

Implementing IT Governance

May 24, 2012



Project Summary

Currently there is very little correlation between the Ohio Department of Health's (ODH) strategic objectives and allocation of IT resources. Decisions regarding IT projects are made in isolation with very little input from other programs. IT initiatives are tied to specific funding and often they have led to duplication of information and systems that are not integrated.

Some previous planning was performed around the readiness of the Ohio Department of Health (ODH) for the adoption of a Project Management Office (PMO). While this is an integral part of any IT Governance Plan it is not the focus of this project and will only be referenced tangentially.

This effort will create the critical artifacts to ensure the successful implementation of this IT Governance process including all project related documentation, stakeholder education materials, and most importantly process artifacts necessary to efficiently execute the governance process.

This will provide business customers with a reproducible efficient framework to submit, prioritize, and report the status of IT related projects. Additionally, it will serve to define standards for the enterprise and dramatically increase demand management.

For the first time, program customers will also be able to survey and assess the complete portfolio of IT projects within their line of business.

Project Goal

This effort will create the critical artifacts to ensure the successful implementation of an IT Governance process including all project related documentation, stakeholder education materials, and most importantly process artifacts necessary to efficiently execute the governance process.

Specific objects of this project include:

- Provide business customers with a formalized demand management process.
- Obtain and manage stakeholder expectations
- Create stakeholder buy-in and approval of the IT Governance process at ODH.
- Ensure a formalized change management process is in place to address modifications needed for this project to be successful.

Project Outcome

The objective of this project is to provide ODH with specific artifacts necessary to implement IT Governance. These artifacts include:

- Business process swim-lane diagram
- Prevention project portfolio dashboard
- Project prioritization (tiered approach)
- Project concept proposal
- IT Scoring sheet
- IT process swim-lane diagram
- Project Review Team/Stakeholder training presentation



Project Benefits

Benefits identified in implementing IT Governance include:

- Flexible allocation of IT resources.
- Prioritization of IT projects at a high-level (e.g.. Department, Division).
- Increased visibility at all levels into IT initiatives.
- Helps to drive the adoption of standards such as SDLC, coding, etc...
- Drives cross training on applications and common skill sets.
- At the Division level, customers get what they want when they need it.

Project Team

For more information about this project, contact team members

- Nate Huskey Nate.Huskey@odh.ohio.gov
- Tom Wilson Tom.Wilson@odh.ohio.gov
- Jeff Davis Jeffrey.Davis@odrc.state.oh.us
- Brian Koch Brian.Koch@odh.ohio.gov
- Nelson Gonzalez Nelson.Gonzalez@das.state.oh.us





Insert Project Title

Project Concept Proposal

Division / Bureau
Office of Management Information Systems (OMIS)
Ohio Department of Health (ODH)

1. Project Approval:

The undersigned agree that this document has been read fully and they endorse and support this project for additional consideration by the Project Review Team (PRT).

Name, Project Requestor
Title / Division

Date

Name, Project Owner
Title / Division

Date

Name, PRT Analyst/Facilitator
Title / Division

Date

Project Concept Proposal

Insert Project Title

Points of Contact/Key Stakeholders:

*If unknown, leave blank.

Function	Name	Contact Information
Project Requestor	Name	Email
Project Owner	Name	Email
Project Sponsor	Name	Email
Additional Stakeholder(s)	Name	Email

Revision History:

Version	Date	Updated By	Comment
1.0			
2.0			
3.0			

Compiled By: **Name**

SharePoint URL:

Purpose: The Project Concept Proposal represents a key business-driven step of the project life cycle by documenting information for the Initiating Phase. The document focuses on the basic project/product background (need), characteristics, and a potential solution(s).

Table of Contents

1. Project Approval:	1
2. Project Details	4
3. Product Definition	4
3.1. Problem Statement	4
3.2. Proposed High Level Solution	4
3.3. Applicability to the ODH Strategic Plan	4
4. Potential Project Results	4
4.1. Benefits.....	4
4.2 Return on Investment (ROI).....	4
4.3 Impact of not performing the project.....	4
5. Assumptions/Constraints and Dependencies	5
5.1 Assumptions.....	5
5.2 Constraints.....	5
5.3 Related Projects/Affected Systems.....	5
6. Risk Identification	5

Note: To automatically update the Table of Contents Pagination, hover over the Table of Contents text, right click the mouse, select 'Update Field' from the pop-up menu, select 'Update Page Numbers Only', and then click OK.

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Project Concept Proposal

Insert Project Title

2. Project Details

Please complete the information below to the best of your ability. All fields are required. However, explanations are only needed as applicable, please see instructional text below.

Project Type: Please select an item.

Funding: Please select an item.

Please explain the funding details, including any applicable grant codes or parameters. If the funds expire, please state that date here as well.

Grant #/Code	Funding Start Date	Funding End Date	Estimated Amount	One-time or Recurring

Is this project mandatory? Please select an item.

If yes, please explain. For example, state or federal legislative mandate or required to meet regulatory compliance.

Project Tier: Please select an item.

Program Resource Capacity:

Please provide details about the projected availability of the business subject matter experts (SME) who will be needed to successfully implement this effort. For example, this will be their top priority or they will be available for a specified number of hours per week for the duration of the project.

3. Product Definition

3.1. Problem Statement

Please provide a description of the problem or the need for this project. Why should this be undertaken now? Are there any work-arounds currently in place? If not, articulate what would be done if this project was not undertaken?

3.2. Proposed High Level Solution

Please provide a brief description of the solution, a high level overview/scope, objectives, and expectations for this effort.

3.3. Applicability to the ODH Strategic Plan

Please document how this project ties to ODH's strategic plan (http://odhnet1/DIRECTORS_OFFICE/strplan.aspx). If possible, please reference a specific objective and how this effort will meet or contribute to that effort. Alternatively, if this effort does not link to ODH's strategic plan please state that.

4. Potential Project Results

4.1. Benefits

Project Concept Proposal

Insert Project Title

Please enumerate the potential benefits of this project being undertaken. How could these benefits be tracked? If possible, provide metrics.

4.2. Return on Investment (ROI)

Provide a simple high level cost benefit analysis of this project. If the project concept is approved, a more detailed cost benefit analysis may be required.

For service delivery projects (Ex: free screenings), a more qualitative statement of benefits may be more appropriate.

4.3. Impact of Not Performing the Project

Please articulate the consequences or results of a decision to delay or not perform this project. How will you proceed, will the work still be accomplished in another manner?

5. Assumptions/Constraints and Dependencies

5.1. Assumptions:

Please list all assumptions which have been made for this project to succeed. Assumptions are things such as resources, time, existing processes, dependencies on external partners or projects which with your expertise you may consider to be fundamental or well known..

5.2. Constraints:

Please list all internal/external constraints or potential issues related to the project. A constraint is a factor that may restrict the project from achieving its potential in reference to the stated goals.

5.3. Related Projects/Affected Systems:

Please list any interdependent projects, tasking, data systems, or processes which are related to this project. If the timelines for any of these items are known, it should be provided.

6. Risk Identification

Please identify the risks associated with this project in terms of their effect on the uncertainty of reaching the projects objectives. A risk is any factor which may potentially interfere with the successful completion of the project. A risk is not a problem – a problem has already occurred. A risk is the recognition that a problem might occur.

Attachments, as applicable:

Appendix A:



Implementing IT Governance

Project Management Plan

2012 DAS Project Management Training Cohort

Table of Contents

1. Project Team and Key Stakeholders:	3
2. Project Overview	4
2.1. PROJECT BACKGROUND	4
2.2. BUSINESS NEEDS/JUSTIFICATION	4
2.3. SUMMARY MILESTONES	4
2.4. PROJECT OBJECTIVES	4
2.5. PROJECT DESCRIPTION	5
2.6. PROJECT FEATURES (DELIVERABLES)	5
2.7. OUT OF SCOPE	5
2.8. WORK BREAKDOWN STRUCTURE	6
2.9. PROJECT SCHEDULE	7
2.10. INITIAL DEFINED RISKS	8
2.11. INITIAL BUDGET ESTIMATES	Error! Bookmark not defined.
2.12. ASSUMPTIONS AND CONSTRAINTS	8
2.13. ACCEPTANCE CRITERIA	8
3. Human Resource Management	10
3.1. ORGANIZATION CHART	10
3.2. STAFFING MANAGEMENT	10
3.3. TEAM CONSIDERATIONS	10
4. Change Management	11
5. Communications Management	11
6. Risk Management	11
7. Cost Management	12
8. Quality Management	13
8.1. QUALITY ASSURANCE STANDARDS	13
8.2. QUALITY CONTROL	13
8.3. QUALITY AUDITS – PROCESS IMPROVEMENT	13
8.4. ISSUES LOG	13

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1. Project Team and Key Stakeholders:

Name	Position	Project Function	Contact Information
Bruce Hotte	Chief Information Officer	Project Sponsor	Bruce.Hotte@odh.ohio.gov
Will McHugh	Prevention Division Chief	Pilot Project Owner	Will.McHugh@odh.ohio.gov
Steve Wagner	Chief of Health Preparedness	Stakeholder	Steve.Wagner@odh.ohio.gov
Margie Wanchick	IT Liaison for Prevention	Stakeholder	Margie.Wanchick@odh.ohio.gov
Seetha Ravisankar	Assistant Chief Information Officer	Stakeholder	Seetha.Ravisankar@odh.ohio.gov
Henry Smith	Network Manager	Stakeholder	Henry.Smith@odh.ohio.gov
Jim Gallant	IT Applications Supervisor	Stakeholder	Jim.Gallant@odh.ohio.gov
Gary Spencer	IT Applications Supervisor	Stakeholder	Gary.Spencer@odh.ohio.gov
Tom Wilson	Assistant Public Health Preparedness	Project Manager	Tom.Wilson@odh.ohio.gov
Nathan Huskey	Project Manager	Project Manager	Nathan.Huskey@odh.ohio.gov
Jeff Davis	Telecommunications Technician at ODRC	Project Manager	Jeffrey.Davis@odrc.state.oh.us
Brian Koch	Database Administrator	Project Manager	Brian.Koch@odh.ohio.gov

2. Project Overview

2.1. PROJECT BACKGROUND

An IT Governance Committee was formed at the Ohio Department of Health (ODH) in 2011, their membership consisted of solely IT Project Managers and their charge was to outline an IT Governance Process for the department. The group was able to successfully execute that effort. Additionally, they were able to recruit the Division of Prevention to participate in a pilot project to implement this new IT Governance Process. Unfortunately, no project and/or process artifacts have been formally created for this effort.

Some previous planning was also performed around the readiness of the organization for adoption of a Project Management Office (PMO). While this is an integral part of any IT Governance Plan it is not the focus of this project and will only be referenced tangentially.

2.2. BUSINESS NEEDS/JUSTIFICATION

This effort will create the critical artifacts to ensure the successful implementation of this IT Governance process including all project related documentation, stakeholder education materials, tool assessment, and most importantly process artifacts necessary to efficiently execute the governance process.

This will provide business customers with a reproducible efficient framework to submit, prioritize, and report the status of IT related projects. Additionally, it will serve to define standards for the enterprise and dramatically increase demand management.

For the first time, program customers will also be able to survey and assess the complete portfolio of IT projects within their line of business.

2.3. SUMMARY MILESTONES

- Stakeholder meetings and requirements gathering – 4/16/2012
- Finalize Project Scope – 4/17/2012
- Create all process artifacts (project concept proposal thru closing/lessons learned) – 5/18/2012
- Begin Pilot of IT governance process with the Division of Prevention – 5/22/2012

2.4. PROJECT OBJECTIVES

This effort will create the critical artifacts to ensure the successful implementation of an IT Governance process including all project related documentation, stakeholder education materials, and most importantly process artifacts necessary to efficiently execute the governance process.

Specific objects of this project include:

- Provide business customers with a formalized demand management process.
- Obtain and manage stakeholder expectations
- Create stakeholder buy-in and approval of the IT Governance process at ODH.
- Ensure a formalized change management process is in place to address modifications needed for this project to be successful.

2.5. PROJECT DESCRIPTION

This effort will formally document the IT Governance implementation process. We will be working with the existing ODH IT Governance committee to finalize process artifacts that have already been created and through research of other state agency's demand management processes and known best practices we will be creating new documentation to complete the remaining aspects of a solid IT Governance process. It will also create necessary process artifacts needed throughout the governance process. This IT Governance process will initially be piloted with the Division of Prevention at ODH. Potential projects will be weighed and measured against the strategic objectives of the agency and relative to each other.

