

Project Charter Development Technique

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Each project begins with someone's vision, idea, or opportunity. Hopefully, this vision or idea happens to align with your organizations business model and strategic management plan. If it does, the project sponsor and project team get together to determine where to go next. The use of manpower, materiel, and services are all discussed as initial concept changes from an idea, to an objective, and finally a plan. It is at this point, where the tone of the project is set. Inputs such as the project statement of work, business case, agreements, environmental factors, and organizational process assets form the basis for what will become the project charter, and hopefully a successful venture.

With the inputs thoroughly evaluated and discussed, expert judgment is consulted before the development of the project charter. Expert judgment is judgment provided based upon expertise in an application area, knowledge area, discipline, industry, etc., as appropriate for the activity being performed (*PMI*, 2013, p. 539). The use of subject matter experts will help identify any missing or hidden issues that might derail or put the project process in jeopardy. Facilitated workshops are another method of helping define project requirements. Through the use of focused sessions, brainstorming, conflict resolution, and problem solving, key stakeholders come together to openly discuss each step of the proposed work scope with the project sponsor and project management. By doing so, the creation of an accurate and complete work breakdown structure will help identify the resources needed, and the budget required to move forward, and help ensure the focus remains on the sponsor's expectations and key objectives.

With discussion completed, the information is brought together in the form of the project charter. The charter lays the foundation and serves as the starting point for the project to begin.

Formalized and approved by the project sponsor, the charter identifies key roles and responsibilities and formally gives the project manager authority to utilize resources and funds necessary to fulfill the project requirements.

References

A Guide to the Project Management Body of Knowledge (PMBOK guide) (Fifth ed.). (2013).

Newton Square, Pennsylvania: Project Management Institute, Inc.