



<Program Name>

Program Charter

(for Multi-Departmental Program Management)

<Insert Program Logo here>

<Month, Year>

Revision History

REVISION HISTORY			
REVISION/ WORKSITE #	DATE OF RELEASE	OWNER	SUMMARY OF CHANGES

[Remove template revision history and insert Program Charter revision history.]

Approvals

NAME	ROLE	DATE

[Insert Project Approvals here.]

Template Instructions:

This template offers instructions, sample language, boilerplate language, and hyperlinks written in 12-point Arial font and distinguished by color, brackets, and italics as shown below:

- Instructions for using this template are written in purple bracketed text and describe how to complete this document. Delete instructions from the final version of this plan.
- **Important Note: Standard boilerplate and sample language has been developed for this plan and should be viewed as guidelines to help you assemble a governance structure meeting your program’s needs.** Additional information may be added to the boilerplate language sections at the discretion of program management staff.
- Hyperlinks are written in blue underlined text. To return to the original document after accessing a hyperlink, click on the back arrow in your browser’s toolbar. The “File Download” dialog box will open. Click on “Open” to return to this document.

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1 INTRODUCTION

[This template is specifically for a “Program” as defined by the Project Management Institute (PMI) this is: “a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program.” The Program Charter communicates basic information about a new program or the next phase of an existing program and authorizes the Program Director to expend resources toward the completion of the program’s objectives.

The Charter is a means to share the vision with others to achieve consensus between all the key players. The Charter states how the program aligns with and supports the Strategic Plans of all the partner agencies. Each component project should also have a Project Charter which is in alignment with the overall Program Charter. The Charter should have a formal approval and coordination process. Typically the Charter has a signature page to obtain approval from senior program management and sponsor(s) and, in some cases, other critical stakeholders.

The Charter is a living document and can be updated any time during the program life cycle. Such updates would not be expected unless there was a major change in the program direction or completion of a major program phase. Changes could be the result of external influences such as the creation of new state legislation or federal policy, or the result of internal changes such as the adoption of a new technology.]

1.1 Purpose

[The specific question that the purpose statement attempts to answer is "Why are we doing this program?" As part of the Program Charter, it is the first element that announces why this program is being undertaken. The purpose statement is of paramount importance, especially when significant amounts of time and money are involved. Understanding the purpose allows the program team to make more informed recommendations and decisions throughout the development of the program. There are many "whys" in the context of a program, however, the Program Charter does not attempt to answer all of them.]

The purpose of the Program Charter describes expected outcomes, and a high-level approach to the program. The charter is used to confirm expectations with the sponsor(s) and stakeholders and to formally authorize the program.

This charter identifies the program vision, scope, and participants. It establishes participant roles, relationships, and responsibilities for decision-making, approvals, and issue resolution and escalation. The Program Charter is used as the basis to create the Program Management Plan, and contains vital information about the program and its leadership.

1.2 Acronyms

[List acronyms which are applicable to this document. Programs may add additional acronyms as needed.]

CIC	Customer Impact Committee
CMAS	California Master Agreement Schedules
EAC	Executive Advisory Committee
ESC	Executive Steering Committee
MSA	Master Services Agreement
IAA	Interagency Agreement
OSI	Office of Systems Integration
R&Rs	Roles and Responsibilities
RFP	Request for Proposal
SOW	Statement of Work
TAC	Technical Advisory Committee

2 BACKGROUND

2.1 Business Problem

[Describe the business problem that needs to be solved, or if this program is to enhance an organization, describe the business opportunity.]

2.2 Program Background

[Describe the events leading up to this program including laws, regulations, and rationale for proceeding. If there are dependent or related programs indicate what these are.]

3 PROGRAM CONCEPT

Per the Project Management Institute's publication "The Standard for Program Management" a program is: "a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program."

3.1 Program Goal Statement

[The statement should be short and to the point. It should not contain language or terminology that might not be understood.]

Sample text:

"The primary goal of the <Program Name> is to acquire software that enables the counties, consortia, and the State to meet the information integration needs of the welfare process."

3.2 Program Objectives Statements

[Provide a brief, concise list of what the program will do to accomplish the goal(s)]

Sample text:

"To meet the program goal to acquire middleware that enables the counties, consortia and the State to meet the information integration needs of the welfare process in California, the program objectives are:

- Provide inter-county transfer of welfare-related data in a timely and accurate manner.
- Meet the legislative requirements of the federal Welfare Reform mandate.
- Provide a communications mechanism that is transparent and seamless among all stakeholders".