This project will benefit ODH in the following manner:

- Standardize project requests
- Streamline approval process
- Movement towards a shared resource pool
- Situational awareness of IT projects in the Division of Prevention

2.6. PROJECT FEATURES (DELIVERABLES)

- Create the following process artifacts:
 - Business process swim-lane diagram
 - Prevention project portfolio dashboard
 - Project prioritization (tiered approach)
- Finalize the following process artifacts:
 - Project concept proposal
 - IT Scoring sheet
 - IT process swim-lane diagram
 - Project Review Team/Stakeholder training presentation
- Begin Pilot of IT governance process with the Division of Prevention
- Conduct IT Governance Stakeholder meetings and solicit feedback on deliverables

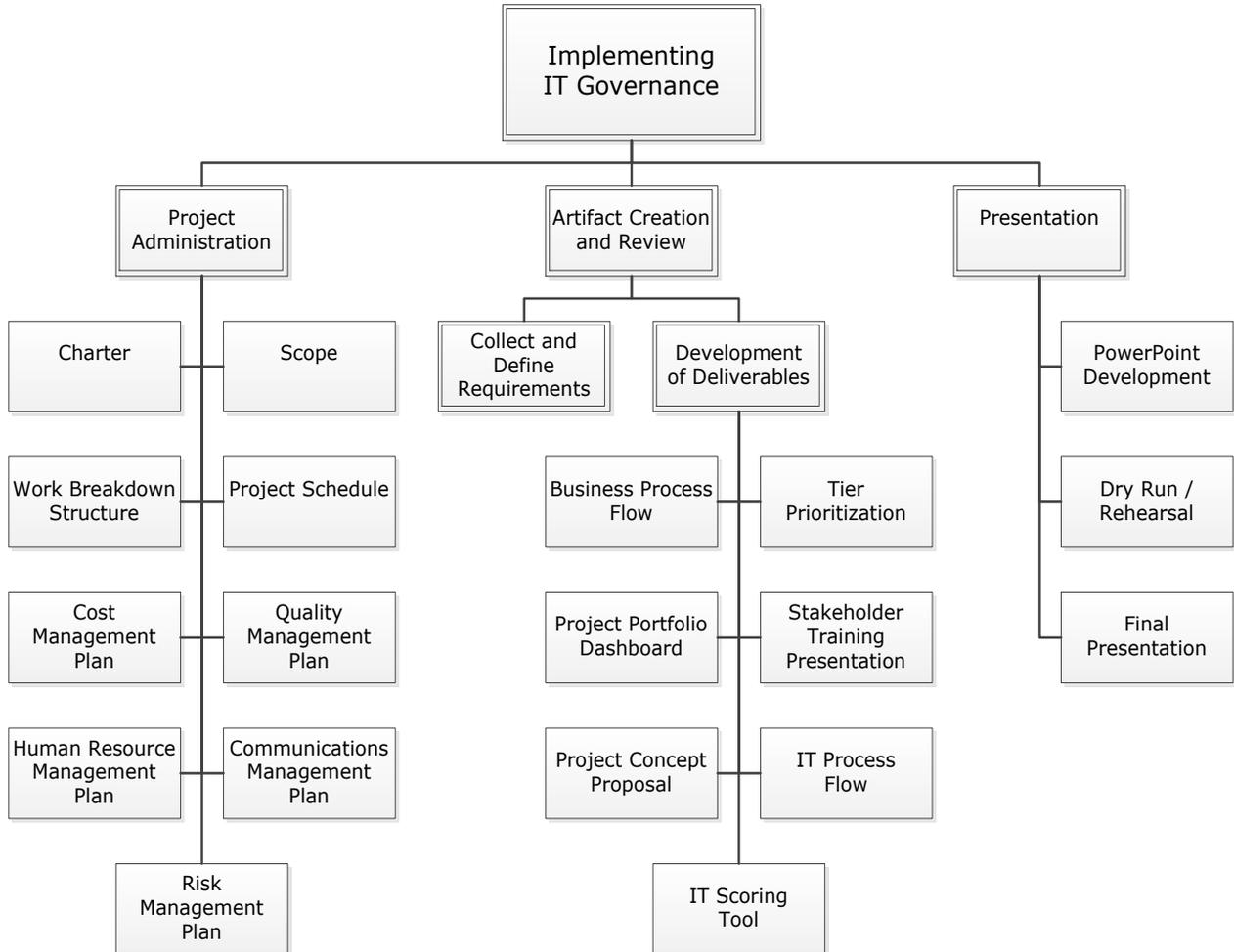
2.7. OUT OF SCOPE

The following artifacts have been identified as necessary in the IT Governance process but are out of scope for this initial pilot with the Division of Prevention:

- Project methodologies or components traditionally associated with a Project Management Office
- Business scoring tool
- Software tool selection
- Funding estimation worksheet and mechanisms to share resources
- Break-fix and/or maintenance activities

2.8. WORK BREAKDOWN STRUCTURE

The Work Breakdown Structure (WBS) is a deliverable oriented grouping of project components that organizes and defines the total scope of the project.



2.9. PROJECT SCHEDULE

The project schedule lists all tasks that must be completed, estimated start time for each task, and the duration for each task. All tasks must be completed on time in order for the project to be successful and meet the deadline.

ID	Task Name	Duration	Start	Finish
1	Implementing IT Governance	31 days	Tue 4/10/12	Tue 5/22/12
2	Project Administration	14 days	Tue 4/10/12	Fri 4/27/12
3	Charter	1 day	Tue 4/10/12	Tue 4/10/12
4	Scope	6 days	Wed 4/11/12	Wed 4/18/12
8	WBS	1 day	Tue 4/17/12	Tue 4/17/12
9	Schedule	1 day	Tue 4/17/12	Tue 4/17/12
10	Cost Management Plan	2 days	Mon 4/23/12	Tue 4/24/12
11	Create Information from Fiscal	1 day	Mon 4/23/12	Mon 4/23/12
12	Create Plan	1 day	Tue 4/24/12	Tue 4/24/12
13	Quality Management Plan	1 day	Tue 4/24/12	Tue 4/24/12
14	Human Resource Management Plan	1 day	Tue 4/24/12	Tue 4/24/12
15	Communications Management Plan	2 days	Thu 4/26/12	Fri 4/27/12
16	Create Communications Plan	1 day	Thu 4/26/12	Thu 4/26/12
17	Send out Meeting Minutes	1 day	Fri 4/27/12	Fri 4/27/12
18	Send out Meeting Agenda	1 day	Fri 4/27/12	Fri 4/27/12
19	Risk Management Plan	1 day	Thu 4/26/12	Thu 4/26/12
20	Artifact Creation and Review	15 days	Mon 4/16/12	Fri 5/4/12
21	Collect and Define Requirements	3.5 days	Mon 4/16/12	Thu 4/19/12
22	Meeting with Stakeholders	1 hr	Mon 4/16/12	Mon 4/16/12
23	Background Research	4 hrs	Thu 4/19/12	Thu 4/19/12
24	Development of Deliverables	4 days	Tue 5/1/12	Fri 5/4/12
25	Business Process Flow Swim-Lane Diagram	2 days	Tue 5/1/12	Wed 5/2/12
26	Project Portfolio Dashboard	2 days	Tue 5/1/12	Wed 5/2/12
27	Project Concept Proposal	2 days	Thu 5/3/12	Fri 5/4/12
28	Tier Prioritization	2 days	Tue 5/1/12	Wed 5/2/12
29	PRT - Stakeholder Training Presentation	2 days	Tue 5/1/12	Wed 5/2/12
30	IT Process Flow Swim-Lane Diagram	2 days	Thu 5/3/12	Fri 5/4/12
31	IT Scoring Tool	2 days	Thu 5/3/12	Fri 5/4/12
32	Deliverable Approval	2 hrs	Fri 5/4/12	Fri 5/4/12
33	Presentation	11 days	Tue 5/8/12	Tue 5/22/12
34	PowerPoint Development	1 day	Tue 5/8/12	Tue 5/8/12
35	Dry-run/Rehersal	1 day	Tue 5/15/12	Tue 5/15/12
36	Final Presentation	1 hr	Tue 5/22/12	Tue 5/22/12

2.10. INITIAL DEFINED RISKS

Below are the initial defined risks:

- Technical
 - Change in requirements after scope has been approved.
- Management
 - Lack of stakeholder buy-in or change in strategic direction.
 - Stakeholders unwilling to share resources based on priorities.
- Project Management
 - 8 weeks may not be enough time to complete artifact creation and finalization.
 - Communication relies on the ability of OIT/DAS to keep email system and SharePoint functional.
- Organizational
 - Stakeholders are unable to work through funding mechanism to successfully fund pilot.
 - Project Review Teams are not selected in time for the pilot project to begin.
- Internal
 - Competing priorities for project management team with their normal duties.
- External
 - None. Project only requires internal resources.

2.11. ASSUMPTIONS AND CONSTRAINTS

The following are the assumptions and constraints of this project:

Assumptions

- Minimal stakeholder involvement will be needed during the Initiating Phase of the project and then again for final approval.
- The project team will have sufficient time to finish the effort prior to the end of the DAS Project Management Class.
- Requirements will not be changed without proceeding through the established change management process.
- Draft artifacts previously created by the IT Governance committee will not need to be completely rewritten.
- The strategic direction of the Division of Prevention will not change, ie. Implementing the IT Governance pilot will continue to be a priority.

Constraints

- The project must be completed by May 22, 2012.
- Project team is fixed with the current four members (Project Managers).
- There is no funding for this project.
- Must use Microsoft Project.
- Novice experience in Project Management team.

2.12. ACCEPTANCE CRITERIA

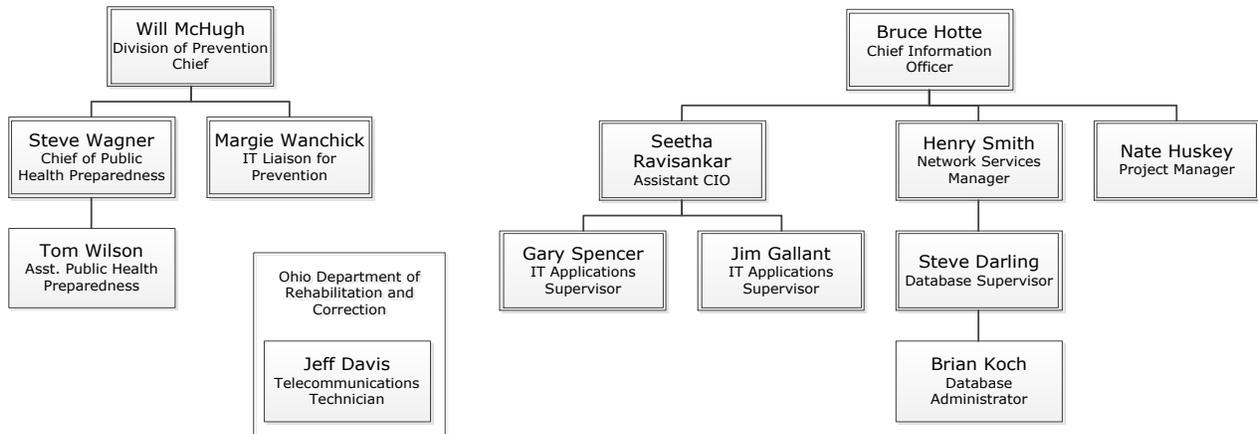
To ensure the quality of the products developed under the IT Governance the following product acceptance criteria have been established:

- Project must be completed by May 22, 2012.
- All components of the project management plan are completed.

- All deliverables as outlined above are completed per stakeholder requirements.
- All project artifacts adhere to the Quality Assurance Standards in the Quality Management Plan.
- All project artifacts adhere to the Quality Control Standards in the Quality Management Plan.

3. Human Resource Management

3.1. ORGANIZATION CHART



3.2. STAFFING MANAGEMENT

Staff Acquisition: Resources will be used per their availability.

Resource Calendar: Availability via electronic calendar (eg. Outlook). Resources outside of the agency will be contacted via phone or email for availability.

Staff Release: The project team will be released to their normal duties upon the closure of this project.

Staff Training: Project Managers will receive guidance and mentorship from instructor through the Project Management course provided by DAS.

Recognition and Rewards: The Project Managers will participate in the class graduation ceremony and post-cohort celebration.

Compliance: All State of Ohio regulations, Ohio Department of Health policies and procedures, and DAS Project Management course guidelines will be followed throughout this project.

Safety: No inherent safety issues for this project other than normal professional office decorum.

3.3. TEAM CONSIDERATIONS

Training Needs: Project Managers will receive guidance and mentorship from instructor through the Project Management course provided by DAS. Sponsors and stakeholders will be provided a basic overview and training of the IT Governance process as developed in this project. They will also be provided soft copies of all process artifacts and a high-level workflow of the governance process.

Conflict Resolution: Should a disagreement arise by the project management team the disagreement will be mitigated by a majority vote. Should a stalemate vote occur, Nelson Gonzalez will act as arbitrator. Project Sponsors will mitigate any conflicts among stakeholders in regards to business requirements.

Team Building: Project Managers will ensure team building by providing regular communications and face to face meetings with stakeholders and sponsors. The

team will be encouraged to provide feedback and comments in this open environment.

Performance Issues: Poor performers will be reported to Nelson and instructed not to be invited to the end-of-class party as said instructor's house.

Complying with Government Regulations: All State of Ohio regulations, Ohio Department of Health policies and procedures, and DAS Project Management course guidelines will be followed throughout this project.

4. Change Management

Change Management involves any changes to the scope of the project. When a change is requested it is evaluated for its impact across the entire project. All changes must have a corresponding *Scope Change Request* form completed for evaluation. Once the form is completed the Change Control Board will analyze the requested change, evaluate how the change will impact the project and render a decision on the change. All changes will be tracked in the *Scope Change Registry* document. A copy of the *Scope Change Request* form and the *Scope Change Registry* are included in this project's shared documentation folder.

5. Communications Management

Communications Management describes the required communications and how they will be fulfilled. It also explains the methods used for gathering, storing, and dispersing information to appropriate parties. In addition, Communications Management maps out the schedule of when the expected communications needs will be met. The communication matrix is outlined in the *Communications Plan* document included in this project's shared documentation folder.

6. Risk Management

Risk Management entails identifying risks within the project, the risks associated with the constraints and project assumptions, and how the project team will monitor, react to, or avoid the identified risks. Risks are uncertain events or conditions that could occur and if they occur may have a positive or negative affect on a project's objectives. All risks will be listed on the *Risk Log* and risks with a level of 12 or above should receive special attention. A copy of the *Risk Log* document is included in this project's shared documentation folder.

