

DoD Rapid Acquisition Incentive – Net Centricity (RAI-NC)



PROJECT CHARTER GUIDE

Revision 4.0

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DON eBusiness Operations Office
Mechanicsburg, PA

[http:// www.dod.mil/nii/](http://www.dod.mil/nii/)



RECORD OF CHANGES

The following serves as a history of the change activity affecting this document:

Change Number	Date	Number Of Figure, Table Or Paragraph	A M D	Title Or Brief Description
Rev 0				First draft
Rev 1	5/16/03	Various	M	Added more content to guide
Rev 2	5/19/03	Various	M	Incorporated DoD CIO Office changes
Rev 2.5	11/05/03	Various	M	Incorporated DoD CIO Office changes
Rev 3.0	1/20/04	FINAL		FINAL
Rev 4.0	5/1/04	Net-Centricity updates for FY 05. FINAL	M	FINAL

A - Added **M** - Modified **D** - Deleted



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Project Charter Overview

What is a Project Charter?

This document provides an overview of the standard RAI-NC Project Charter, and instructions for developing and maintaining this required documentation.

The Project Charter is a formal agreement between the Executive Agent (EA) for the DoD Chief Information Officer (CIO), the DoD Network & Information Integration CIO and the organization being funded to develop and execute a RAI-NC pilot project. This charter identifies and defines:

- Organizational partnerships and external stakeholders
- The project management framework to be used during the pilot project
- Roles, responsibilities, expectations and activities of the project team members
- Management oversight and resource commitments
- The project's scope, cost, deliverables, critical success factors, metrics and timeline

Development of the Project Charter, along with the pilot's Project Plan and Spending Plan, represents the first step in planning, following selection as a RAI-NC Pilot. The Project Charter is a single, consolidated source of information about the project in terms of project scope, objectives, deliverables, risks, and issues. It also lays the foundation for how the project will be structured, and how it will be managed in terms of change control, oversight, and issue resolution. ***The Project Charter must be completed and signed by all stakeholders 15 business days after distribution of funds from the EA office.***

Who is Responsible for the Project Charter?

The individual designated as the project manager (PM) by the organization funded to conduct the RAI-NC pilot has ultimate responsibility for preparing the Project Charter. A "technical lead" from the EA organization will be assigned to work with the project PM throughout the duration of the pilot. This technical lead will assist the PM with development of the charter.

How to Create a RAI-NC Pilot Project Charter

A Project Charter Template and Project Charter Guide (this document) have been developed to establish a standardized document structure, layout, and content across the DoD pilots. The Project Charter Template provides a document shell (headings and formatting), allowing the PM to simply "fill in the blanks" with project-specific information. The remainder of this guide corresponds to the sections contained in the charter template, and provides instructions for its completion.

Project Charter Template Guidelines

Document Change Control

This section provides a revision history of the Project Charter. The baseline charter will be placed under configuration control once it has been approved and signed by the key stakeholders. Changes will be reflected in the table below, to include the revision number, the date of update/issue, the author(s) of the changes, and a brief description of the context and/or scope of the revision.



Revision #	Date of Issue	Author(s)	Brief Description of Change
1	mm/dd/yyyy		
2	mm/dd/yyyy		

Project Overview

Project Purpose

This section should describe, in business terms, the opportunity leading to initiating the pilot project. Some background information regarding how and why the project was undertaken should also be included. Describe who will use the enhanced capabilities to be offered by the project and identify stakeholders who will be impacted by its results.

Project Scope

Identify the anticipated range net-centric transformation processes, features and functionality that will be delivered. Present the limits or boundaries that have been established to control and oversee the size, duration, and cost of the pilot. Specify details that would address an acquisition strategy including contract vehicles, Statement of Work (SOW), and work to be accomplished within the agreed budget and time parameters in order to meet the project’s objectives. In some cases, for clarity, it may also be helpful to specify what work will not fall within the scope of the project. This narrative should not resemble a detailed requirements specification for the project, but instead, should provide a high level description.

Project Objectives

Identify what the project is intended to achieve, in both business, technical and net-centric transformation terms, including the key benefits and efficiencies expected to be realized by the enterprise. This section should describe the pilot’s contribution in areas such as:

- Enhanced readiness/net-centric warfare
- Improved support to the warfighter
- Improved business processes
- Productivity improvement
- Elimination of legacy systems and duplicative data sources, etc.
- Operational improvement and efficiency

Business Case and Potential Business Value

This section should contain a high-level narrative reviewing the business case for pursuing the pilot and a description of the potential benefit to the DoD enterprise if fully implemented. Provide quantified estimates of these savings in dollars, time, or percentages. This section should also identify the proposed number and type of system users if the pilot is implemented. Both qualitative and quantitative measures should be identified throughout the course of the pilot.

Outstanding Issues

Identify any outstanding issues and how they will be resolved within the scope of the pilot. These are issues that are known up front, as opposed to potential risks that may, or may not materialize in the future. If no such issues exist, enter “none”.