3.3 Program Scope

[Describe the program boundaries. What is in? What is out? The program scope must be defined as clearly and discretely as practical. The current program budget may also be used to describe the scope of the system.]

Sample text:

“The <insert program name> Program will be divided into two phases: Phase 1 addresses system solicitation and Phase II addresses the system development. Phase 1, Solicitation, involves the activities to define the system requirements, issue an Invitation to Partner, evaluate proposals, and select a Prime Contractor. Phase II, Development, involves the activities to oversee the Prime Contractor as they develop and implement the proposed system. This Charter and the subsequent products will address only Phase I.

3.3.1 Initial Scope Efforts

System	Major Functions	Sub-Functions	Comments

3.3.2 Out of Scope in Initial Effort

System	Major Functions	Sub-Functions	Comments

3.4 System Concept

[Provide a high-level description of the system concept. List the major features or user capabilities the new or modified system(s) will provide. Describe the interfaces among multiple systems which support or will be components of the program.]

Sample text:

“The <insert program name> Program will develop the Middleware Communications Component that will integrate the consortia applications. The Communications Component is intended to route data among consortia systems. The following figure illustrates the high-level logical business processes to be developed during the Program.

The program focuses on supporting the following business functions:

3.5 Critical Success Factors

[List factors that must be present for the program to succeed. Note that these are not the specific criteria that will be used to measure program success or failure, but instead are the things the program requires in order to be successful (i.e., dependencies).]

Sample text:

“The following are the critical success factors of the <insert program name> Program Phase I (Solicitation):

- State senior management support for the program effort.
- Use of an experienced program management team using proven life cycle processes.
- Input to, and acceptance of, the system by <Sponsor>, <oversight stakeholder>, and county stakeholders.

4 PROGRAM MANAGEMENT APPROACH

[Utilize this section to describe at a high level the approach to managing the overall program and successfully delivering the goods and services efficiently and effectively.]

Sample text:

This Charter presupposes that certain pre-program preparations have been made and the program had been conceptually approved by state and, if applicable, federal control agencies. Per PMI, “pre-program work focuses on the analysis of the available information about organizational and business strategies, internal and external influences, program drivers, and the benefits that involved parties expected to realize. The program is defined in terms of expected results, resources needed, and the complexity for delivering the changes needed to implement new capabilities across the organization. The range of activities in this phase includes:

- Understanding the strategic benefits of the program,
- Developing a plan to initiate the program
- Defining the program objectives and their alignment with the organization’s goals, and
- Developing a high-level business case demonstrating an understanding of the needs, business benefits, feasibility and justification of the program.
- Agreeing to “check points” throughout the program, to ensure it is on track.”

4.1 Key Program Governance Plans and Processes

[List the expected major program work products, such as: program management plan, program requirements, program architecture, program schedule, risk management plan, procurement plan, communication plan, and governance plan.

Do not list deliverables expected of the prime contractor or other consultants/contractors. These items will be described in the RFPs, Statement of Works (SOW), and contracts.]

4.2 Program Milestones

[List the major milestones for the program. In many cases, it may only be possible to estimate milestones for the first few phases (Program Initiation and Setup). Milestones may be added/updated in later charter updates or contained and updated in the program master schedule.

4.3 Program Assumptions and Constraints

[List any known assumptions or constraints. List the key items and/or reference a longer list maintained separately. These assumptions and constraints should be analyzed and validated periodically as the program moves forward. Typical assumptions and constraints include fixed cost for the program and mandated schedules due to legislation. It is important to describe assumptions and constraints as they will influence the planning process in subsequent activities.

- Assumptions are factors that, for planning purposes, are considered to be true, real or certain. Assumptions affect all aspects of program planning and are part of the progressive elaboration of the program. Assumptions generally involve a degree of risk.
- Constraints are restrictions that could affect the performance of the program. Constraints limit resources, schedule, or scope, and could affect the quality of the program/product.