7. Cost Management

- Estimates will be stated in USD (\$).
- Level of accuracy (Estimate range): +10%/-25%
- Reporting format to be used will be a Prevention Portfolio Dashboard distributed during the bi-weekly PRT meeting.
- Direct and indirect costs:
 - Staffing costs (need blended rate for each one of the specifics below)
 - 4 Project Managers @ 30% for 8 weeks X \$45.78 (Blended Rate) = \$17,579.52
 - 6 Stakeholders @ 8 hours total X \$45.78 (Blended Rate) = \$2,197.44
 - 2 Sponsors @ 4 hours total X \$45.78 (Blended Rate) = \$366.24
 - No consulting costs
 - No infrastructure, hardware or software costs
 - Budget table:

Resource	Amount	Time	Rate	Total
Project Managers	4	96 hrs	\$45.78	\$17,579.52
Stakeholders	6	48 hrs	\$45.78	\$2,197.44
Sponsors	2	8 hrs	\$45.78	\$732.48
				\$20,509.44

- Rules for measuring cost performance:
 - It is the project manager's responsibility to constantly monitor and control cost against time, scope, quality, and risk to ensure that all projections remain realistic and clearly defined.
 - Project Manager will use earned value calculations to measure project performance against the scope, schedule and cost baselines. These calculations will be reported in summary at bi-weekly stakeholder summary meeting.
- Control thresholds (amount of variation allowed before taking action)
 - For the purpose of this project, the resources involved are sunk costs (getting paid no matter what). The only control threshold involved is if the project runs longer than 8 weeks.
- Management Reserves – Management has empowered the Project Managers to work beyond the 30% resource allocation estimate to complete this project within the 8 week deadline.

8. Quality Management

8.1. QUALITY ASSURANCE STANDARDS

- Spelling and grammar checks
- Font consistency (Type: Verdana – Size: 10 – Color: Black)
 - Headers different size
- Bullet point consistency
- Addresses all requirements and deliverables requested and signed off by stakeholders in the scope document.
- Document structure consistency
- Project milestones are achieved on-time

8.2. QUALITY CONTROL

- Benchmarking – Comparing created documents to documents provided from other state agencies to ensure our documents are in line with best practices.
- Flowcharting
- Inspection – Manual cross-review of created documents. Review will happen in pairs.

8.3. QUALITY AUDITS – PROCESS IMPROVEMENT

- Project Managers will pair off to review each other’s work to ensure all Quality Assurance standards above are followed. This review will occur after the finalization of each project artifact.
- Review, compare and utilize accepted IT Governance from other State of Ohio agencies to ensure key components are present and consistent with standards and best practices.

8.4. ISSUES LOG

Creation of an issue log will be done prior to the bi-weekly stakeholder meeting.



Implementing IT Governance

Project Charter

2012 DAS Project Management Training Cohort
Ohio Department of Health (ODH)

1. Project Sponsor Approval:

The undersigned agree that this document has been read fully and that they endorse and support the project that the document defines.



Steve Wagner, Chief Bureau Health Preparedness
Division of Prevention

9 MAY 2012
Date



Jim Gallant, IT Applications Supervisor
Office of Management Information System

5/9/12
Date

Project Charter

Implementing IT Governance

Points of Contact/Key Stakeholders:

Function	Name	Contact Information
Project Sponsor	Bruce Hotte, CIO	Bruce.Hotte@odh.ohio.gov
Pilot Project Owner	Will McHugh, Division Chief	Will.McHugh@odh.ohio.gov
Project Manager(s)	Tom Wilson	Tom.Wilson@odh.ohio.gov
	Nathan Huskey	Nathan.Huskey@odh.ohio.gov
	Jeff Davis	Jeffrey.Davis@odrc.state.oh.us
	Brian Koch	Brian.Koch@odh.ohio.gov
Stakeholder	Steve Wagner, Preparedness Chief	Steve.Wagner@odh.ohio.gov
Stakeholder	Margie Wanchick	Margie.Wanchick@odh.ohio.gov
Stakeholder	Seetha Ravisankar	Seetha.Ravisankar@odh.ohio.gov
Stakeholder	Henry Smith	Henry.Smith@odh.ohio.gov
Stakeholder	Jim Gallant	Jim.Gallant@odh.ohio.gov
Stakeholder	Gary Spencer	Gary.Spencer@odh.ohio.gov

Revision History:

Version	Date	Updated By	Comment
1.0	3/19/2012	Nathan Huskey	Initial DRAFT Document
1.1	4/3/2012	Brian Koch	Spelling corrections
1.2	4/17/2012	All PM's	Finalized Charter

SharePoint URL:

<https://dasportal.sp.ohio.gov/SiteDirectory/hrd/Learning%20and%20Professional%20Development/Project%20Management/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2FSiteDirectory%2Fhrd%2FLearning%20and%20Professional%20Development%2FProject%20Management%2FShared%20Documents%2FFebruary%5F2012%5FTuesday%5FProject%2FIT%20Governance%2FProject%20Final%20Documents&InitialTabId=Ribbon%2EDocument&VisibilityContext=WSSTabPersistence>

Table of Contents

1. Project Sponsor Approval:	1
2. Project Overview	4
2.1. PROJECT BACKGROUND – HISTORICAL INFORMATION THAT RELATES TO THIS PROJECT.....	4
2.2. BUSINESS NEEDS/JUSTIFICATION	4
2.3. PRODUCT/SERVICE DESCRIPTION	4
2.4. SUMMARY MILESTONES.....	4
2.5. PROJECT OBJECTIVES.....	4
3. Organizational Considerations	5

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Project Charter

Implementing IT Governance

2. Project Overview

2.1. PROJECT BACKGROUND – HISTORICAL INFORMATION THAT RELATES TO THIS PROJECT

An IT Governance Committee was formed at the Ohio Department of Health (ODH) in 2011, their membership consisted of solely IT Project Managers and their charge was to outline an IT Governance Process for the department. The group was able to successfully execute that effort. Additionally, they were able to recruit the Division of Prevention to participate in a pilot project to implement this new IT Governance Process. Unfortunately, no project and/or process artifacts have been formally created for this effort.

Some previous planning was also performed around the readiness of the organization for adoption of a Project Management Office (PMO). While this is an integral part of any IT Governance Plan it is not the focus of this project and will only be referenced tangentially.

2.2. BUSINESS NEEDS/JUSTIFICATION

This effort will create the critical artifacts to ensure the successful implementation of this IT Governance process including all project related documentation, stakeholder education materials, tool assessment, and most importantly process artifacts necessary to efficiently execute the governance process.

This will provide business customers with a reproducible efficient framework to submit, prioritize, and report the status of IT related projects. Additionally, it will serve to define standards for the enterprise and dramatically increase demand management.

For the first time, program customers will also be able to survey and assess the complete portfolio of IT projects within their line of business.

2.3. PRODUCT/SERVICE DESCRIPTION

This effort will formally document the IT Governance implementation process. It will also create necessary process artifacts needed throughout the governance process.

2.4. SUMMARY MILESTONES

- I. Stakeholder meetings and requirements gathering – 4/16/2012
- II. Finalize Project Scope – 4/17/2012
- III. Create all process artifacts (project concept proposal thru closing/lessons learned) – 5/18/2012
- IV. Begin Pilot of IT governance process with the Division of Prevention – 5/22/2012

2.5. PROJECT OBJECTIVES

Specific objects of this project include:

- I. Provide business customers with a formalized demand management process.
- II. Obtain and manage stakeholder expectations
- III. Create stakeholder buy-in and approval of the IT Governance process at ODH.
- IV. Ensure a formalized change management process is in place to address modifications needed for this project to be successful.

Project Charter

Implementing IT Governance

3. Organizational Considerations

This effort will be jointly undertaken at ODH by the Division of Prevention and OMIS. Potential projects will be weighed and measured against the strategic objectives of the agency and relative to each other.

The Project Managers, as listed above, are hereby authorized to interface with management as required, negotiate for resources, delegate responsibilities within the framework of the project, and to communicate with all contractors and management, as required, to ensure successful and timely completion of the project. The Project Managers are responsible for developing the project plan, monitoring the project's schedule, control of the project's scope and authorized to spend the project's budget during the project's life cycle.



Implementing IT Governance

Scope Statement

2012 DAS Project Management Training Cohort
Ohio Department of Health (ODH)

1. Project Sponsor Approval:

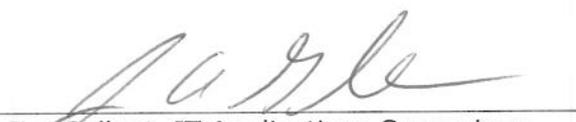
The undersigned agree that this document has been read fully and that they endorse and support the project that the document defines.



Steve Wagner, Chief Bureau Health Preparedness
Division of Prevention



9 MAY 2012
Date



Jim Gallant, IT Applications Supervisor
Office of Management Information System



5/9/12
Date

Scope Statement

Implementing IT Governance

Project Objectives

This effort will create the critical artifacts to ensure the successful implementation of an IT Governance process including all project related documentation, stakeholder education materials, and most importantly process artifacts necessary to efficiently execute the governance process.

Specific objects of this project include:

- Provide business customers with a formalized demand management process.
- Obtain and manage stakeholder expectations
- Create stakeholder buy-in and approval of the IT Governance process at ODH.
- Ensure a formalized change management process is in place to address modifications needed for this project to be successful.

Project Description

This effort will formally document the IT Governance implementation process. We will be working with the existing ODH IT Governance committee to finalize process artifacts that have already been created and through research of other state agency's demand management processes and known best practices we will be creating new documentation to complete the remaining aspects of a solid IT Governance process. It will also create necessary process artifacts needed throughout the governance process. This IT Governance process will initially be piloted with the Division of Prevention at ODH. Potential projects will be weighed and measured against the strategic objectives of the agency and relative to each other.

This project will benefit ODH in the following manner:

- Standardize project requests
- Streamline approval process
- Movement towards a shared resource pool
- Situational awareness of IT projects in the Division of Prevention

Project Features (Deliverables)

- Create the following process artifacts:
 - Business process swim-lane diagram
 - Prevention project portfolio dashboard
 - Project prioritization (tiered approach)
 - Finalize the following process artifacts:
 - Project concept proposal
 - IT Scoring sheet
 - IT process swim-lane diagram
 - Project Review Team/Stakeholder training presentation
 - Begin Pilot of IT governance process with the Division of Prevention
- Conduct IT Governance Stakeholder meetings and solicit feedback on deliverables

Scope Statement

Implementing IT Governance

Out of Scope

The following artifacts have been identified as necessary in the IT Governance process but are out of scope for this initial pilot with the Division of Prevention:

- Project methodologies or components traditionally associated with a Project Management Office
- Business scoring tool
- Software tool selection
- Funding estimation worksheet and mechanisms to share resources

Break-fix and/or maintenance activities

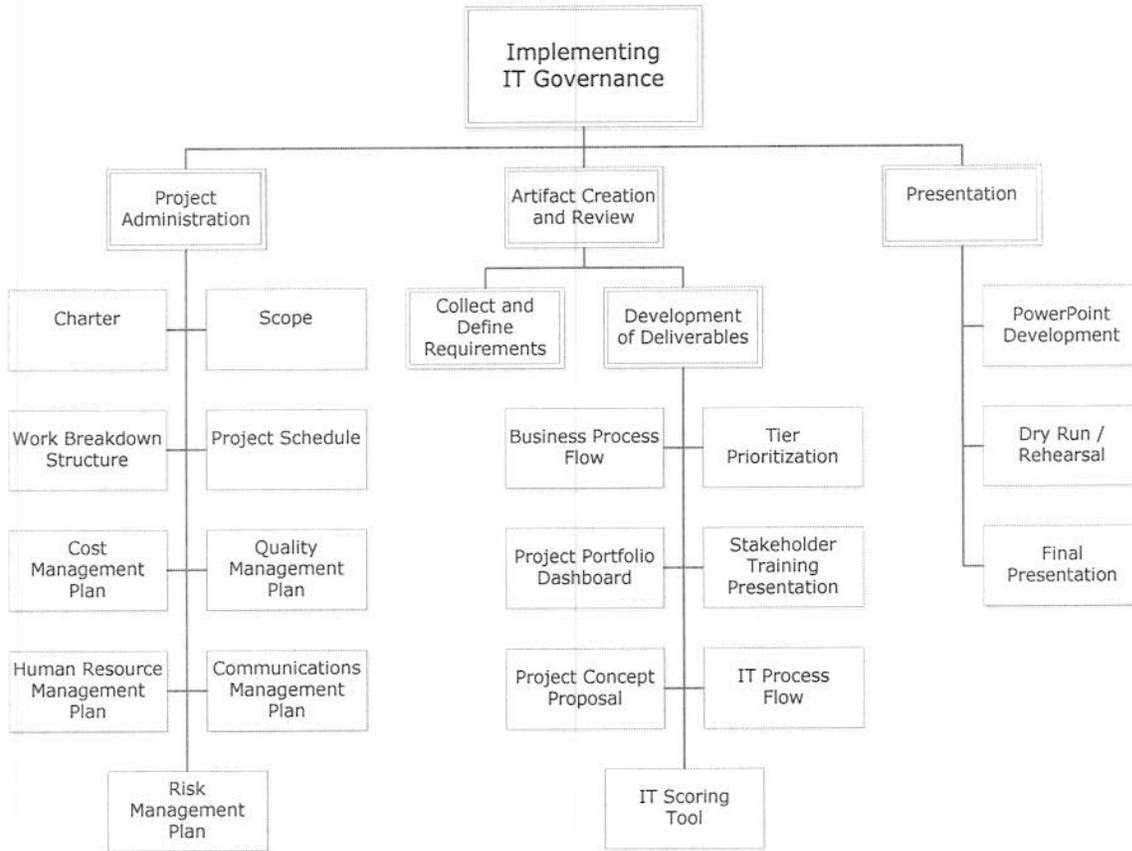
Project Organization

Name	Role
Bruce Hotte, CIO	Project Sponsor
Will McHugh, Division Chief	Pilot Project Owner
Tom Wilson	Project Manager
Nathan Huskey	Project Manager
Jeff Davis	Project Manager
Brian Koch	Project Manager
Steve Wagner, Preparedness Chief	Stakeholder
Margie Wanchick	Stakeholder
Seetha Ravisankar	Stakeholder
Henry Smith	Stakeholder
Jim Gallant	Stakeholder
Gary Spencer	Stakeholder