Approvals

This section identifies the names and roles of the key project stakeholders, and indicates their approval of the Project Charter. Their signature on this document acknowledges and authorizes the commitment of resources necessary to complete the scope of the pilot within the agreed cost and time estimates, and constitutes acceptance of the responsibilities outlined later in the charter. Stakeholder signatures should include:

- The PM from the pilot organization
- A senior manager (GS-15 or O-6 level minimum) from the pilot organization
- The Component CIO
- The Component Business Functional Manager
- Any other individuals identified as key stakeholders (i.e., external entities or organizations that are critical to the approval or success of the pilot).

Stakeholder Name	Organization & Role	Signature	Date
Jim Mulder	<i>DoD NII/CIO</i>		
<Name>	<i><Domain Level></i>		
William Price	<i>DoD Executive Agent</i>		
<Name>	<i>Project Manager</i>		

References

Identify any documents or policy directives that are relevant to the project. It is not necessary to relate the detailed content of these documents. However, sufficient information should be provided in this section to explain how the document relates to the project, and its pertinence. Include the current document number, revision number, issue date, and author. The location (where they can be obtained) should also be provided.

Terminology

Define any unique or significant terms and acronyms that will be commonly used within the project. Terms that may be new or confusing to project stakeholders should be clearly explained.

Project Approach

Provide a high level overview of the project approach, team structure, and execution plan.

Project Deliverables and Quality Objectives

Provide a list of major deliverables that will be generated both during, and on completion of the project. Key milestones should also be documented here. Deliverables include items such as requirements documentation, system design specifications, application code, test plans, demonstrations and reports. Milestones usually accompany these deliverables, but are also used to highlight significant events in the project plan. For each deliverable, provide a description of its quality objectives in terms of output quality and approval requirements. For example, "interim status reports will be provided weekly to the Project Sponsor and Project Team Leaders, and will be approved by each person



prior to being accepted within the project archives.” Milestones will be tracked using Microsoft Project 2000.

Organization and Responsibilities

This section identifies project team roles and responsibilities. Typical members of the project organization include:

- Project Sponsor (DoD CIO Office)
- Executive Agent (DON eBusiness Operations Office)
- DoD Domain Owner (as required)
- Component CIO
- Component Business Functional Manager
- Product Manager (Signature Authority or Commanding Officer from pilot organization)
- Project Manager (IT Project Manager and/or Business Area Project Manager from pilot organization)
- Project Team Member(s) (including IT team members and business functional experts)
- Functional Manager, Test Coordinator, and Others as appropriate

The same person may have multiple roles on a project. For example, on smaller projects, the Project Manager may also be a Project Team member, and Test Coordinator. On most projects, it is preferable that the Project Manager does not also fulfill a team member role, as this tends to distract from their primary project management duties. Within this section, reporting relationships and project interfaces should be described. Required approvals, interfaces with other organizations, and with review, oversight, and/or steering committees should all be documented.

Dependencies

Any dependencies outside of the Project Manager's direct control, or outside of the scope of the project (but which may still influence the project success) should be identified. For example, activities to be carried out by another organization or subcontractor, or activities or deliverables from an external project that are required within the context of this project should be documented. Internal dependencies must also be considered. Dependencies of the project (or individual project deliverables) on other projects (existing or in development) should be clearly identified. For example, if a needed resource cannot become available until another project is completed, this dependency should be identified and the related risk documented in the appropriate section of the charter.

External Interfaces

Identify any interfaces with external systems or data sources, along with plans to secure access to these entities. This section should also contain a brief explanation of why (purpose) these interfaces are required.

Plans for Support Activities

Plans for support activities are described here. Examples of support activities are training, quality assurance and data management, test and evaluation, configuration management, requirements documentation and documentation support. If these plans



exist as documents external to the Project Plan (e.g. Configuration Management Plan, Quality Plan, Project Training Plan), they should be referenced here, with copies provided to the EA.

Project Facilities and Resources

The project's requirements for facilities and resources, such as office space, special facilities, computer equipment, software, office equipment, and support tools should be identified in this section. Plans to procure or develop these items should be clearly described here.

Net Centricity

In narrative, highlight how the program will or will not address each of the key attributes of Net Centricity utilizing the following net-centric self-assessment criteria.

- Internet Protocol (IP): *Are data packets routed across networks, without being switched via dedicated circuits?*
- Secure Communications: *Are communications encrypted initially for core networks? The goal is for edge-to-edge encryption.*
- Only Handle Information Once (OHIO): *Is data posted by authoritative sources visible, available, and usable to accelerate decision-making?*
- Post in Parallel: *Do business process owners make their data available on the net as soon as it is created?*
- Smart Pull (vice smart push): *Are applications developed to pull data directly from the net?*
- Data Centric: *Is data separate from applications; apps talk to each other by posting data?*
- Application Diversity: *Can users access the same data from multiple applications?*
- Assured Sharing: *Is access assured for authorized users; denied for unauthorized users?*
- Quality of Service: *Is data available timely, accurate and complete? Does data integrity exist? Is the data easy to use?*

Security and Privacy

To implement the Information Assurance (IA) Strategy to transition to a net-centric environment, programs must take advantage of the following:

- An integrated Identity Management, Permissions Management and Digital Rights Management.
- Ensuring that adequate confidentiality, availability and integrity are provided.

