a project charter is used mainly to define scope define objectives goals

deliverables define the project timeline and key dates we define key stakeholders and we the key stakeholders are basically accountable to be available to work on that project throughout different portions of it so if you think about a new product design or launch of a new product you have a design process you have a testing process once you get through that you have to launch that into manufacturing and all of those different steps in the process take different resources without throughout the company so key stakeholders is big piece of it and if you think about it overall it basically it provides a common understanding of the project to all those people it's the who what where when and how is all defined within that project scope here at Vermeer the main people involved would be our product manager our engineering manager our sales manager usually our business unit manager is involved in that we have a representative from manufacturing that also approves the project charters and then also there's involvement from marketing and in other aspects of the business but those are kind of the key stakeholders typically in a new project charter that we're creating the reason a project charter is valuable and necessary is because it's necessary in order to get everyone on the same page of what we're trying to do they create accountability for the people involved so the project manager you know within that project Charter the project manager is defining who are the people accountable to help achieve the goals and objective you'd like to think that every time you create a project charter it's set in stone and it's never going to change but the reality is throughout the course of a project you will learn things you will learn things that you didn't know before and sometimes those will change the scope of what you need to do so the process that we use here is we get together on a monthly basis and review the progress of a particular project but it's at that point if there's a significant change to that scope a

deliverable a measurable at the timeline that's the point where we talk about it, and we come to an agreement on begin and in essence having a sign-off of that new Charter there's a couple challenges. Throughout that process one

is you will have a lot of conflicting needs so sales may say I need this product by X date and that based on the scope deliverables and resources available that may or may not be achievable so it's coming to an agreement on that so that's one thing that you have to work through another thing you have to deal with during a project is what the term scope creep comes out a lot and that becomes subtle changes to the deliverables and objectives that don't really get documented and you and that you don't really measure the impact of the project so what scope creeks that come from a lot of directions it can come from a design engineer that that has an idea to make something better but that may have an impact on the progress of the design or testing that has to occur be that it may come in the form of the sales team comes later and says well we need to add this other featuring that we didn't think of before so those are some of the challenges you just have to work through and but the key part is making sure you go back and update your Charter and all come to an agreement on what that is let's say we have a new graduate that's a design engineer when we would give them here here's your piece of pie that we need you to design this portion of the machine or whatever it maybe they have to have a clear understanding of what the end goal is from the get-go or else they can end up kind of going off on a tangent that really doesn't

necessarily meet the goals and objectives and we have to maybe go back and rework some things so functionality in a project is critical to success

because if you have a poor definition or documentation of it, you will falter

on the back end during your testing so you will find that nothing works like you thought it was going to and you will go through a lot of real little process so defining it upfront and a project is critical.