Scope Statement

Implementing IT Governance

Work Breakdown Structure (WBS)



Scope Statement

Implementing IT Governance

Project Schedule

ID	Task Name	Duration	Start	Finish
1	Implementing IT Governance	31 days	Tue 4/10/12	Tue 5/22/12
2	Project Administration	14 days	Tue 4/10/12	Fri 4/27/12
3	Charter	1 day	Tue 4/10/12	Tue 4/10/12
4	Scope	6 days	Wed 4/11/12	Wed 4/18/12
8	WBS	1 day	Tue 4/17/12	Tue 4/17/12
9	Schedule	1 day	Tue 4/17/12	Tue 4/17/12
10	Cost Management Plan	2 days	Mon 4/23/12	Tue 4/24/12
11	Create Information from Fiscal	1 day	Mon 4/23/12	Mon 4/23/12
12	Create Plan	1 day	Tue 4/24/12	Tue 4/24/12
13	Quality Management Plan	1 day	Tue 4/24/12	Tue 4/24/12
14	Human Resource Management Plan	1 day	Tue 4/24/12	Tue 4/24/12
15	Communications Management Plan	2 days	Thu 4/26/12	Fri 4/27/12
16	Create Communications Plan	1 day	Thu 4/26/12	Thu 4/26/12
17	Send out Meeting Minutes	1 day	Fri 4/27/12	Fri 4/27/12
18	Send out Meeting Agenda	1 day	Fri 4/27/12	Fri 4/27/12
19	Risk Management Plan	1 day	Thu 4/26/12	Thu 4/26/12
20	Artifact Creation and Review	15 days	Mon 4/16/12	Fri 5/4/12
21	Collect and Define Requirements	3.5 days	Mon 4/16/12	Thu 4/19/12
22	Meeting with Stakeholders	1 hr	Mon 4/16/12	Mon 4/16/12
23	Background Research	4 hrs	Thu 4/19/12	Thu 4/19/12
24	Development of Deliverables	4 days	Tue 5/1/12	Fri 5/4/12
25	Business Process Flow Swim-Lane Diagram	2 days	Tue 5/1/12	Wed 5/2/12
26	Project Portfolio Dashboard	2 days	Tue 5/1/12	Wed 5/2/12
27	Project Concept Proposal	2 days	Thu 5/3/12	Fri 5/4/12
28	Tier Prioritization	2 days	Tue 5/1/12	Wed 5/2/12
29	PRT - Stakeholder Training Presentation	2 days	Tue 5/1/12	Wed 5/2/12
30	IT Process Flow Swim-Lane Diagram	2 days	Thu 5/3/12	Fri 5/4/12
31	IT Scoring Tool	2 days	Thu 5/3/12	Fri 5/4/12
32	Deliverable Approval	2 hrs	Fri 5/4/12	Fri 5/4/12
33	Presentation	11 days	Tue 5/8/12	Tue 5/22/12
34	PowerPoint Development	1 day	Tue 5/8/12	Tue 5/8/12
35	Dry-run/Rehersal	1 day	Tue 5/15/12	Tue 5/15/12
36	Final Presentation	1 hr	Tue 5/22/12	Tue 5/22/12

Scope Statement

Implementing IT Governance

Initial Defined Risks

- Technical
 - Change in requirements after scope has been approved.
- Management
 - Lack of stakeholder buy-in or change in strategic direction.
 - Stakeholders unwilling to share resources based on priorities.
- Project Management
 - 8 weeks may not be enough time to complete artifact creation and finalization.
 - Communication relies on the ability of OIT/DAS to keep email system and SharePoint functional.
- Organizational
 - Stakeholders are unable to work through funding mechanism to successfully fund pilot.
 - Project Review Teams are not selected in time for the pilot project to begin.
- Internal
 - Competing priorities for project management team with their normal duties.
- External
 - None. Project only requires internal resources.

Budget

Inputs on budget:

- Staffing costs (need blended rate for each one of the specifics below)
 - 4 Project Managers @ 30% for 8 weeks X \$45.78 (Blended Rate) = \$17,579.52
 - 6 Stakeholders @ 8 hours total X \$45.78 (Blended Rate) = \$2,197.44
 - 2 Sponsors @ 4 hours total X \$45.78 (Blended Rate) = \$366.24
- No consulting costs
- No infrastructure, hardware or software costs

Total budget for this project: \$20,509.44

Assumptions and Constraints

- Assumptions
 - Minimal stakeholder involvement will be needed during the Initiating Phase of the project and then again for final approval.
 - The project team will have sufficient time to finish the effort prior to the end of the DAS Project Management Class.
 - Requirements will not be changed without proceeding through the established change management process.
 - Draft artifacts previously created by the IT Governance committee will not need to be completely rewritten.
 - The strategic direction of the Division of Prevention will not change, ie. Implementing the IT Governance pilot will continue to be a priority.

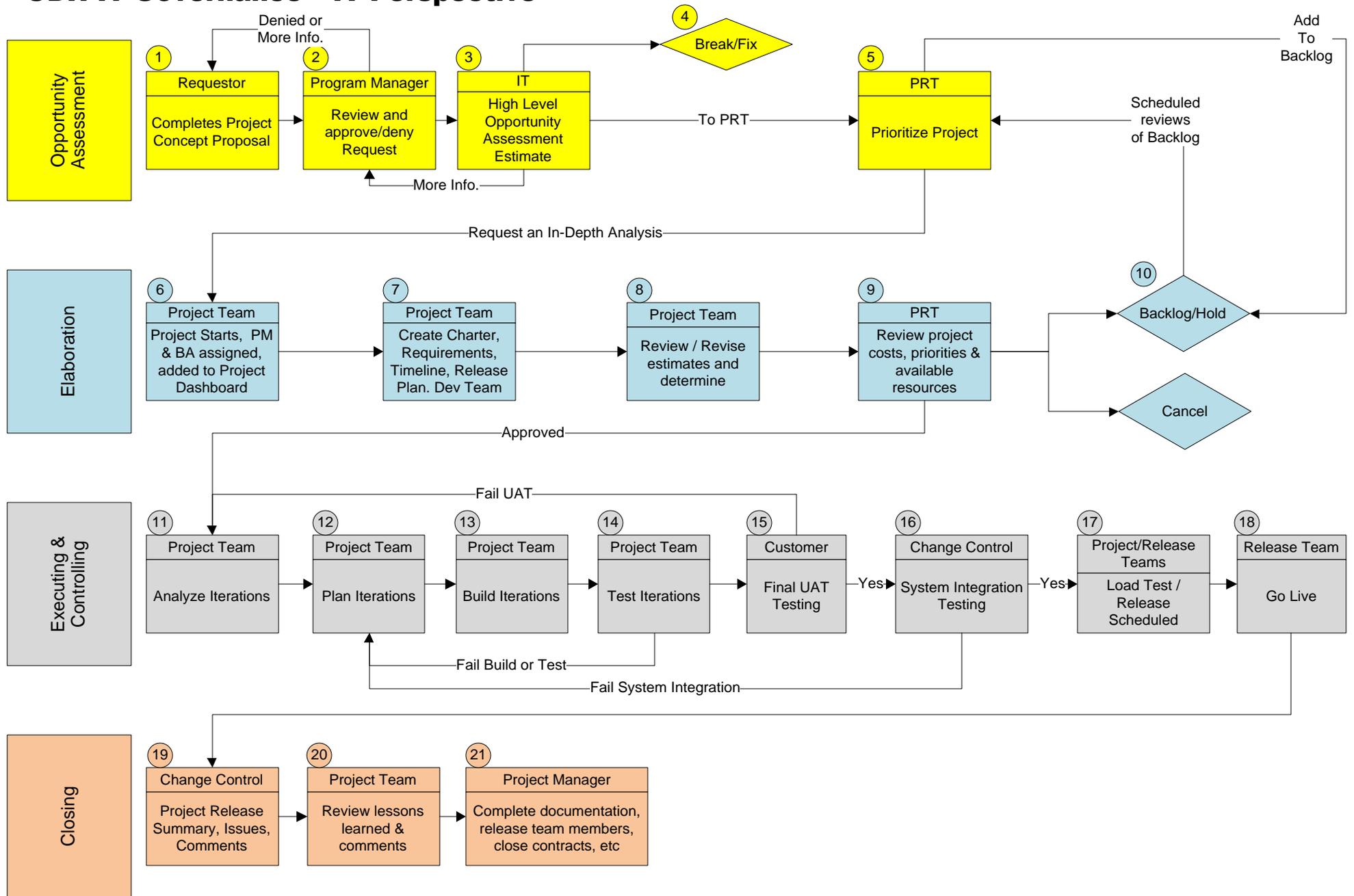
- Constraints
 - The project must be completed by May 22, 2012.
 - Project team is fixed with the current four members (Project Managers).
 - There is no funding for this project.
 - Must use Microsoft Project.
 - Novice experience in Project Management team.

Acceptance Criteria

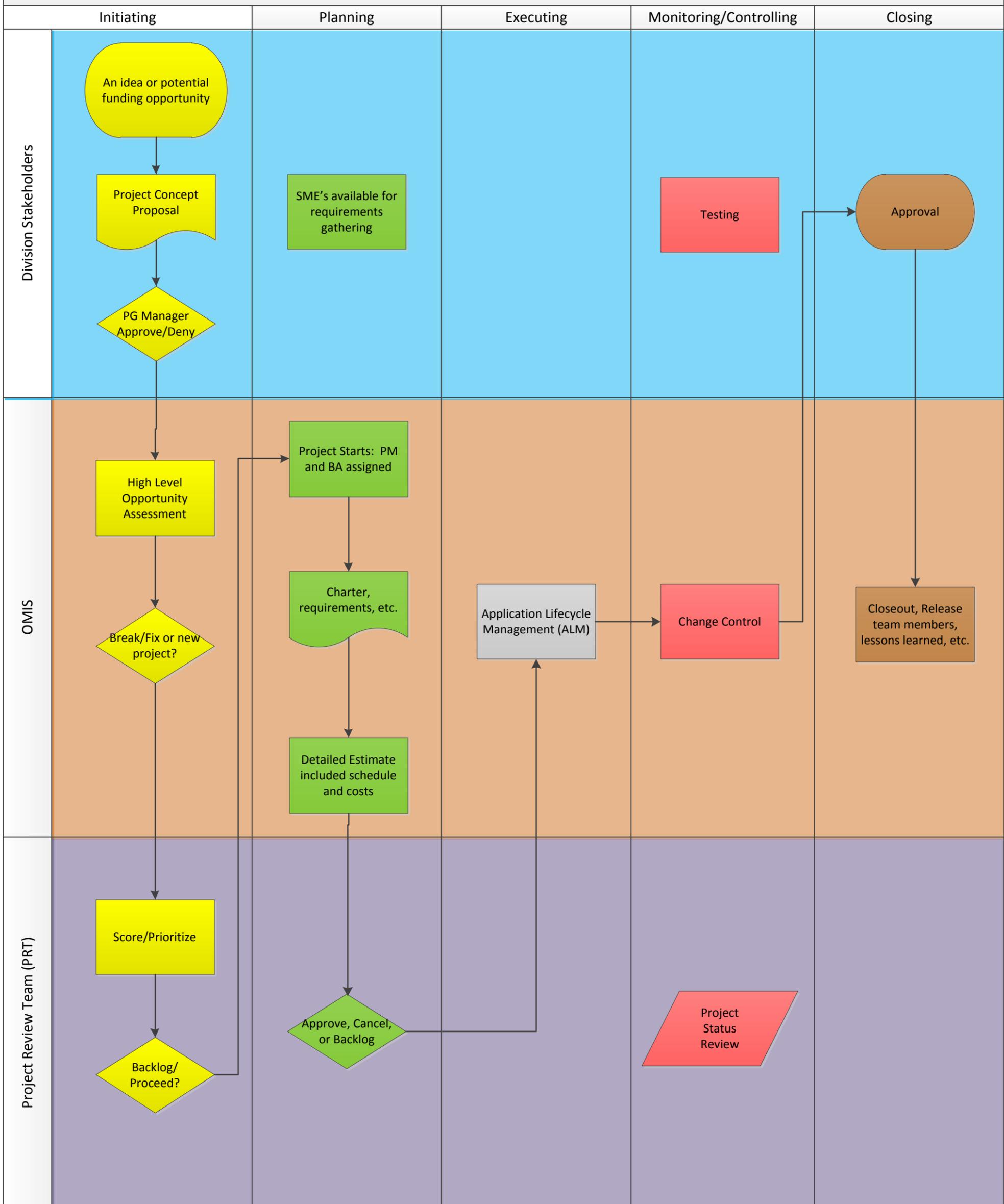
To ensure the quality of the products developed under the IT Governance the following product acceptance criteria have been established:

- Project must be completed by May 22, 2012.
- All components of the project management plan are completed.
- All deliverables as outlined above are completed per stakeholder requirements.
- All project artifacts adhere to the Quality Assurance Standards in the Quality Management Plan.
- All project artifacts adhere to the Quality Control Standards in the Quality Management Plan.

