

Purpose

The Change Charter outlines the Change Team's mission for the SAP System implementation, including goals, objectives, and critical success factors. This document sets the overall direction for the members of the Change Team as they plan and implement the change processes that will address the human resource and organizational aspects of the SAP System implementation. It is focused on minimizing project risk, accelerating project benefits, and optimizing current and future processes and structures.

Objective

The Change Charter defines how the Change Team will work within the Project and the Organization.

Action Steps

1. Define the Change Team's mission (purpose) and rationale for the duration of the project.
2. Define the key relationships with the business and the project.
3. Define the change charter for the organization optimization activities
 - Mission
 - Guiding principles
 - Objectives and Goals
 - Critical success factors
4. Define the change charter for the communication activities
 - Mission
 - Guiding principles
 - Objectives and Goals
 - Critical success factors
5. Define the change charter for the sponsorship and leadership activities
 - Mission
 - Guiding principles
 - Objectives and Goals
 - Critical success factors

Questions to Ask and Examples of Change Charter Sections

1. The Change Team Mission

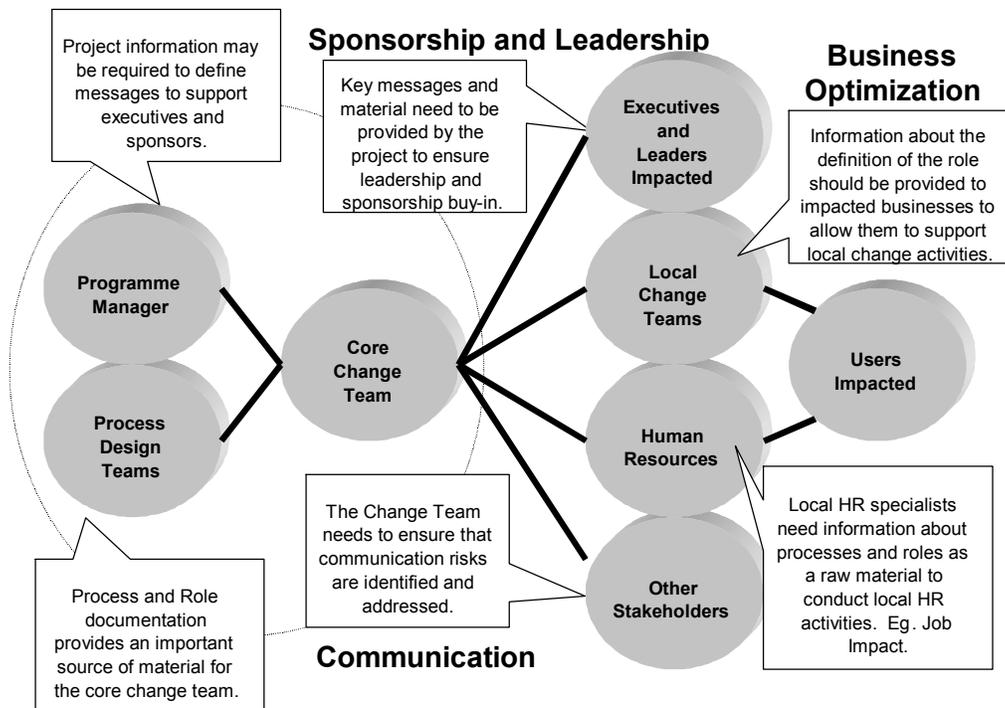
Question: What is the overall mission of the Change Team?

Example of an Overall Mission

The Core Change Team is responsible for ensuring that organizational and human risks to the implementation are identified, and that support is provided to those areas of the business that have the responsibility for resolving them.

2. Key Relationships

Question: What are the key relationships between the Change Team, the project and the business?



Example of Key Relationships

3. The Communication charter

Section of the charter	Questions to answer	Examples
3.1 Mission	What are the overall objectives of the communication plans and activities?	The Change Team will provide consistent information tailored to the specific needs of the stakeholder groups. As a result stakeholders are able to embrace the proposed changes.
3.2 Guiding Principles	What principles will the Change Team follow to ensure that communication risks are minimized, and benefits are maximized across all stakeholder groups?	All communication on the project will be simple, understandable, and tailored to meet the needs of every stakeholder group.
3.3 Objectives & Goals	What specific objectives and goals should the Change Team follow when conducting this work?	The Change Team will ensure that every employee affected by the program is provided with information about the benefits.
3.4 Critical Success Factors	How will the Change Team know that it has been successful in reducing the communication risks across all stakeholder groups?	Timely communication has been provided to every stakeholder group affected by, or providing support to the project.

4. The Sponsorship and leadership charter

Section of the charter	Questions to answer	Examples
4.1 Mission	What are the overall objectives of the sponsorship & leadership plans and activities?	The Change Team will provide a world class program for executives and leaders, to ensure that they take ownership of the changes and set an example to the rest of the organization in driving home the benefits.
4.2 Guiding Principles	What principles will the Change Team follow to ensure that sponsorship & leadership risks are minimized, and benefits are maximized across all stakeholder groups?	The Change Team will ensure that sponsorship and leadership initiatives are driven from within the businesses, not forced in from the outside.

Section of the charter	Questions to answer	Examples
4.3 Objectives & Goals	What specific objectives and goals should the Change Team follow when conducting this work?	The Change Team will ensure that information and coaching is available for every executive and leader where requested.
4.4 Critical Success Factors	How will the Change Team know that it has been successful in reducing the sponsorship and leadership risks across all stakeholder groups?	The leaders of the organization are actively participating in driving home the key messages, and selling the benefits.

5. The Organization Optimization Charter

Section of the charter	Questions to answer	Examples
5.1 Mission	What are the overall objectives of the organization optimization plans and activities?	To minimize risks to the program that could occur from the organization / jobs and the system not being aligned.
5.2 Guiding Principles	What principles will the Change Team follow to ensure that risks are minimized, and benefits are maximized?	The Change Team will provide all relevant design information about roles to local HR specialists. The HR specialists will implement local job changes using this information.
5.3 Objectives & Goals	What specific objectives and goals should the Change Team follow when conducting this work?	The Change Team will ensure that information about every role is documented and provided to the business by the end of the blueprint phase.
5.4 Critical Success Factors	How will the Change Team know that it has been successful in reducing the organization optimization risks?	Organizational structures are appropriately and effectively aligned to support full optimization of the system beyond the implementation.