The Triple Constraint Flexibility Matrix (see Figure 1 below) depicts the constraints within the program. It is intended to articulate the level of flexibility of the elements of the Triple Constraint. There should be only one constraint for each flexibility level. Therefore, if any flexibility level changes, at least one other flexibility level must change. This information provides guidance on the Program Sponsor's level of flexibility in these areas when determining trade-offs in program planning. It is important for the Program Sponsor(s) to specify the flexibility of these constraints in relation to each other.]

Figure 1
Triple Constraint Flexibility Matrix

Flexibility	Least	Somewhat	Most
Resources			
Schedule			
Scope			

4.4 Program Impacts

[Discuss impacts the programs may have on the existing business processes, technology, organization, and customer. This discussion is based on the best information available at the time the Program Charter is created.]

For business processes, estimate how business processes will change and affect the staff. For example, the most obvious change is that something that was done manually will now be automated. Estimate the business process re-engineering effort required to define new processes, identify new job skills, and train staff.

For technology, describe the impact of changes in technology or the insertion of new technology. For example, if the proposed solution uses a web-based application for entering form data, the application may be easy to roll out to individual desktops across the state, but may require an upgrade and additional maintenance to the network infrastructure. If the technology is relatively new or may be unfamiliar to most readers, provide a general description along with its impact.

Identify any changes to the organization required by the proposed solution. The new system may require an organizational restructure. The new system may require new positions. For example, most new systems require the establishment of a help desk.

Identify impacts to customers. For example, if a proposed information system provides integration with national databases, then the customer may have timely access to data from other states and federal repositories that they did not previously have. Also, indicate if the customer impacts are different from the user impacts.]

4.5 Preliminary Risk Assessment

[Identify any risks that are known at the time the charter is created. These will likely be the high-level risks to program success from the Program Concept statement. However, if the project has performed a formal risk identification session already, this assessment summarizes the risks with high exposure and/or those which the stakeholders should understand. On an ongoing basis, risks must be managed and tracked using a risk management tool and repository (e.g., Risk Radar).

This section may be an appendix if desired.]

4.6 Successful Completion Criteria

[List the criteria for determining successful program completion. The criteria should be unambiguous, observable and traceable back to the program goals and objectives. Example:]

“The following are the successful completion criteria of the Middleware Program Phase I (Note that additional criteria will apply after completion of the solicitation phase):

- Production of a clear, realizable, and complete baseline for business, functional and technical requirements.
- Acquisition of a vendor with the skill, motivation, resources and time to develop a middleware solution that meets stakeholders’ requirements on schedule and within budget.
- Successful award of the program to a vendor within the time and costs outlined in the Program Management Plan.
- Traceable program artifacts that meet recognized industry standards for Systems and Software Projects. “

5 ORGANIZATION

5.1 Program Organization

[Show the program organization in terms of chain of command (organization hierarchy). Also show relationships to key stakeholders and customers. Show names of the key managers, if available. More detailed organizational depictions and roles and responsibilities will be contained in the Staff Management Plan.]

