

## EPMO Charter

**Purpose:** The Executive Management Team (EMT) has determined there is a need to improve the capability for managing projects within the organization. The EMT has elected to establish an Enterprise Project Management Office (EPMO) with the responsibility, accountability and requisite authority to enable the organization to achieve this strategic objective.

**Vision:** The organization will achieve a “world-class” proficiency in the consistent application of common project business management standards, processes, and procedures to ensure that quality is incorporated into core its business processes and projects.

**Mission:** To provide the leadership that will enable the organization to manage its portfolios, programs, projects, services, and support utilizing sound project management methodologies, standards, practices and procedures. To ensure project management, internal quality, and project gate review processes are adopted enterprise-wide efficiently and effectively as a result of a continuous improvement of project management knowledge, skills and capability.

**Strategy:** Create an environment within the organization that supports the alignment of projects with strategic corporate goals and objectives where the organization embraces project management as an intrinsic enabler as it seeks to attain its goals and objectives within the context of its vision, mission, goals, and objectives.

**Goals & Objectives:** To establish project management practices as the natural means to accomplishing work to the degree it becomes part of the organization’s culture. Define and institutionalize project business management processes across the organization.

**Methodology:** Establish a project management forum (PMF) comprised of EMT members that will function as leaders to discuss project management issues and support EPMO efforts to satisfy the charter purpose, vision, mission, goals and objectives. The PMF members shall also participate individually in the development and output of the following teams:

**Project Review and Authorization:** Responsible for ensuring proposed portfolio, programs, and projects align with organization strategic goals and objectives. Responsible for developing the requirements for reviewing, evaluating, and approving proposed projects, including business case criteria, proposal format, and development and submittal process. Responsible for the creation and oversight of portfolio, program , and project chartering process.

**Project Management Standards and Methods:** Responsible for identifying and developing the portfolio, program, and project management standards and methods that include: policies, processes, and procedures that will be owned, distributed, monitored and maintained by the EPMO.

**Project Management Education & Training:** Responsible for developing the criteria for a project management education and training program that includes project management career path requirements, curriculum requirements, testing criteria, and validation processes.

**Project Health Check:** Responsible for reviewing and approving project “Readiness” to proceed by ensuring that applicable project start-up process deliverables have been

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satisfied prior to project start-up as well as establishing “Readiness” prior to the to start of each subsequent project phase.

**Critical Success Factors:** To ensure a successful startup and continuance of the EPMO, the following activities must be supported:

- Partner with senior management to plan and dynamically manage the organization’s change from what it is now to a new, revitalized organization, where project management (PM) is the primary means of accomplishing the organization’s strategic goals and objects and permeates all levels of the organization.
- Management understands and accepts that the EPMO will be evolving over time, on a consistent pace with the organization’s ability to manage the change affecting their PM maturity.
- Management is committed to ensuring the EPMO is accepted and supported at all levels of the organization.
- Ensure that EPMO implementation plan is consistent and aligns with corporate goals and objectives.
- Ensure the EPMO implementation budget is in alignment with enterprise funding goals and objectives.
- Ensure deployment of resources is in alignment with corporate goals and objectives.
- Ensure risks associated with the EPMO implementation are assessed and managed.
- Information, communication, and reporting structure support the EPMO implementation.
- Mandate and ensure the project planning execution and configuration are consistent with corporate goals and objectives.
- Provide personnel evaluation system that reinforces project management as a team strategy in the company’s business philosophy.
- Facilitate project feasibility determination and project initiation of work-in-progress and future work that is defined as “projects”. The EPMO shall lead and facilitate the evaluation and feasibility of Program/ project portfolio management as it relates to strategic decision-making in support of new projects during the project initiation phase.
- Define PM core competencies and PM skills as a part of an internal qualification and certification process for project managers within the organization.
- To support the growth and development of the project team staffing, education and training.
- Provide a home for career path project managers and the project management support staff.
- The EPMO shall be responsible for the determination and oversight of “special projects” that are mission critical to the strategic direction of the company or where such projects have or could have a pervasive impact on the corporate goals and objectives.
- The EPMO shall ensure the funding gates and limits are constant with an approved schedule of values.
- The EPMO shall lead and facilitate project close-out, lessons learned, process improvement, better estimating, building and using models for strategic decision making.

**EPMO Roles, Responsibilities, Accountability, and Authority:** (Various capacities)

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<b>Leadership Role</b>	Establishment of the enterprise's project management policies, processes, procedures, methodology, standards, skills, capability, maturity and support.
<b>Responsibility</b>	<p>Establishment of a capability maturity framework through the integration of a project business management methodology.</p> <p>Establish process development, process management and process improvement programs as a way of doing business.</p> <p>Define the core skills and competencies required.</p> <p>Develop education and training programs to facilitate the just-in-time transfer of project management skills and knowledge.</p>
<b>Accountability</b>	Performance attributes and measures shall be established using the project planning process.
<b>Authority</b>	Requisite authority that is sufficient to require conformance to methodology, standards and skills.
<b>Consulting Role</b>	<p>Facilitate, integrate and support the development of enterprise -wide information technology in support of the corporate strategies in:</p> <ul style="list-style-type: none"> <li>• Business systems</li> <li>• Communication</li> <li>• Quality programs</li> <li>• Human resource</li> <li>• Financial management</li> </ul>
<b>Responsibility</b>	<p>Co-develop and manage the implementation of sound technology practices, which provides the capability for timely distribution of project information across the enterprise.</p> <p>Co-develop an in-process quality improvement program that is fully integrated into the planning process and managed accordingly.</p> <p>Identify and manage project requirements for:</p> <ul style="list-style-type: none"> <li>• Capacity (availability and productivity)</li> <li>• Capability (competency development, skills &amp; training)</li> <li>• Culture. (work environment, communication, team building, &amp; compensation)</li> </ul> <p>Development of project budgets, actual performance and financial forecast in support of the corporate financial systems.</p>
<b>Accountability</b>	Negotiated within the relationship.
<b>Authority</b>	Negotiated within the relationship.
<b>Mentoring Roles</b>	Advance the development of personal growth in project management skills and techniques within the corporate culture.
<b>Responsibility</b>	Facilitate, integrate and support the transfer of project management skills and core competencies through an organized mentoring program.

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<b>Accountability</b>	Honest, open and caring.
<b>Authority</b>	Not required.