# Project Framework

## Project Background

[This section should outline the background situation that exists and any important information affecting the project. It should include a description of the organization and the environment; and it may include the evolution of the need for the project (emergence, recognition, articulation).]

## Need/Requirement

[This outlines the problem or opportunity that creates the need for the project. If possible, it should include specific relationship of the project to the strategic direction of the organization. Additional information should include the selection method and results (e.g. feasibility study, benefit/cost analysis, financial analysis, etc.)]

## Project Objectives

[Objectives are concrete statements describing what the project is trying to achieve. The objective should be written as a direct statement of what the project will perform, so that it can be evaluated at the conclusion of a project to see whether it was achieved or not. A well-worded objective will be Specific, Measurable, Achievable, Relevant and Time-based (SMART).

An example of an objective statement might be, “*The objective of this project is to upgrade the helpdesk telephone system by December 31 to achieve average client wait times of no more than two minutes*".

* Note that the objective is much more concrete and **specific** than a goal statement.
* The objective is **measurable** and **relevant** in terms of the average client wait times the new phone system is trying to achieve
* We must assume that the objective is **achievable** within the constraint of December 31.
* The objective is **time-based**, and should be completed by a specific date

Objectives should also refer to the expected outcomes of the project to create relevance, and they should provide the reader with an understanding of the overall product/result. In this case, it refers to client wait times. If you cannot determine what deliverables will be created to achieve the objective, then the objective may be too vague. On the other hand, if an objective describes the characteristics of the deliverables, it is too detailed. If it describes the features and functions, it is a specification, not an objective. If the project is a part of a larger program, the objectives of all the underlying projects should align with the program objectives.]

## Assumptions

[What is being assumed about the project? These are the factors that are considered to be true, real or certain about the project. Include the assumption, and how the assumption will be validated.]

| It is assumed that: | This will be validated by: |
| --- | --- |
|  |  |
|  |  |

## Constraints

[What restrictions have been imposed on the project? These are high-level factors that limit options or restrict the project manager in some way. At this stage, the constraints usually refer to time requirements, budget limitations, performance standards or scope limitations. If a constraint has been imposed on the project, it should be stated here, and it should include a statement explaining why the constraint exists.]

The following restrictions apply to the project:

| Constraint imposed on project: | Reason: |
| --- | --- |
|  |  |
|  |  |

## High-Level Time and Cost Estimates

[These are *budget-level* estimates (i.e. -10% to 25% range) of the overall duration and expected budget of the project. These estimates should not be broken down to detail until the project plan is produced. This provides sufficient scale for the sponsor or client to make a decision about the project without requiring the level of effort necessary to produce a *definitive* estimate.]

The budget-level estimates for the duration and cost of this project are:

* Duration:
* Cost:

# Roles and Responsibilities

## Project Sponsor/Key Stakeholders

[Name the individual who will be the sponsor of the project. Stakeholders are those people who have an affect on the project, or are affected by the project. Key stakeholders are people or organizations that have a lot of influence on the project, and are supportive of the project. A full stakeholder analysis should be conducted for the project.]

## Responsibilities and Authority of the Project Manager

### Responsibility

[Enter Project Manager] is assigned as the Project Manager for this project. [Enter Project Manager] will be responsible for the successful achievement of the project objectives within the defined constraints. The project manager will work with managers to ensure that that the project is properly staffed, and all project resources are used effectively and efficiently. The project manager’s responsibilities include:

* Managing formal project communications between the project stakeholders.
* Preparing a project plan that is realistic and accepted by both the client and the sponsor.
* Communicating project information.
* Leading the project team and staff through project planning and execution.
* Monitoring project performance and taking corrective action when necessary.
* Managing and controlling project changes to meet the requirements without adding unnecessary features.

### Authority

To ensure that the project meets the objectives, [Enter Project Manager] is authorized to manage the project and issue directives to perform tasks necessary to complete the project. Additional directives may be issued through the office of the project sponsor. The project manager is also authorized to:

* Control and distribute all project funds, including procurement, such that company and project cash flow limitations and policies are adhered to.
* Amend any project staffing assignments within the company policies.
* Engage sub-contracts for project resources under a total of $[Enter maximum amount] per resource, with a maximum spending authority not to exceed $[Enter maximum spending authority] without consent of the project sponsor.
* Approve project changes with impacts of less than $[Enter maximum change authority] or [Enter maximum percentage of change]% of the baseline project duration, unless the changes have significant impact on the original requirements or objectives of the project.
* Negotiate with functional managers for project staffing and resource assignments.
* Delegate responsibilities and authority to functional personnel, provided that the line manager agrees that the employee can handle the assigned responsibilities and authority level.

# Authorization to Proceed

This project is approved. By signing this document, the following person authorizes the project to proceed based on the requirements and objectives documented in this project charter:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Executive Sponsor |  |  |  |
|  |  | [Name] |  | Date |