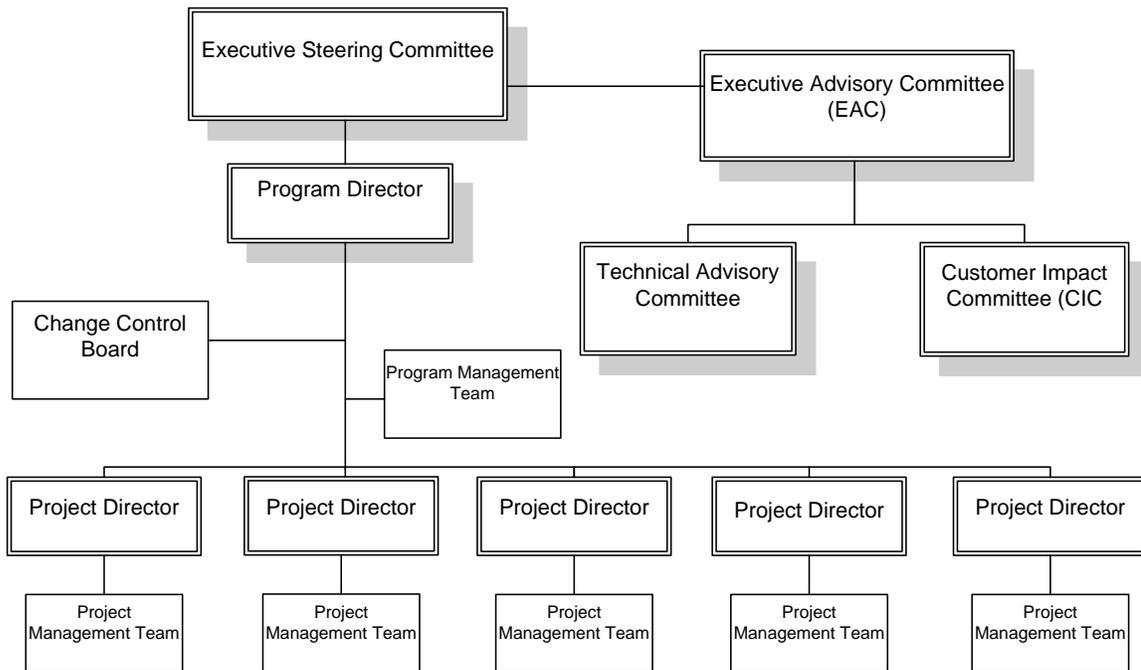


Figure 2. Sample Organizational Chart

5.2 Program Governance and Oversight

When a program is large, complex, and involves a partnership among multiple state agencies and perhaps other public and private organizations. It is important to establish a clear, agreed upon governance structure from the outset. In this environment communication, collaboration and decision-making becomes even more challenging and therefore the governance and management structure must be established early, committed to, and fully supported throughout to help the program stay on track and ensure a successful partnership. An important success factor throughout a program is the common understanding, agreement, enforcement and respect of roles, and responsibilities. Strong working partnerships among the departments and other key stakeholders must be forged early and nurtured and sustained throughout the life of the program.

The following areas and roles are addressed in this document: Project Director, Program Director, Program Sponsors, Program Oversight, and Program Control.

The Program Charter describes the level of program oversight and program management rigor the Program Director will apply to the program and component projects. The level of oversight should include reference to the roles of internal, external, and independent oversight organizations.

The Program Charter describes the interactions between internal and external controls. This establishes a relationship between the program, sponsor agencies, the steering committee, and control agencies to ensure a support mechanism exists to resolve issues outside the authority of the Program Director and the supporting Project Directors.

The Program Charter then becomes an agreement between OSI, Program Sponsor agencies and partner organizations all having duties and obligations to the program. The Program Charter has a signature page, which is signed by all appropriate parties.

The governance of this program is by the Executive Steering Committee, Program Director, Project Directors, and supporting committees. Escalation, if needed, is to the Program Director and the Executive Steering Committee.

It is recommended that a formal memorandum of understanding (MOU) between the partner agencies is executed. The MOU should include covenants guaranteeing the partners' constitutional and/or statutory responsibilities will not change without the affected partner's concurrence. Each partner has "ownership" of their respective business areas in relationship to the system(s). Therefore, each partner has the authority to ultimately determine business rules, processes, and policies for their respective area of responsibility. The MOU should be developed under the leadership of the Program Director and approved by the Executive Steering Committee and the Directors of each partnering state agency.

5.2.1 Program Governance

[This section describes who is involved in managing and overseeing the program.]

Sample text:

Program Governance consists of the Prime Sponsor, the Executive Steering Committee, the Executive Advisory Committee, the Technical Advisory Committee, the Customer Impact Committee, and the Program Director. Escalations of issues, if needed, arise from the Project Directors or other stakeholders to the Program Director, and, as needed, to the Executive Steering Committee. See Appendix A for a high level <Insert Name> Program Governance Overview chart.

5.2.1.1 Program Sponsors

[These are the departments and their executives who make the business argument for the program to exist; secure and control the overall funding of the program; and secure other necessary resources.].

“The < Organization Name > and < Organization Name> ... are the Executive Sponsors for the program. These departments set the program vision and policy, interprets federal policy and regulations, and develops state regulations pertaining to the programs to be included in the program. As such, < Organization Names > are responsible for ensuring program requirements are clearly communicated, so that they will be effectively incorporated into and supported by the system. The < Organization Name > is the point of contact for federal and state agencies and the State Legislature regarding program policy issues.

5.2.1.2 Executive Steering Committee

The membership of the program’s Executive Steering Committee (ESC) reflects the partnership among the <Insert Number> Partner agencies and departments. Each partner agency identifies its Steering Committee member. In addition each Agency overseeing the partnering departments (e.g. Health & Human Services; Business Transportation & Housing) should have the option of designating an Agency Executive as a standing member of the ESC.