ODH IT Governance – IT Perspective



The Division of Prevention and Health Promotion IT Governance



IT Governance Technical Score

Project Name:

Completed by:

Date:

Category	Low (0)	Medium(1)	High(2)	Very High(3)	Score	Weight	Final Score
Identify the history of this agency with successful delivery of similar projects	ODH has no experience or success with a project of similar development effort.	ODH has had limited success delivering a project of similar scope, budget, and complexity	ODH has successfully delivered a project of similar scope, budget, and complexity within the last five years.	ODH has successfully delivered a project of similar scope, budget, and complexity within the last two years.		10%	0.00
Classify the stability of the business and technical scope and requirements likely to exist at project kickoff	Some critical issues regarding project scope and requirements may remain unresolved and/or continue to evolve well into the project lifecycle.	The project scope will be mostly settled at project kickoff, with most of the requirements to be determined during a requirements analysis effort and finalized during requirements validation.	The project scope and requirements will be mostly settled at project kickoff, with remaining scope and requirement issues to be finalized during requirements	The project scope and requirements will be stable, with most of the project focus on implementation.		5%	0.00
This project must be completed within	2+ years	1-2 years	6 months - year	0-6 months		25%	0.00
Technology applicability to ODH IT standards (i.e ITAG)	Does not comply with any of the existing standards	Complies with very few	Complies with most	Fully complies with all ODH IT standards		15%	0.00
Technology - skill & expertise of the team with the selected technology (Silverlight, mobile, etc...)	New to the industry as a whole	New to ODH	Familiar	ODH expertise		15%	0.00
Purchased solution/COTS	Product not implemented at ODH or other state agency	Product implemented & working in other state agency.	Product implemented & working in one ODH application	Product implemented & working in multiple ODH applications		5%	0.00
Solution Complexity	Solution is not known or vaguely defined.	Solution is known but some problems are expected	There are multiple approaches to achieving the goal	The solution is well designed with no problems expected		10%	0.00

System Interface Profile (# of interfaces)	0	1-2	3-4	> 4		5%	0.00
Support interoperability and reusability	The application inhibits the use of industry standard communications techniques and protocols. The application makes limited use of available business and technical services and does not provide access to its services at the business function level	The application supports neither industry nor statewide standard communications techniques and protocols. The application uses some available business and technical services and provides limited access to its services at the business function level	The application inherently supports industry or statewide standard communications techniques and protocols. The application makes moderate use of available business and technical services and provides access to its services at the business function level	The application inherently supports industry and statewide standard communications techniques and protocols. The application makes maximum use of available business and technical services and provides access to its services at the business function level		10%	0.00
Total Technical (Score Max. 27, Weighted Score Max. 3.00)					0	100%	0.00

Prevention IT Project Portfolio Dashboard – mm/dd/yyyy

Status Snapshot

Project	Last Rpt	Cur Rpt
Project 1		

Headlines

Major Accomplishments

- ❖ Bullet 1
- ❖ Bullet 2

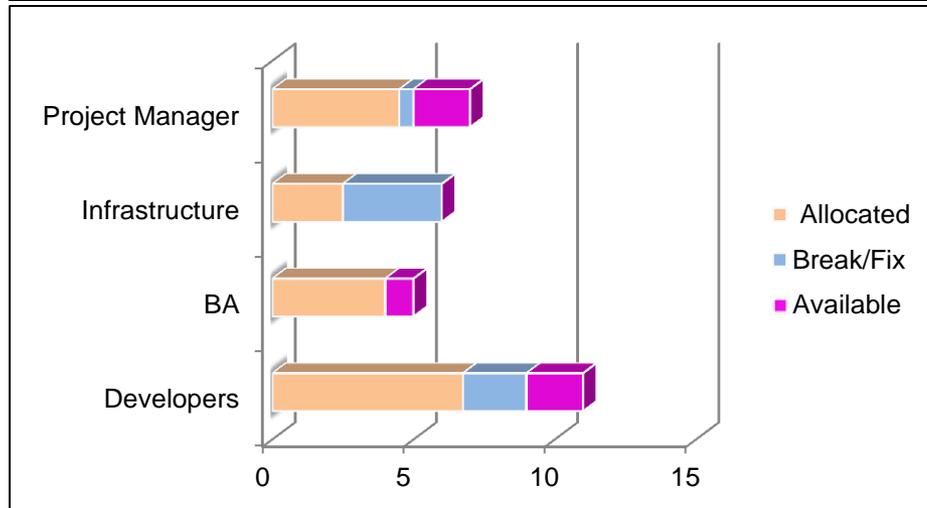
Issues/Risks

- ❖ Bullet 1
- ❖ Bullet 2

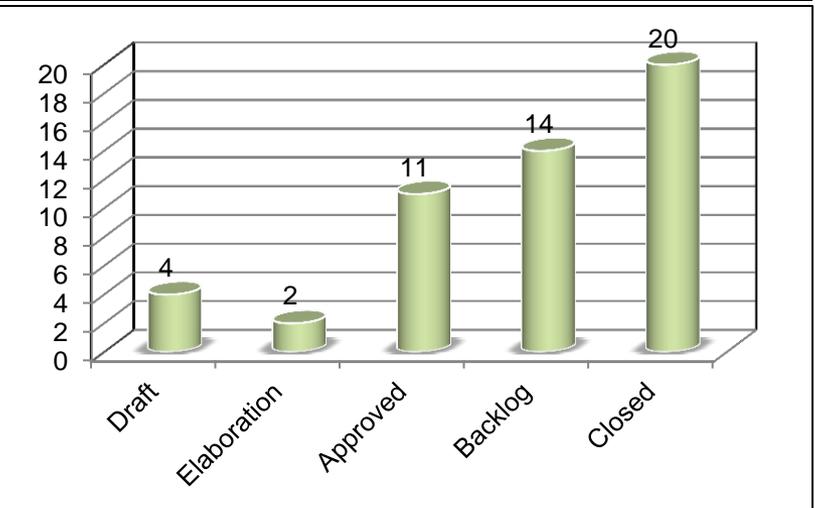
Important Dates

- ❖ Bullet 1
- ❖ Bullet 2

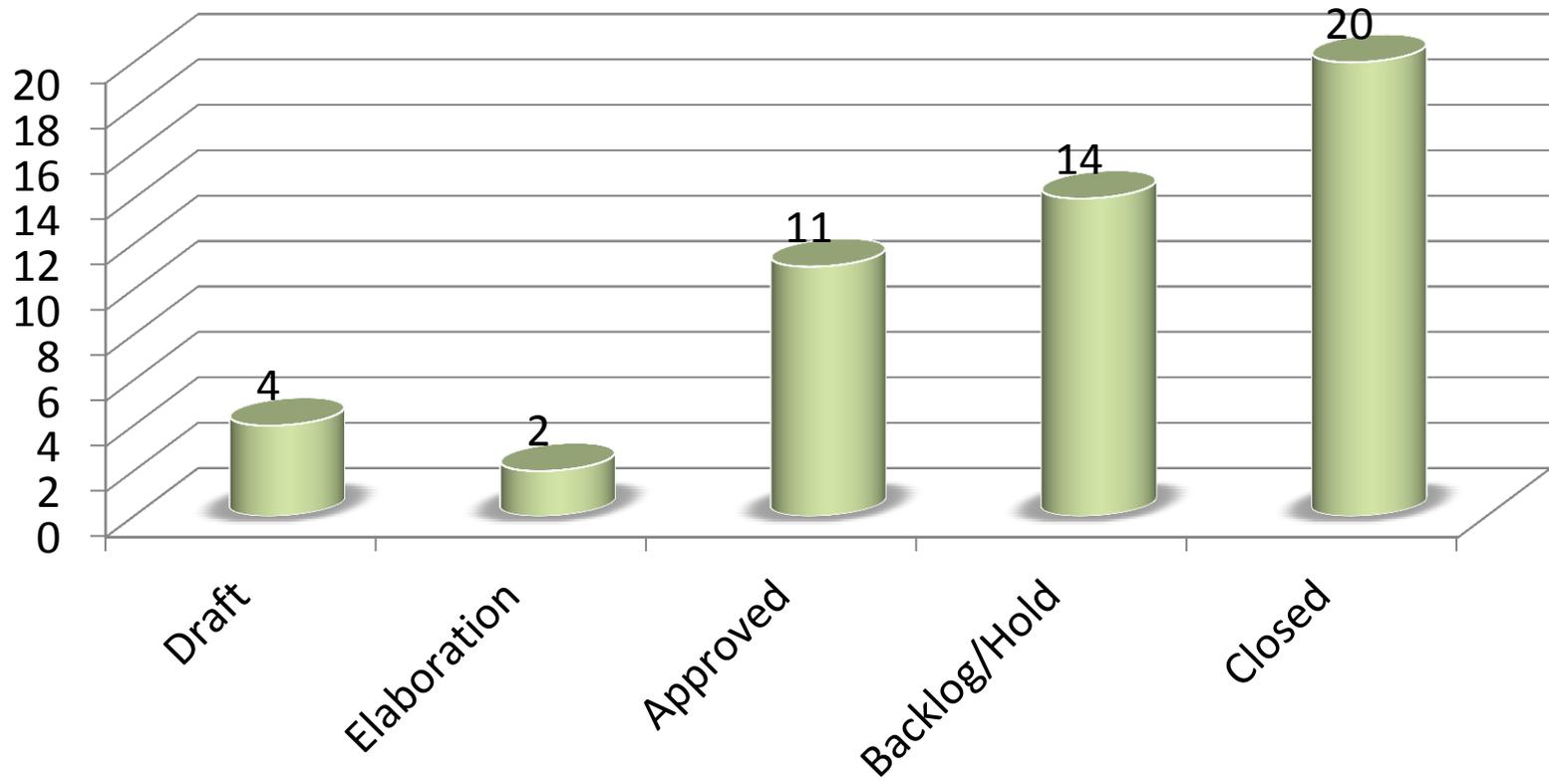
Resource Allocation



Overview



Project Portfolio Status



Project Tiering Guidelines

Project Tiering is a method to broadly categorize projects for the purpose of reviewing and prioritization. This initial assignment will be completed as part of the Project Concept Proposal (the idea for the project). It will serve to assist the Project Review Team (PRT) in determining the order in which projects need to be reviewed.

What is a Project?

Projects are temporary endeavors with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations), which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies.

A Strategic Project is a project that aligns with the strategic plan of ODH and/or one of its divisions.

What is not a Project?

Projects are not perpetual enhancements, bug fixes, or on-going "maintenance" to existing ODH software applications. However, these types of things may be grouped together to form a project that can be prioritized through the IT Governance Process.

Software maintenance is the modification of a software product after delivery to correct faults, to improve performance or other attributes. A common perception of maintenance is that it merely involves fixing defects. However, one study indicated that the majority, over 80%, of the maintenance effort is used for non-corrective actions (Pigosky, 1997). This perception is perpetuated by users submitting problem reports that in reality are functionality enhancements to the system.

Categories of software maintenance

- Corrective maintenance: Reactive modification of a software product performed after delivery to correct discovered problems.
- Adaptive maintenance: Modification of a software product performed after delivery to keep a software product usable in a changed or changing environment.
- Perfective maintenance: Modification of a software product after delivery to improve performance or maintainability.
- Preventive maintenance: Modification of a software product after delivery to detect and correct latent faults in the software product before they become effective faults.

A software bug is the common term used to describe an error, flaw, mistake, failure, or fault in a computer program or system that produces an incorrect or unexpected result, or causes it to behave in unintended ways. Most bugs arise from mistakes and errors made by people in either a program's source code or its design, and a few are caused by compilers producing incorrect code.

There are various reasons for not fixing bugs:

- The developers often don't have time or it is not economical to fix all non-severe bugs.
- The bug could be fixed in a new version or patch that is not yet released.
- The changes to the code required to fix the bug could be large, expensive, or delay finishing the project.
- Even seemingly simple fixes bring the chance of introducing new unknown bugs into the system. At the end of a test/fix cycle some managers may only allow the most critical bugs to be fixed.
- Users may be relying on the undocumented, buggy behavior, especially if scripts or macros rely on a behavior; it may introduce a breaking change.
- It's "not a bug". A misunderstanding has arisen between expected and provided behavior

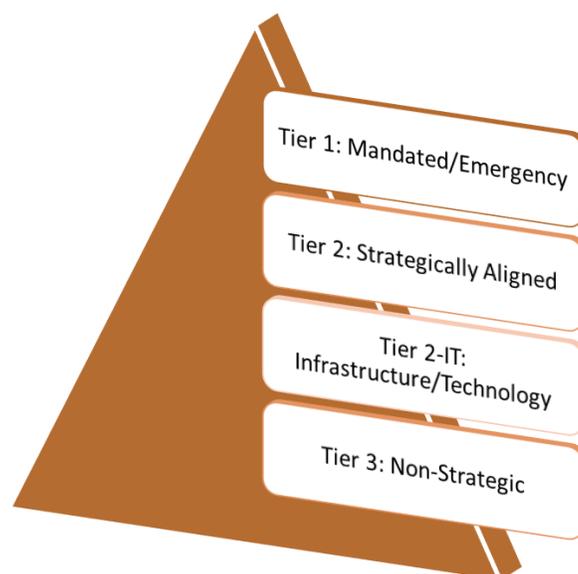
ODH Project Tiers

Tier 1: Mandated/Emergency - Projects that are required to be executed in the portfolio. These projects include legislative or other mandates or are event-driven in nature (e.g. H1N1). IT Governance for these types of projects will be streamlined.

Tier 2: Strategically Aligned - Projects that are aligned with the agency/division strategic priorities. These projects are executed as resources permit when all Tier 1 project needs have been addressed. These projects will be prioritized at the discretion of the PRT.

Tier 2-IT: Infrastructure/Technology - Projects that are CIO-mandated infrastructure /technology changes. These projects should typically occur before resources are allocated to other competing projects. Only Tier 2 projects with extremely strong business cases or aggressive timelines will be considered before these projects.

