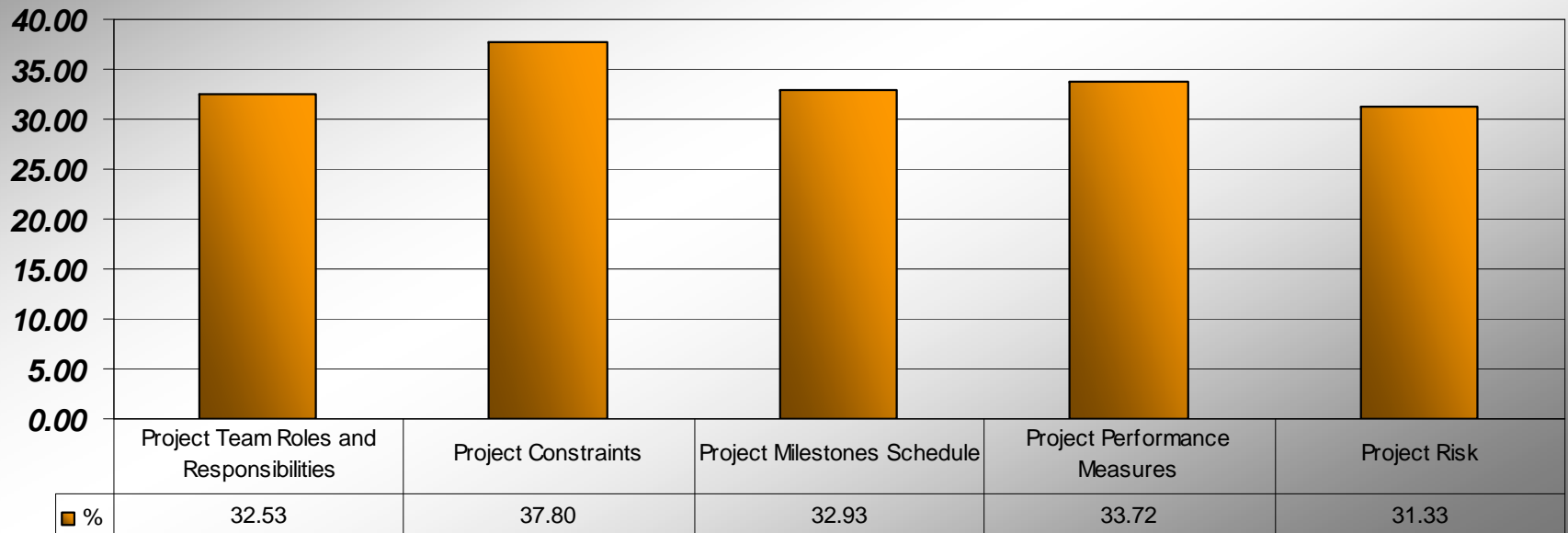
Results

Very important (Level 5) elements for inclusion in a charter.