The ESC is empowered to make decisions regarding program scope, budget, and schedules and to resolve escalated issues and risks. The ESC also addresses issues which are cross-departmental and/or program-wide.

5.2.1.3 Program Director

This is the state executive “responsible for setting up and managing the program, ensuring that it is performing according to plan and that the program goals remain aligned to the overall strategic objectives of the organization.” The role of the Program Director is separate and distinct from that of the Project Manager. The Program Director interacts with each Project Director to provide support and guidance on the individual projects as well as to convey the important relationship of each project to the bigger picture, including the larger program and organizational objectives.

5.2.1.4 Project Director

This is the state executive who is given overall authority to plan, execute, monitor and control their individual project. He/she oversees and direct the activities of state and contractor personnel assigned to the project. The Project Director provides the external-facing leadership and advocacy for the project management organization (i.e. the < Project Name> Project) which is a component of the overall program.

5.2.1.5 Customer Impact Committee

[The purpose of this section is to describe the composition and role in governance of a supporting committee which represents the interests of the customer and has expertise regarding business rules, processes, and change management.]

Sample Text:

The Customer Impact Committee (CIC) is comprised of representatives of the departments sponsoring <Program Name> and customer organization representatives. The CIC is also supported by the program’s Implementation and Development Managers. The CIC will provide a formal mechanism for customers and partner departments to express their views and receive information from the program management team. Membership should include department CIOs, Deputy Directors for Administration, or equivalent.

The CIC also serves as working group in support of the Executive Advisory Committee to help analyze issues and arrive at a recommendation. The group provides clarification on policy, may approve policy changes for the program, and ensures helps ensure consistency across the component projects.

The membership shall select a Chair who will serve on the Executive Steering Committee as an advisory member and will also serve as a member of the Executive Advisory Committee. The CIC membership determines the term of the appointment and the appointment rotates.

5.2.1.6 Technical Advisory Committee

[The purpose of this section is to describe the composition and role in governance of a supporting committee which brings together program and external technical subject matter experts to help address technical challenges and develop technical solutions.]

The Technical Advisory Committee (TAC) is comprised of technical development and implementation experts from inside and outside of the program. Representation may include:

- California departments that have implemented similar programs
- Each project's System Architect,
- Each project's Technical Support Manager
- The customer's Technical Support Manager
- The Office of Technology Services representative
- The CTA Enterprise Architect (optional)
- Representatives of private sector organizations with attributes similar to California
- xxxx software and system integration providers/vendors (if applicable)

The TAC provides a formal mechanism for a collaborative partnership among technical experts from the program's projects, program partners, program customers, and experts from the private and public sector to explore solutions to the technical challenges of the program and explore opportunities to leverage technology. The TAC also serves as a working group in support of the Executive Advisory Committee to help analyze issues and arrive at a recommended approach or solutions.

The TAC membership shall select a Chair who will serve on the Executive Steering Committee as an advisory member and will also serve as a member of the Executive Advisory Committee. The TAC membership determines the term of the appointment and the appointment rotates.

5.2.1.7 Executive Advisory Committee

The Executive Advisory Committee (EAC) is comprised of representatives of the CIC, TAC, each business partner, the prime contractor, and possibly external subject matter experts. The EAC serves as a working group under the direction of the ESC which, when requested, gathers information, pursues policy clarification or development, conducts analysis, provides presentations, and offers recommendations for issues before the ESC for a decision or direction.

5.2.1.8 The Program Management Office

The Program Management Office is led by the Program Director and serves the ESC, sponsor agencies, and the component projects. Per PMI, “a program management office (PMO) can provide an effective way of sharing and optimizing scarce or common resources. Program governance ensures that these services, at the required quantity and quality, are available in a timely manner. The PMO can also assist with communication according to sponsor and stakeholder requirements.”

The PMO provides support to the Program Director by

- Defining the program management processes that will be followed.
- Managing the schedule and budget at the program level.
- Defining the quality standards for the program and for the projects.
- Providing document configuration management, and
- Providing centralized support for managing changes and tracking risks and issues.

5.2.2 Decision-Making and Issue Resolution & Escalation

[This section is used to summarize the program’s approach to decision-making and issue resolution and escalations. It describes the focus of each level of governance and what is the path of escalation for issues for each level.]