Tier 3: Non-Strategic – Projects that are not aligned with the agency/division strategic priorities. These projects may or may not be associated with grant deliverables. These projects will be prioritized at the discretion of the PRT. Typically these projects will not be reviewed by the PRT until all projects in higher tiers have been addressed.



Project Communications Plan

Project Name:	Implementing IT Governance
Project Sponsors:	Bruce Hotte, ODH Chief Information Officer Will McHugh, ODH Prevention Division Chief
Project Managers:	Nathan Husky, Jeff Davis, Tom Wilson, Brian Koch

Use of this tool: The Communications Plan describes the required communications and how they will be fulfilled. It also explains the methods used for gathering, storing, and dispersing information to appropriate parties. In addition, the communications plan maps out the schedule of when the expected communications needs will be met. For example, milestone reports, timely status reports, project meetings, and other expected communications events are included in this plan.

Event – message that needs to go out to the targeted audience; "What".
Target Audience – who needs to know; "Who".
Message – content of the communication; "What".
Timing – the frequency of the message; "When".
Vehicles – the communication approach; "How".
Sender – the person distributing the message.
Feedback Mechanism – a way to capture the responses to the message.
Impact – effect of the communication; goal low effort, high impact.
Comments – any changes or needed information.

Event	Target Audience	Message Objective	Timing	Vehicles	Sender	Feedback Mechanism	File Format	Comments
Project Core Team Meeting's Agenda	Project Managers	Agenda should include at a minimum: the invited attendees, review of assigned action items, review of the project status, and a section to cover any new assigned action items. Other topics that can be included are: Review of the risk log, communications plan, any change request, or any outstanding issue.	Monday before training	Electronic Mail	Agenda - Nate Huskey	Agendas shall be archived in the project's "Communications Repository" folder.	YYYYMMDD-Agenda.docx	
Project Core Team Meeting Communications	Project Managers	Communicate and confirm all decisions or agreements made, action items (with the assignee established) during the Core Team meeting, and previous meeting minutes.	Day after team meeting	Electronic Mail	Brian Koch	Meeting Minutes shall be archived in the project's "Communications Repository" folder.	YYYYMMDD-MeetingMinutes.docx	
Bi-Weekly Stakeholder Status Update	Stakeholders and Sponsors	Project's status, progress/performance reports, high level achievements and any possible risks or issues (review of issue log), including conflicts.	Before COB on the Friday before	Electronic Mail	Nate Huskey	All replies shall be archived in the project's "Communications Repository" folder.	YYYYMMDD-SakeholderUpdate.docx	
Final Requirements and Scope Approval Meeting	Sponsor(s), Stakeholder(s) and Project Managers	Gather requirements for project artifacts, finalize overall project scope	04/17/2012	Face-to-face meeting	Meeting Coordinator - Nate Huskey	Meeting minutes shall be archived in the project's "Communications Repository" folder.	YYYYMMDD-RequirementsMeeting.docx	
Risk Assessment Meeting	Stakeholder(s) and Project Managers	Discuss risk management plan, identified risks with scope document, determine if the risk can/should be avoided by making changes to the project.	2 weeks after requirements-gathering	Face-to-face, Electronic Email	Nate Huskey	All replies shall be archived in the project's "Communications Repository" folder.	YYYYMMDD-RiskAssessment.docx	
Project Closeout and Presentation	Sponsor(s), Stakeholder(s), Class Instructor(s), Class Members, Project Managers	Present project management framework, final project deliverables, review future benefits, lessons learned.	05/22/2012	Face-to-face Meeting, PowerPoint Presentation	Nate Huskey, Tom Wilson, Jeff Davis, Brian Koch	N/A	N/A	

Team Roster			
Name	Department	Role	E-mail
Bruce Hotte	Dept. of Health	Sponsor	Bruce.Hotte@odh.ohio.gov
Will McHugh	Dept. of Health	Sponsor	Will.McHugh@odh.ohio.gov
Steve Wagner	Dept. of Health	Stakeholder	Steve.Wagner@odh.ohio.gov
Margie Wanchick	Dept. of Health	Stakeholder	Margie.Wanchick@odh.ohio.gov
Jim Gallant	Dept. of Health	Stakeholder	Jim.Gallant@odh.ohio.gov
Gary Spencer	Dept. of Health	Stakeholder	Gary.Spencer@odh.ohio.gov
Seetha Ravisankar	Dept. of Health	Stakeholder	Seetha.Ravisankar@odh.ohio.gov
Henry Smith	Dept. of Health	Stakeholder	Henry.Smith@odh.ohio.gov
Nate Huskey	Dept. of Health	Project Manager	Nathan.Huskey@odh.ohio.gov
Tom Wilson	Dept. of Health	Project Manager	Tom.Wilson@odh.ohio.gov
Jeff Davis	Dept. Rehab and Correction	Project Manager	Jeffrey.Davis@odrs.state.oh.us
Brian Koch	Dept. of Health	Project Manager	Brian.Koch@odh.ohio.gov

Stakeholder Analysis		
Name	Role	Impact, Power and Influence
Bruce Hotte	Sponsor	Executive in charge of all IT and technology for the Dept. of Health. Has veto and approval authority over all IT resources and policies.
Will McHugh	Sponsor	Executive in charge for all policy and business decisions for the Division of Prevention. Has veto and approval authority over all Prevention resources, policies and business priorities.
Steve Wagner	Stakeholder	Chief of the Preparedness Bureau in the Division of Prevention. Often given critical responsibilities at the department level. Historically has developed important department policies and procedures and determined business direction.
Margie Wanchick	Stakeholder	Project review team coordinator. Responsible for ensuring all IT Governance artifacts have been created appropriately, meet all requirements and deliverables, and are completed in time for PRT consumption.
Jim Gallant	Stakeholder	IT applications supervisor. Previously led IT Governance initiative at ODH. Will provide insight to work already completed. Serves as direct IT project manager over several applications involved in this initiative.
Gary Spencer	Stakeholder	IT applications supervisor. Previously led IT Governance initiative at ODH. Will provide insight to work already completed. Serves as direct IT project manager over several applications involved in this initiative.
Seetha Ravisankar	Stakeholder	Assistant executive over application development. Controls the logistics of all application development in the agency. Often exerts influence over Financial and HR matters.
Henry Smith	Stakeholder	Executive in charge of network, infrastructure, hardware and database decisions. Previously participated in IT Governance initiative at ODH.

Project Risk Log

Project Name:	Implementing IT Governance
Project Sponsors:	Bruce Hotte, ODH Chief Information Officer Will McHugh, ODH Prevention Division Chief
Project Managers:	Nathan Husky, Jeff Davis, Tom Wilson, Brian Koch

Use of this tool: The Risk log details the identified risk within the project, the risks associated with the constraints and project assumptions, and how the project team will monitor, react to, or avoid the identified risks. Risks are uncertain events or conditions that could occur and if the occur may have a positive or negative affect on a project's objectives. All risks will be listed on the Risk Log, and risks with a level of 12 or above should receive special attention. Have caution not to list all business risks, just list the risks related to the current project.

<Hover by the red triangle in the top right corner of the cell, for more details. Use the Instructions on the next tab .>

Date Identified	Risk ID.	Risk Description	Category	Potential Impact	Risk Owner	Probability of Occurrence (1-5)	Impact of Risk (1-5)	Risk Level (1-25)	Response Type	Risk Response Plan	Status
04/17/12	1	Change in requirements after scope has been approved.	Technical	Project does not meet deadline.	PMs	2	4	8	Mitigation	Negotiate with stakeholders to minimize changes.	New
04/17/12	2	Lack of stakeholder buy-in or change in strategic direction.	Management	Pilot is not undertaken.	PMs	2	3	6	Acceptance	Project can still be finished, but it will not be implemented.	New
04/17/12	3	Stakeholders unwilling to share resources based on priorities.	Management	Project is not formally implemented.	PMs	4	2	8	Mitigation	Negotiate with stakeholders.	New
04/17/12	4	8 weeks may not be enough time to complete artifact creation and finalization.	Project Management	Class assignment is not completed in time for presentation.	PMs	1	5	5	Avoidance	Remove artifacts from the scope to meet the deadline.	New
04/17/12	5	Communication relies on the ability of OIT/DAS to keep email system and SharePoint functional.	Project Management	Essential information is not dispersed in a timely fashion.	PMs	1	2	2	Acceptance	We have no control over the infrastrure of OIT/DAS. Use alternate communications.	New
04/17/12	6	Stakeholders are unable to work through funding mechanism to successfully fund pilot.	Organizational	Cost Management Plan is not completed.	PMs	2	1	2	Acceptance	Project can still be finished, but it will not be implemented.	New
04/17/12	7	Project Review Teams are not selected in time for the pilot project to begin.	Organizational	Project does not meet deadline.	PMs	1	1	1	Transference	Escellate. This is an executive management decision.	New
04/17/12	8	Competing priorities for project management team with their normal duties.	Internal	Project does not meet deadline.	PMs	3	3	9	Mitigation	Negotiate with functional supervisors for time during working hours.	New



IT Governance

Ohio Department of Health

IT Governance Stakeholder Introduction



IT Governance

Ohio Department of Health

Agenda

- What is IT Governance?
- Why IT Governance?
- IT Governance Workgroup
- Workgroup Deliverables
- Timeline
- Discussion



What is IT Governance?

1. The organizational capacity to control the formulation and implementation of IT strategy and guide its direction.
2. It's a set of roles and processes to ensure that activities are coordinated, resources are properly allocated and plans progress efficiently.
3. Comprised of senior level management, business units and IT to ensure that ODH's IT capabilities continue to sustain and extend the agency's strategic objectives.
4. **Business driven!**



IT Governance

Ohio Department of Health

IT Governance

(Principles, Goals, Domains, Decision Rights)

Business Function (Demand Management)



Business Unit Prioritization



Project Portfolio Management

Business /IT Operational Planning



IT Service Funding/ Staff Allocation



Spending/Project Oversight

More....

IT Function (Supply Management)

Architecture

Security

Project Management

Vendor Management

Corporate Compliance

More...



IT Governance

Ohio Department of Health

ODH Business Case for IT Governance

- Current IT initiatives are tied to funding and not necessarily to ODH strategic priorities.
- Very little correlation between the agency's (division's) strategic objectives and allocation of IT resources.
- Decisions regarding IT projects are made in isolation (siloed) with very little input from other programs
- Very little visibility into IT initiatives across the enterprise have led to duplication of information and systems that are not integrated.



Benefits of IT Governance

- Flexible allocation of IT resources.
- Prioritization of IT projects at a high-level (e.g.. Department, Division).
- Increased visibility at all levels into IT initiatives.
- Helps to drive the adoption of standards such as SDLC, coding, etc...
- Drives cross training on applications and common skill sets.
- At the Division level, customers get what they want when they need it.



IT Governance

Ohio Department of Health

Informal Governance at Work at ODH.

H1N1

- Pulled together IT resources from around the agency to build critical systems.

Smoke-Free Workplace

- Pulled together BA resources from outside BEH to define requirements.



IT Governance

Ohio Department of Health

IT Governance Workgroup

- The IT Governance workgroup was established by the CIO in July 2011
- The group meets once a week to review deliverables and provide updates on assigned tasks.
- Information Gathering
 - Gartner research
 - Web searches
 - Review similar initiatives from other agencies
 - Multiple meetings with DODD to understand their IT Governance model
- The IT Governance Workgroup members consist of:
 - Henry Smith
 - Gary Spencer
 - Greg Buskirk
 - Jim Gallant
 - Nathan Huskey
- SharePoint Site: <http://spsroadtest/sites/ITGovernance/default.aspx>



Project Concept Proposal

- Official document for the business unit to request a new IT project (or significant enhancement).
- Identifies the need or problem to be addressed
- Proposes solutions and potential benefits
- Identifies funding
- Outlines constraints, risks
- Used for high-level estimates
- Serves as an input to the PRT



Project Request Process Flow

- Defines a standard methodology for IT project prioritization
- Provides for two level of estimates.
 - Initial high-level (rough order of magnitude)
 - Final estimates following detailed requirements
- Provides for multiple checkpoints along the way.