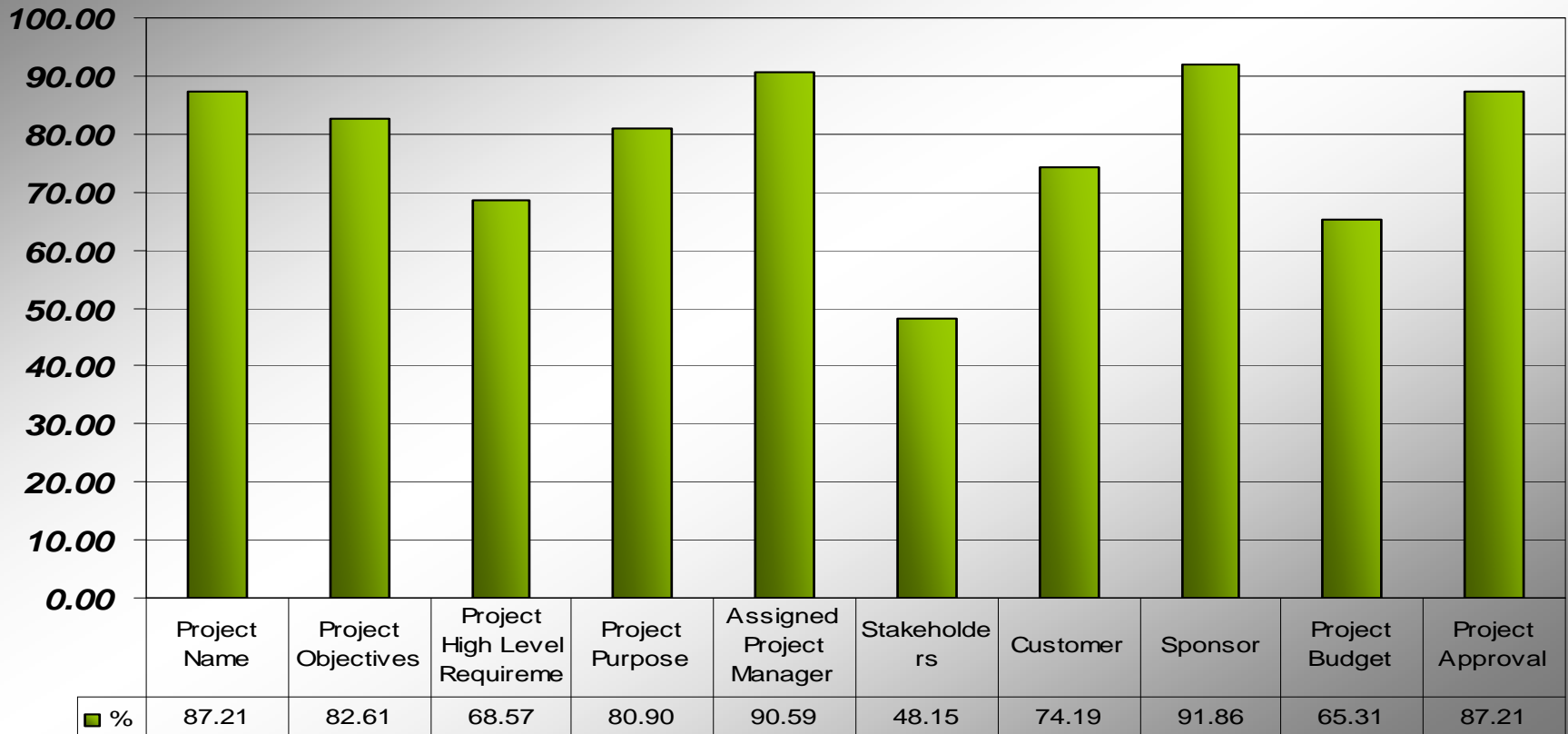
Results

Elements which are important to great extent (Level 4) for inclusion in a charter.



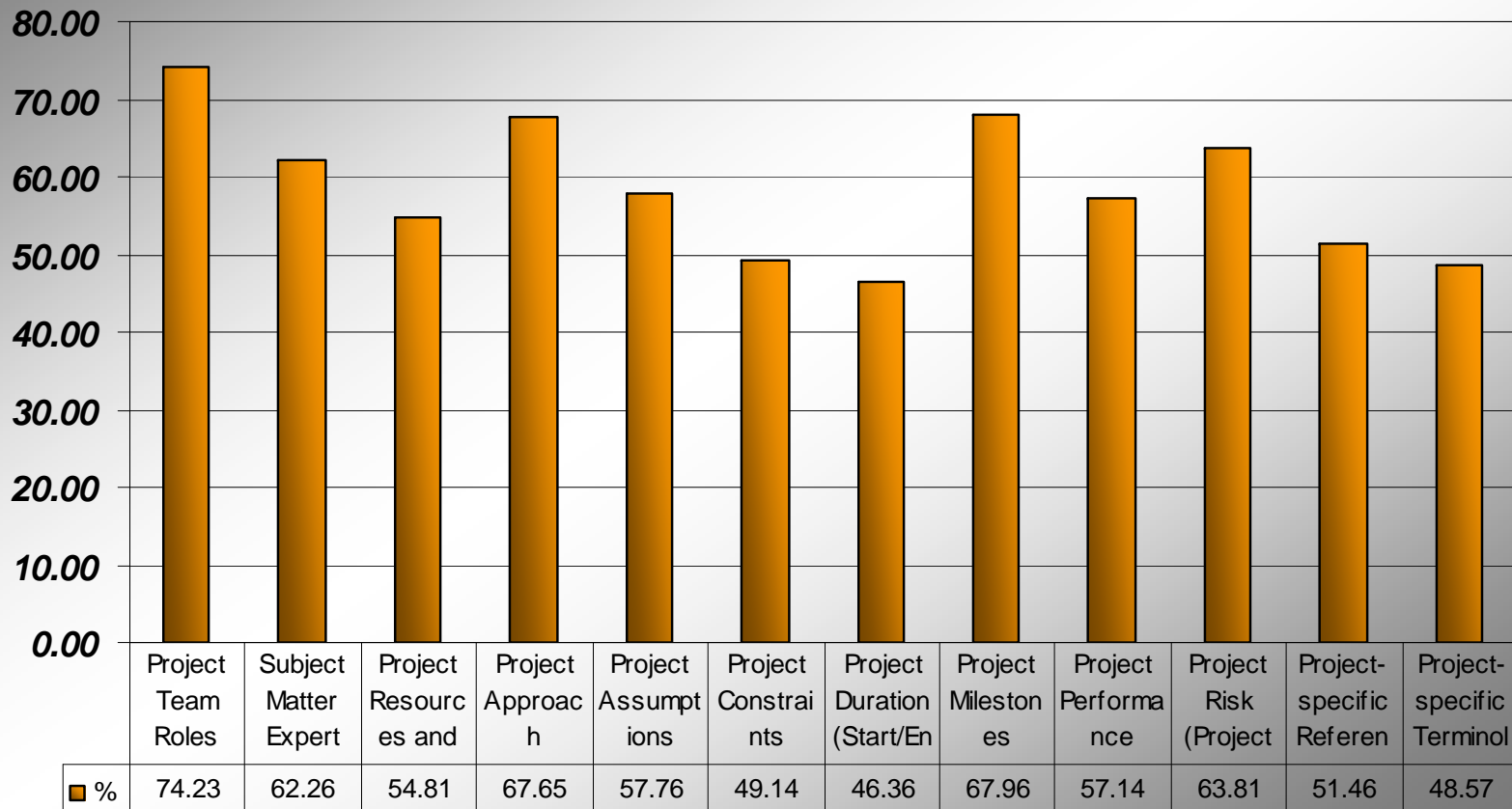
Results

Sponsor, Executive, Upper Management defined Project Charter elements



Results

Project Charter elements seen as best defined by Project Manager



Where next?

- Questionnaire Summary
- Analysis
- Write-up of results - a second paper
- PM practice improvement

Conclusions

- Research (not yet finished)
- Comprehensive data collected
 - Hypothesis validation
 - Deeper analysis
 - Project Charter model (analysed , refined)
 - Practical application of the research results

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