<Program Name> governance operates on the assumption that decisions and mitigation strategies are decided by the subject matter experts (SMEs) in units and sections, or as close to these SMEs as is feasible. As issues and risks require decisions and strategies from increasing levels of authority a defined escalation path is invoked. Please see the “Program Issue and Escalation Process” for a detailed description

5.3 Roles and Responsibilities

[This section discusses the overall structure of the project organization and discusses, at a high level, the responsibilities of the Program Sponsor, Program Director, Project Director, program management team and oversight organizations. It also summarizes the high-level roles and responsibilities for the key organizations. More detailed roles will be described in the program’s Governance Plan and Staff Management Plan. The R&Rs described here should be taken from, or be compatible with all Interagency Agreements (IAA).

This section primarily should address authority and decision-making. Who approves funding? Who reviews and/or approves work products? Are there required federal pre-approvals for certain items?

List the key stakeholders. If certain stakeholders are actively participating in the program, identify their involvement.]

The following are the high-level roles and responsibilities for the organizations supporting the program. More detailed roles will be described in the program's Governance Plan.

ROLES	RESPONSIBILITIES
Program Sponsor(s)	<ul style="list-style-type: none"> • Champion statewide support for the program • Provide sponsorship and support for program • Ensure program funding and resources • Establish and reinforce the vision for the program • Interpret federal requirements and regulations • Develop state regulations pertaining to the program • Point of Contact for state control agencies and federal partner agencies • Chair the Executive Steering Committee
Executive Steering Committee (ESC)	<ul style="list-style-type: none"> • Assign authority to the Program Director, Program Management Team, and the Project Directors • Provide leadership and support for the entire program • Support the program by communicating the vision and working to reduce barriers, and mitigating risk • Facilitate the interdepartmental collaboration of a statewide system • Provide issue resolution across agencies • Receive periodic briefings from the Program Director and Project Directors regarding program and project progress, resource needs, issues, risks, funding and expenditures
Executive Advisory Committee (EAC)	<ul style="list-style-type: none"> • At ESC direction, directs analysis effort and provides recommendations to the ESC; • Sets long term goals and strategies in support of the strategic direction and vision established by the ESC; • Set priorities for funding, program changes, and technology initiatives • Ensures the availability of funds; • Ensures consistency and coordination across the component projects in support of the Program Director; • Resolves issues raised from the Customer Impact and Technology Advisory Committees; • Provides guidance and direction on leveraging technology;

	<ul style="list-style-type: none"> • Provide guidance and direction on policy changes; and • Assists the ESC in managing fiscal and political issues. • Discusses and provides recommendations to the ESC and Program Director on critical program and cross-project issues and risks
Program Director	<ul style="list-style-type: none"> • Leads the program management team • Liaison to the Legislature, State CIO, Governor’s Office, departments, and agencies • Report project achievements and status to the ESC • Elevate issues to the ESC • Serve as a project spokesperson responsible for communicating project strategy, benefits, direction, status, and recommendations to stakeholders and the public • Approve final project deliverables • Approve risk mitigation strategy and action
Customer Impact Committee (CIC)	<ul style="list-style-type: none"> • Represent the customer perspective based on knowledge of the program, existing business processes, and customer or client needs • Elect a Chair who also is CIC representative to the EAC and advisory member of the ESC • Bring forth significant project concerns, as needed, to the Program Director • Escalation of project issues/concerns to the Executive Advisory Committee (EAC) • Advise EAC of impacts to stakeholders/departments of program and project approach, schedule, plans, and activities • Ensure departmental support and readiness for implementation • Assist in program and project planning, requirements development, and implementation activities
Technical Advisory Committee	<ul style="list-style-type: none"> • Elect a Chair who also is TAC representative to the EAC and advisory member of the ESC • Bring forth significant program and project concerns, as needed, to the Program Director • Escalation of project issues/concerns to the Executive Advisory Committee (EAC) • Provide advice and counsel to the technical staff of the component projects or the program as a whole • Advise and report to the EAC as requested • As requested, assist in technical project planning, design, and configuration activities
Project Director	<ul style="list-style-type: none"> • Promotes the vision for the project