In this section, identify the policies and procedures to include technical aspects that will be implemented and followed to ensure information assurance, a secure operating environment, and the personal privacy of system users. Explain how the pilot will be aligned with the DoD Net-Centric Information Assurance Strategy.



Data Strategy

The Net-Centric Data Strategy is a key enabler of the Department's transformation by establishing the foundation for managing the Department's data in a net-centric environment. Key attributes of the Strategy include:

- Ensuring data is visible, accessible, understandable, and trustable when needed and where needed to accelerate decision-making.
- "Tagging" of data (intelligence, non-intelligence, raw, and processed) with metadata to enable discovery by known and unanticipated users in the Enterprise.
- Posting of data to shared spaces for users to access except when limited by security, policy, or regulations.

Data asset refers to any entity that involves data. For example, a database is a data asset that comprises data records. Describe how the pilot will align with the DoD Net-Centric Data Strategy.

Risk Management

Any risks associated with project execution and the actions planned to minimize these risks need to be identified. Mitigation and planned response approaches should be identified here. Risk assessments should be performed at the initial concept stage and then monitored and controlled throughout the life cycle of the project, and should include risk information from all stakeholders. Risk assessments should include the following categories 1) Organizational and Change Management, 2) Business, 3) Data/Info 4) Technology, 5) Strategic, 6) Security, 7) Privacy, and 8) Project Resources. On larger projects, a Risk Management Plan may reside outside this document, and should be referenced here (with a copy provided to the EA). On smaller projects, it will be included as part of the Project Charter.

Process Options and Deviations

If your organization already has a defined Project Management Methodology or Systems Development Life Cycle Methodology, these should be followed on this project. If for any reason, deviations from these defined standards are deemed necessary and/or appropriate for this project, these deviations should be identified and the rationale and appropriate approval for such deviation be recorded here. As a minimum, the project management and development processes, steps, criteria or methods to be used in conjunction with the pilot should be documented in this section.

Project Stages

A narrative description of the pilot's major stages should be summarized here, along with the corresponding entry and exit criteria.

Project Control

Project control relates to the methods and processes that will be implemented to assist the PM in identifying project progress and communicating that progress to the project team, EA, project sponsor, and other project stakeholders. It also defines the approach being adopted for identification and resolution of deviations from the project schedule or budget. Typical considerations include:

- Bi-weekly status meetings with the EA.



- The frequency and attendees of internal pilot project team meetings.
- Use of the Project Spending Plan and the internal method for disbursing funds.
- Development of communication and change control plans.
- The methods to be used to log and control project actions and task completions.
- The criteria established for issuing a revised version of the Project Plan.
- Project exit procedures in the event the project must be prematurely terminated.

This section should also identify the methods and policies to be used for project scope control, issue management, and change and configuration management.

Quality Control Activities

Quality control activities correspond to deliverables from both the project management process and the application development process. A list of all the quality reviews that will be conducted during the project, including ownership, approximate schedule and effort required should be described here. For example, review of the Project Plan, design reviews, unit testing, system testing, and acceptance testing should be identified. At this point in the project, the specific product-related reviews and processes (design reviews, system tests, etc.) might not yet be known. However, an overview of the types of reviews that are expected to take place and the level of involvement from various project stakeholders and team members should be documented.

Project Success Criteria and Metrics

Pilot project success criteria must be identified and documented in the charter. To the maximum extent possible, these factors should be quantifiable, measurable, and include at least one financial metric capable of supporting Return on Investment (ROI) calculations. Any metrics selected should have baseline/historical data available for purposes of comparison, or allow the generation of a baseline through sampling or some other justifiable means. Intangible metrics should also be included. Each metric should have a performance target or goal to set expectations for anticipated project results. Utilize the Metrics Worksheet (Appendix A) to annotate metric specifics that will help validate qualitative and quantitative goals.

Project Schedule and Effort Estimate

This section should summarize the estimated schedule, duration, and level of effort required for the pilot project. Presentation of this information via a table or rolled-up Gantt chart is sufficient. Effort should be broken-down by project stage or phase. Information used to derive the effort estimate should also be included (assumptions, historical results used to develop the estimates, etc.). A detailed version of the project-planned activities is to be attached as Appendix B.

Project Cost Estimate

This section is designed to present the estimated project cost in summary form. Information used to derive the cost estimate should also be included (assumptions made, sources of costing information, historical costs used to estimate the costs). A detailed version of the spending plan is to be attached as Appendix C.



Appendix A – Metrics Worksheet

A copy of the pilot's metrics worksheet (developed with MS Excel) should be included as Appendix A. The metrics worksheet template is available for download from the RAI-NC website.

Appendix B – Project Plan

A copy of the pilot's project plan (developed with MS Project 2000 and the RAI-NC project plan template) should be included as Appendix B. The project plan template is available for download from the RAI-NC website.

Appendix C – Spending Plan

A copy of the pilot's spending plan (developed with MS Excel and the RAI-NC spending plan template) should be included as Appendix C. The spending plan template is available for download from the RAI-NC website.