Projects requests can be:

- Denied
- Backlogged (deferred)
- Approved



IT Governance

Ohio Department of Health

Critical Business Inputs/Decision Points in the IT Governance Process

Opportunity Assessment

- Project concept proposal
- Business owner approval
- PRT scores project

Elaboration

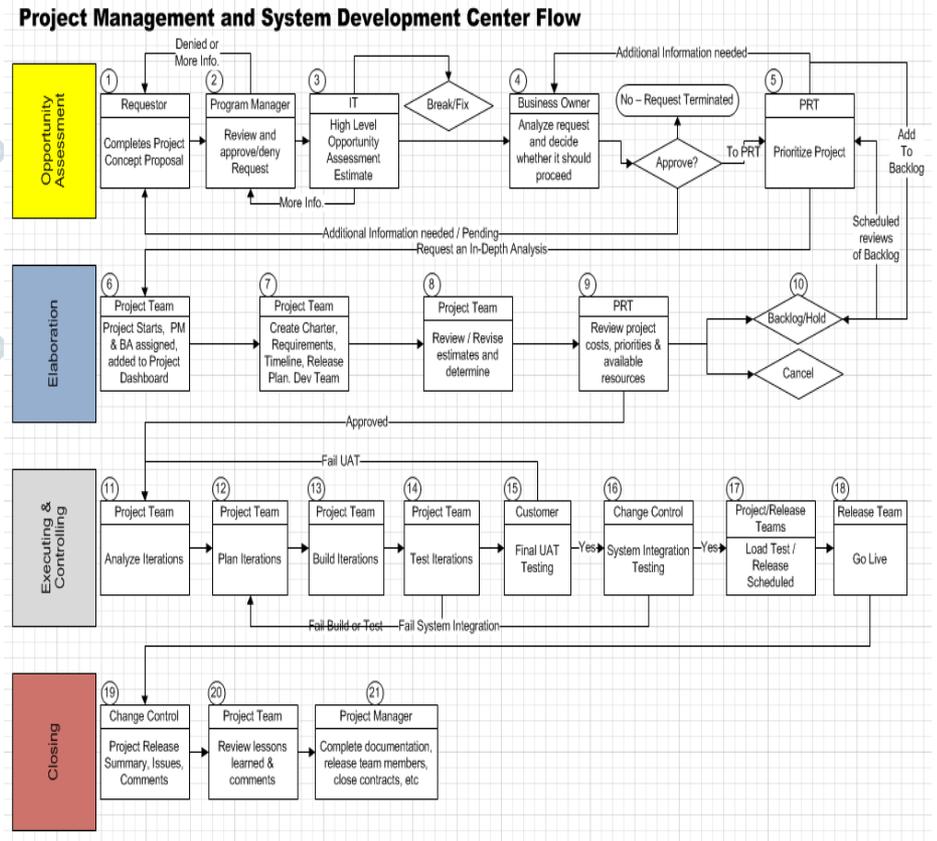
- PRT assigns project priority
- Go/No go decision

Executing & Controlling

- Project Transparency
- Review IT Dashboard
- Release of project deliverables

Closing

- Review project outcomes
- Lessons learned

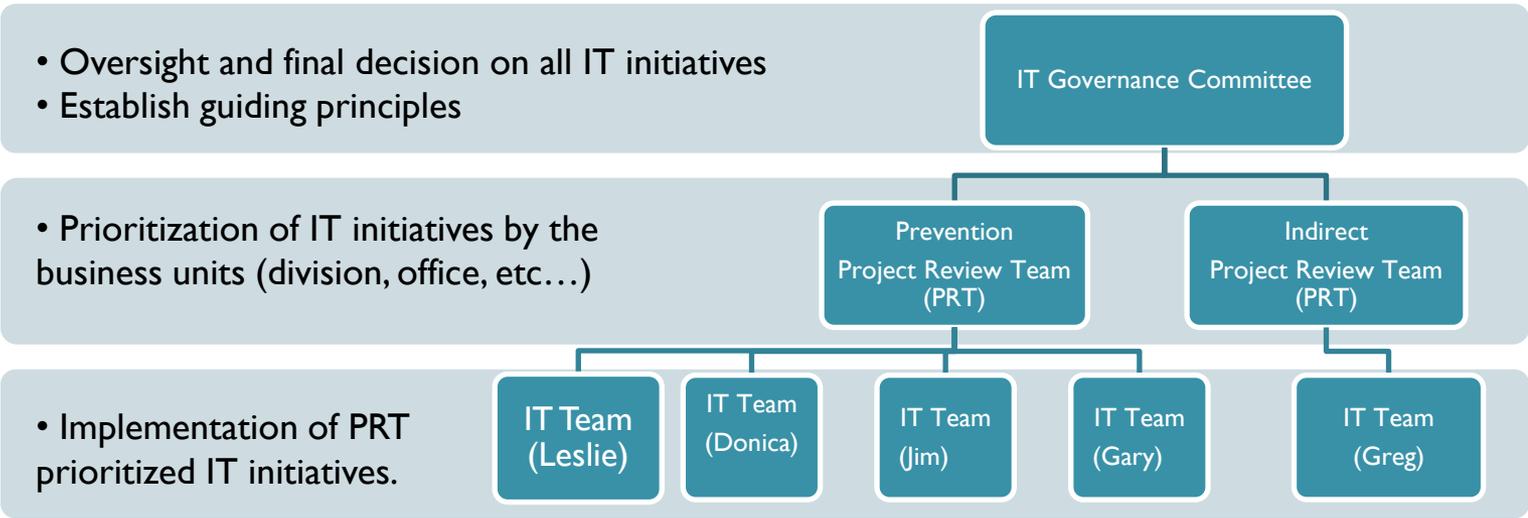




IT Governance

Ohio Department of Health

Implementing IT Governance at ODH





IT Governance

Ohio Department of Health

IT Governance Committee

Mission: The Ohio Department of Health (ODH) Information Technology Governance Committee (ITGC) oversees all IT initiatives by ensuring alignment with ODH strategic priorities. Will review upcoming and ongoing IT projects across all Project Review Teams (PRT) in order to maximize business value.

- Meet quarterly
- Comprised of
 - Executive Management Team
 - Chief Information Officer (CIO)/Asst. CIO
 - Enterprise PRT Coordinator
 - Administrative support members, as assigned
- The IT Governance Committee (ITGC):
 - Reviews project priorities, project status (i.e. dashboards) and conveys new initiatives or changes to strategic priorities that may impact PRTs.
 - Approves major enterprise wide IT policies and significant investments in IT infrastructure (hardware, software, etc..)
 - May set strategic priority projects or resolve competing projects across multiple PRTs.



IT Governance

Ohio Department of Health

Project Review Team (PRT)

Mission: The Project Review Team (PRT) directs the business utilization of Information Technology (IT) within its area of responsibility to align with the Ohio Department of Health's strategic, operational and business objectives. It identifies Information Technology needs and promotes collaboration in meeting those needs and priorities.

- Meet monthly
- Comprised of
 - Division/Office Chief
 - Bureau Chiefs and/or Program Managers
 - Business Analyst/Liaison
 - Enterprise PRT Coordinator
 - IT Managers
 - Administrative support members, as assigned
- The Project Review Team:
 - The PRT serves as the primary forum for members to seek consensus on, and assign, priorities for the Division's IT projects.
 - The PRT ensures the adoption of enterprise architecture and standards to preserve technology investments thereby maximizing Return on Investment (ROI).
 - The PRT will act as an oversight board for grant funding opportunities, project accountability and will assure alignment with the Ohio Department of Health's strategic goals



IT Governance

Ohio Department of Health

Discussion Points

- Address IT funding; split funding, fund with indirect, new cost category for IT
- Establish an enterprise “break-fix” team for routine maintenance
- Establish one SDLC across all IT teams
- Establish a Project Management Office
- Establish a Business Analyst Pool



IT Governance

Ohio Department of Health



Questions?



Ohio Department of Health

Implementing IT Governance

DAS Project Management Cohort Presentation

May 24, 2012

Project Team Members:

Nate Huskey

Tom Wilson

Jeff Davis

Brian Koch



Implementing IT Governance

Ohio Department of Health

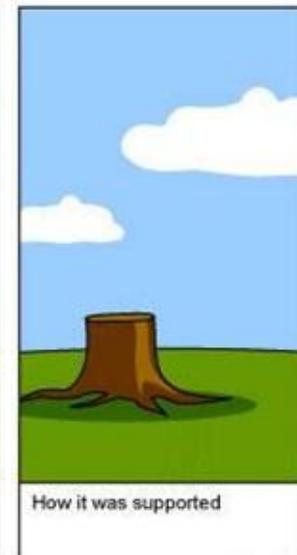
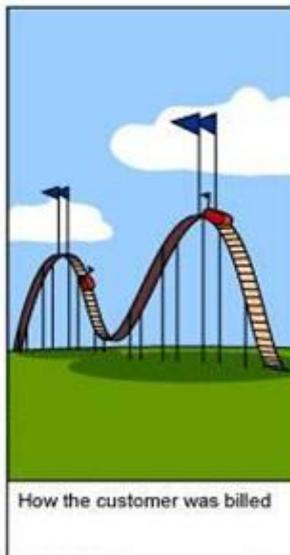
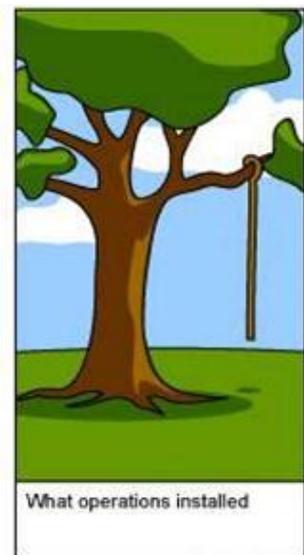
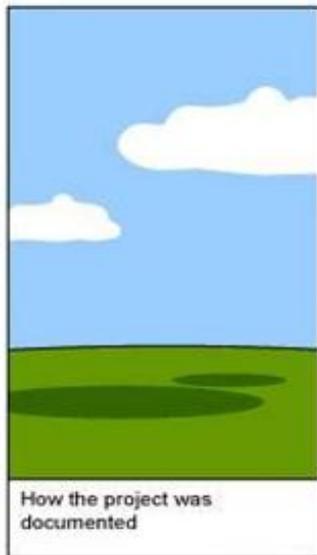
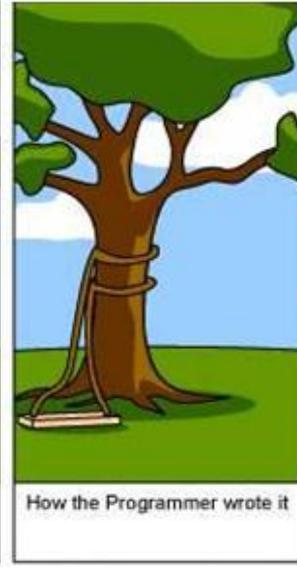
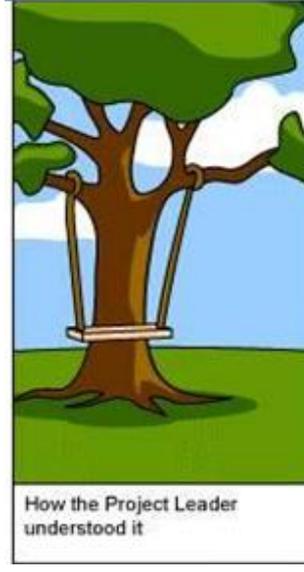
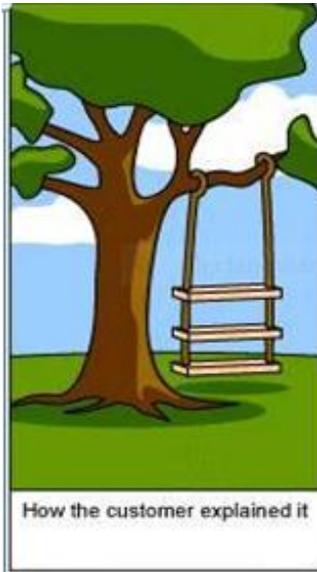
Agenda

- Project Management Process Overview
- What is IT Governance?
- Why IT Governance?
- Deliverables
- Lessons Learned



Implementing IT Governance

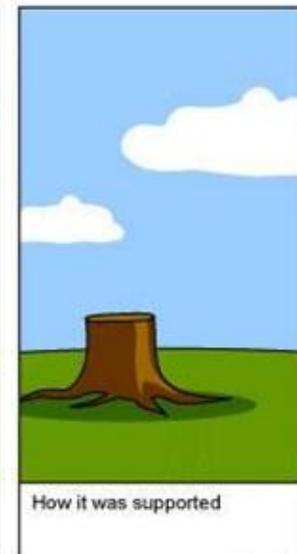
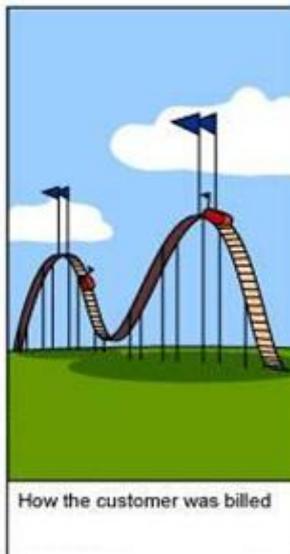
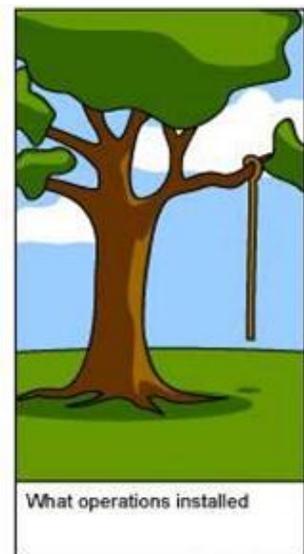
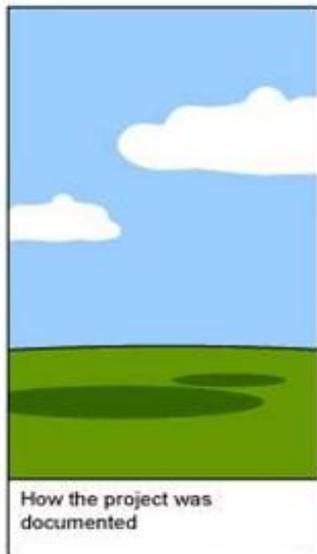
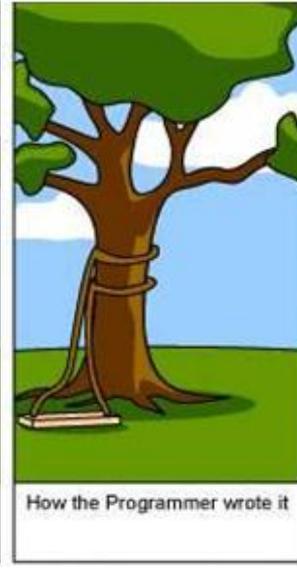
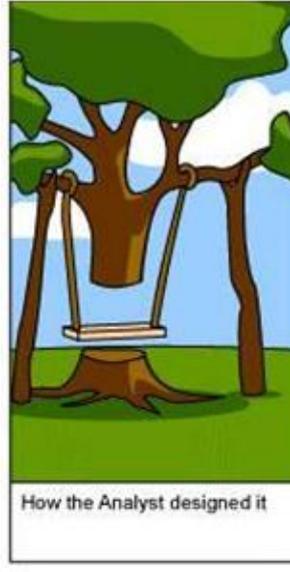
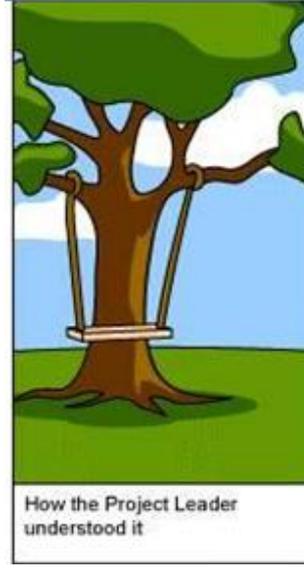
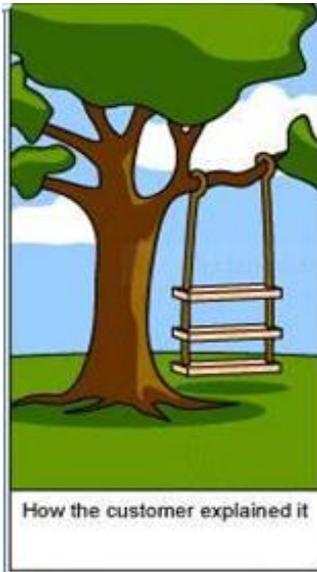
Ohio Department of Health





Implementing IT Governance

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Implementing IT Governance

Ohio Department of Health

What is IT Governance?