(State Project Manager)	<ul style="list-style-type: none">• Provides leadership for the project• Provide Executive oversight for the project and the delivery of the solution• Provide project reports to the Program Director and the ESC• Approve final project deliverables• Approve risk mitigation strategy and action• Provide a centralized structure to coordinate and manage the project, its staff resources, teams, activities, facilities, communication, and outreach using structured project management methodologies including OSI Best Practices• Ensure overall project process and deliverable quality• Responsible for the delivery of the solution• Ensure the solution implemented addresses the project's and associated program objectives• Serve as central point of communication and coordination for the project• Ensure timely communication with the program management and key external stakeholders• Direct the activities of state and vendor personnel assigned to the project• Monitor the planning, execution, and control of all activities necessary to support the implementation of a statewide enterprise <Insert project type> system• Provide leadership to state staff assigned to manage the multidisciplinary project teams including business process teams, technology teams, acquisition teams, change management teams, project administration teams, and training teams• Direct the development of project documentation required by control agencies
OSI Program Management Team	<ul style="list-style-type: none">• Provides support to the Program Director• Develop and maintain the Master Program Plan• Develop and maintain the Master Schedule• Provide program-level issue management• Provide program-level risk management• Prepare reports for ESC and other stakeholders• Manage the program-level change management process
OSI Executive	<ul style="list-style-type: none">• Provides guidance and support to the Program management leadership• Advocate for the program with the Health and Human

	Service Agency, control agencies, and the Legislature
Program Budget Office	<ul style="list-style-type: none"> • Lead the development and maintenance of the program budget • Leads the development of budget change documents on behalf of the program (e.g. BCP, SPR) • Coordinate budgets and budget changes with sponsors, partner agencies and departments which manage component project budgets
Office of Technology Services	<ul style="list-style-type: none"> • IT Federated Data Center services • Wide area network support • Provide technical counsel in areas associated with the service they provide to the program (e.g. network and interface design)
Non-Governmental Organization Stakeholder	<ul style="list-style-type: none"> • Provide input based on business, policy, or technical expertise • Provide advocacy for the program's mission
User Stakeholder	<ul style="list-style-type: none"> • Provide input to the project teams and management based on business and/or policy expertise • Participate in joint application requirements sessions • Participate in user acceptance testing • Help the program and projects understand the impact of the proposed system/solution of upon end user business processes • Participate in the development of Service Level Agreements between the projects, program, and the user community
Independent Validation & Verification	<ul style="list-style-type: none"> • Provide independent quality assurance and quality control services to the program with an emphasis on the technical aspects of the program • Provide reports and recommendations to program management
Independent Project Oversight Provider	<ul style="list-style-type: none"> • Provide independent monitoring of the Program Office, Project Office, and Contractor's management efforts. The focus is generally on process and products from a management, process and quality perspective, not the in-depth technical reviews associated with IV&V. • Create and provide reports and recommendations to program management, Departments, Agency, and the California Technology Agency.
Federal agency Stakeholders	<ul style="list-style-type: none"> • Review and approve planning documents and federal funding of the program • Advise the state and the program of upcoming federal changes which may potentially impact the program

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6 CHARTER APPROVAL AND MAINTENANCE

6.1 Charter Change Procedures

The <Name> Program Charter is a “living document” maintained by the Program Management Office (PMO). The PMO reviews and updates the Program Charter on a semi-annual basis. Program Document Management and Change Control procedures are adhered to during the update process and the Program Charter is under version control at all times. Updated versions are submitted to the Program Library and available to all program staff. The program library is found on the network at the following location:

6.2 Charter Acceptance

[This section provides for the identification by name, title, and signature of the individuals agreeing to authorize expenditure of organizational resources to accomplish program activities. At a minimum, the Program Charter must be signed by the Program Director, and the standing members of the Executive Steering Committee (which includes all the Executive Sponsors).]

<Name of Sponsor's Chief Executive>, <Title>
<Name of Sponsor Organization>

Date

<Name of Sponsor's Chief Executive>, <Title>
<Name of Sponsor Organization>

Date

<Name of Sponsor's Chief Executive>, <Title>
<Name of Sponsor Organization>

Date

< Name>, Program Director
<Program Name>

Date

<Name>, Project Director
<Partner State Agency Organization>

Date

<Name>, Project Director
<Partner State Agency Organization>

Date

<Name>, Project Director
<Partner State Agency Organization>

Date

APPENDICES

Appendix A: HIGH LEVEL PROGRAM GOVERNANCE OVERVIEW Chart

