Project Charter – IAM Modernization Program

Purpose

Modernize the company's IAM infrastructure to align with Zero Trust principles, regulatory requirements, and business needs.

Objectives

- Strengthen security posture against modern threats.
- Ensure compliance with GDPR, NIS2, ISO 27001, IEC Smart Grid.
- Improve user experience with self-service and passwordless authentication.
- Reduce operational costs through automation and cloud-native services.
- Establish IAM governance via a Center of Excellence (CoE).

Scope

- Migration from legacy IAM to Microsoft Entra ID.
- Implementation of lifecycle automation (joiner-mover-leaver).
- Deployment of federation and conditional access.
- Integration with HR, ServiceNow, SOC tools, and SCADA systems.
- Definition and enforcement of SLAs.

Deliverables

- Current State Assessment
- Gap Analysis
- Business Requirement Matrix
- Business Risks
- Future State Vision
- Roadmap and Migration Strategy
- Governance Model (IAM CoE)

Governance

- Sponsor: CIO
- Owner: CISO
- Core Team: IAM Architect, IAM Solution Architect, IAM Business Analyst
- Stakeholders: IT Infrastructure, Business Units, Compliance Officers

Timeline

- Phase 1: Analysis & Design
- Phase 2: Design & Validation
- Phase 3: Implementation Readiness

- Phase 4: Go-live Preparation
- Phase 5: Handover & Governance

Success Criteria / KPIs

- Reduce access provisioning time by 50% within first 6 months post-go-live.
- Achieve 100% compliance with GDPR, NIS2, ISO 27001 during audits.
- Increase user adoption of self-service and passwordless methods by 75% within year 1.

Assumptions and Constraints

- Legacy systems will provide timely data feeds for migration.
- Adequate resourcing will be maintained throughout project phases.
- External partner readiness for federation may influence timelines.

Initial Risk Summary

- Potential delays in integration with legacy applications.
- Resistance to change among end users and administrators.
- Security and compliance gaps during migration phases.

Change Management and Communication

- Structured engagement plan including training, communications, and workshops.
- Regular progress updates via steering committee and project dashboards.

Approval

Validated by CIO, CISO, and business stakeholders during the kickoff meeting.