1. The organizational capacity to control the formulation and implementation of IT strategy and guide its direction
2. It's a set of roles and processes to ensure that activities are coordinated, resources are properly allocated and plans progress efficiently
3. Comprised of senior level management, business units and IT to ensure that ODH's IT capabilities continue to sustain and extend the agency's strategic objectives
4. Business driven



Implementing IT Governance

Ohio Department of Health

IT Governance

(Principles, Goals, Domains, Decision Rights)

Business Function (Demand Management)



Business Unit Prioritization



Project Portfolio Management

Business /IT Operational Planning



IT Service Funding/ Staff Allocation



Spending/Project Oversight

More....

IT Function (Supply Management)

Architecture

Security

Project Management

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Corporate Compliance

More...



Implementing IT Governance

Ohio Department of Health

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Implementing IT Governance

Ohio Department of Health

Benefits of IT Governance

- Flexible allocation of IT resources
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Implementing IT Governance

Ohio Department of Health

Project Review Team (PRT)

Mission:

The Project Review Team (PRT) directs the business utilization of Information Technology (IT) within its area of responsibility to align with the Ohio Department of Health's strategic, operational and business objectives. It identifies Information Technology needs and promotes collaboration in meeting those needs and priorities.



Implementing IT Governance

Ohio Department of Health

Project Review Team (PRT)

- Serves as the primary forum for members to seek consensus on, and assign, priorities for the Division's IT projects
- Ensures the adoption of enterprise architecture and standards to preserve technology investments thereby maximizing Return on Investment (ROI)
- Will act as an oversight board for grant funding opportunities, project accountability and will assure alignment with the Ohio Department of Health's strategic goals
- Comprised of:
 - Division of Prevention Chief
 - Designees from Division Programs
 - IT Representatives

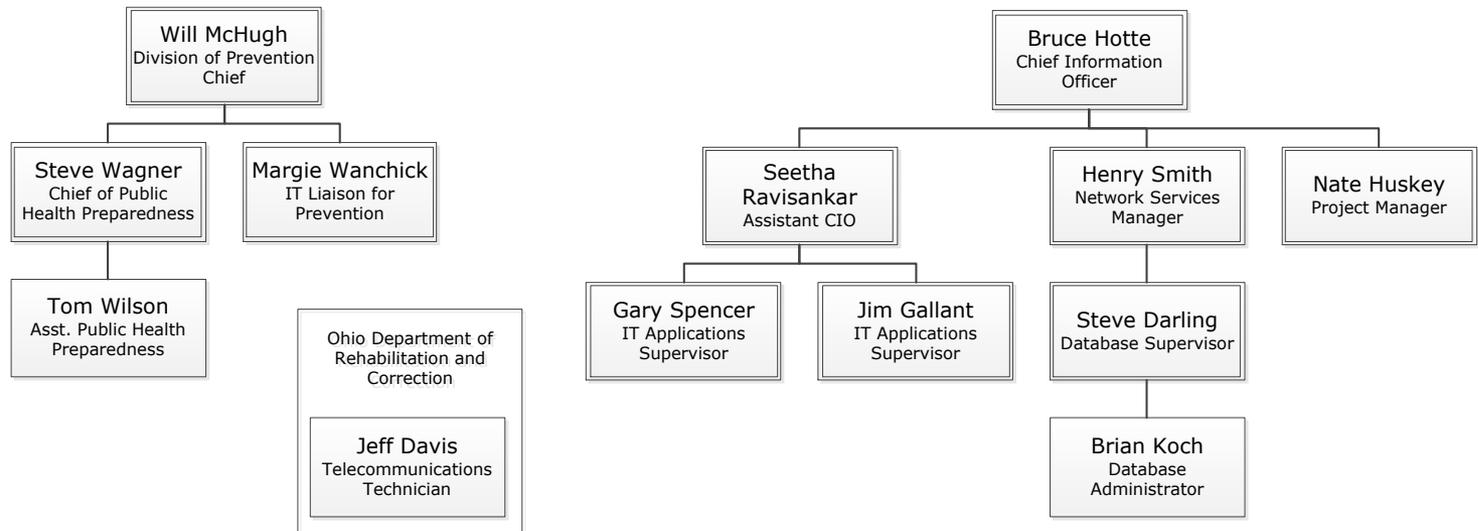


Implementing IT Governance

Ohio Department of Health

Pilot Program Background

- Div. of Prevention is piloting
- Div. Chief and CIO are project sponsors





Implementing IT Governance

Ohio Department of Health

PRT Team Site

IT Governance

Home

Search this site...

Documents

[Division of Prevention & Health Promotion](#)

[Project Concept Proposals Wiki](#)

Lists

Tasks

[Division of Prevention and Health Promotion IT Projects](#)

Discussions

[Team Discussion](#)

[People and Groups](#)

[All Site Content](#)

IT Governance



Announcements

Weekly PRT meetings for the Division of Prevention and Health Promotion
by Nathan Huskey

5/4/2012 9:30 AM

The PRT will meet weekly on Fridays from 11:00-12:00.

First Division of Prevention and Health Promotion Project Review Team meeting
by Nathan Huskey

5/4/2012 9:18 AM

The first Project Review Team (PRT) meeting to help prioritize IT projects within the division was held on April 20, 2012.

Calendar

5/4/2012 11:00 AM **Division of Prevention and Health Promotion PRT Meeting**

Tentative Agenda:

1. PRT Operating Guidelines (15 min)
2. List of Division applications and priority projects (5 min)
3. Division Policy/Procedure (40 min) to brainstorm and make decisions regarding monthly business meetings,...

5/11/2012 11:00 AM **PRT Meeting**

Agenda:

1. Introduction to the Scoring Sheet (15min)
2. Introduction to IT tracking Tool (15 min)
3. Division Policy/Procedure to brainstorm and make decisions regarding monthly business meetings, etc. (30min)

Chart Web Part [2]

IT Opportunity Score by PRT Status

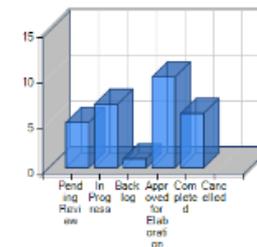
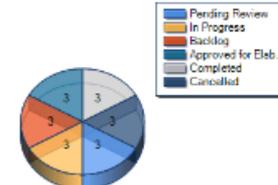


Chart Web Part [1]

Project Status

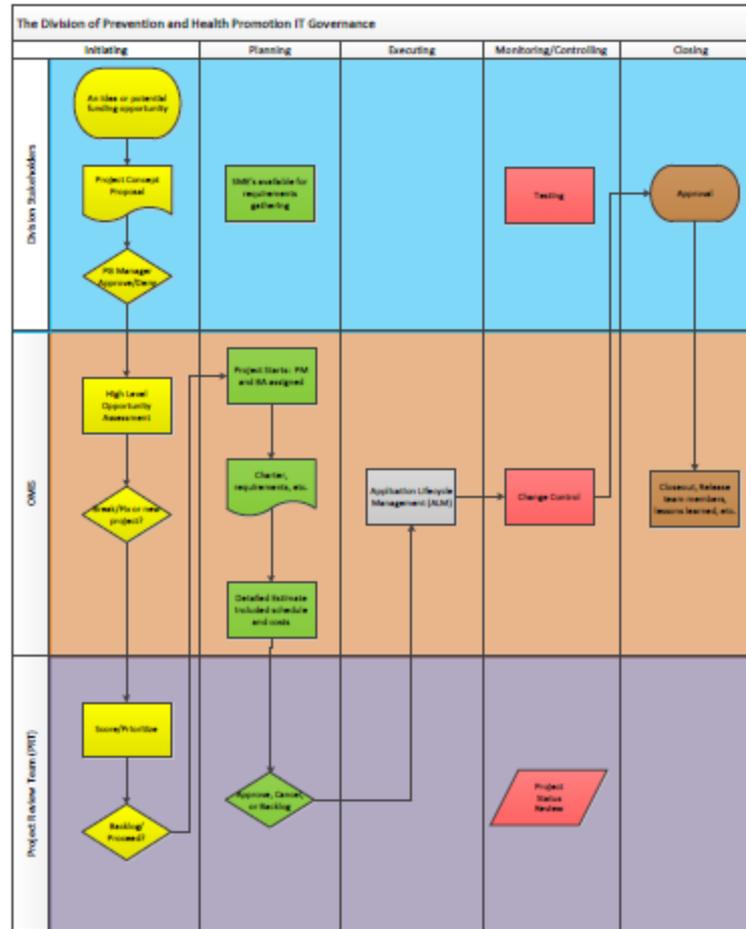




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Ohio Department of Health

Business Process Flow

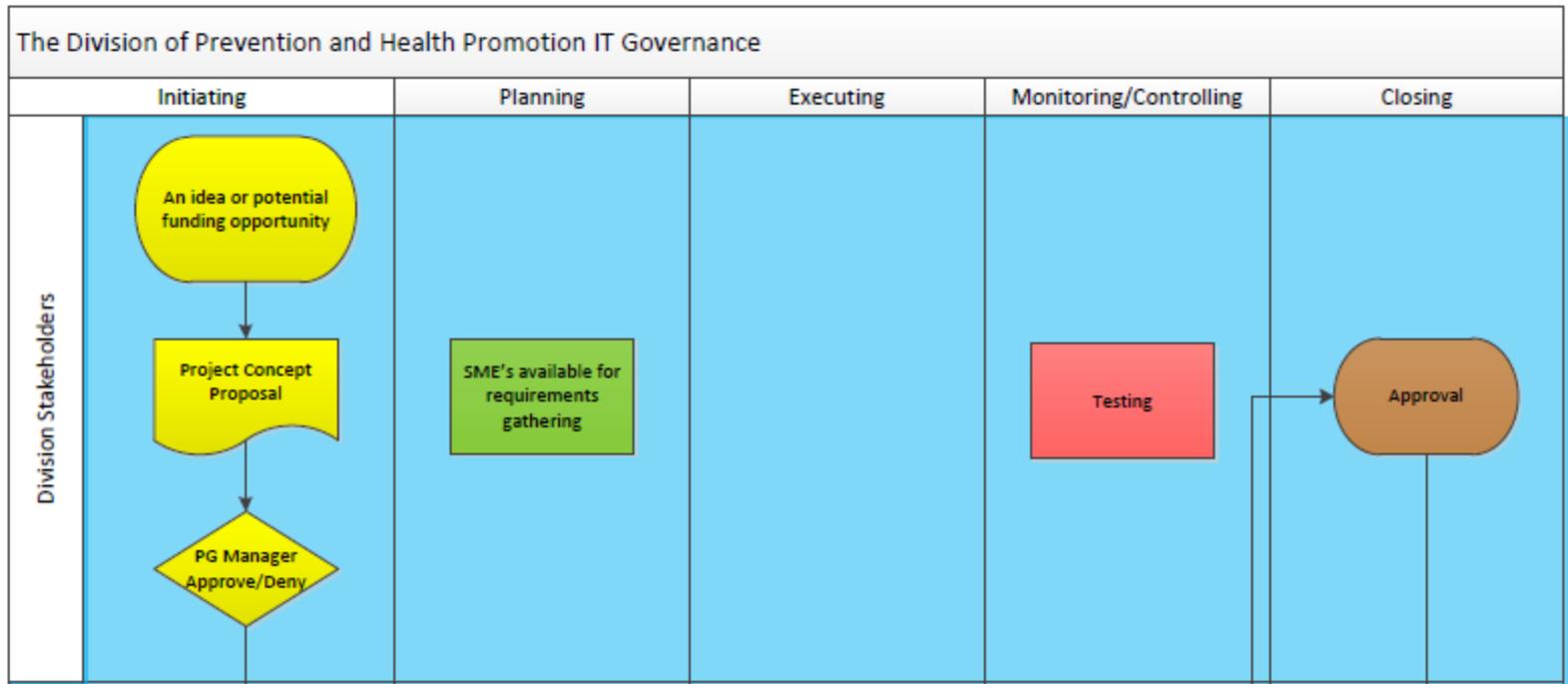




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Ohio Department of Health

Business Process Flow

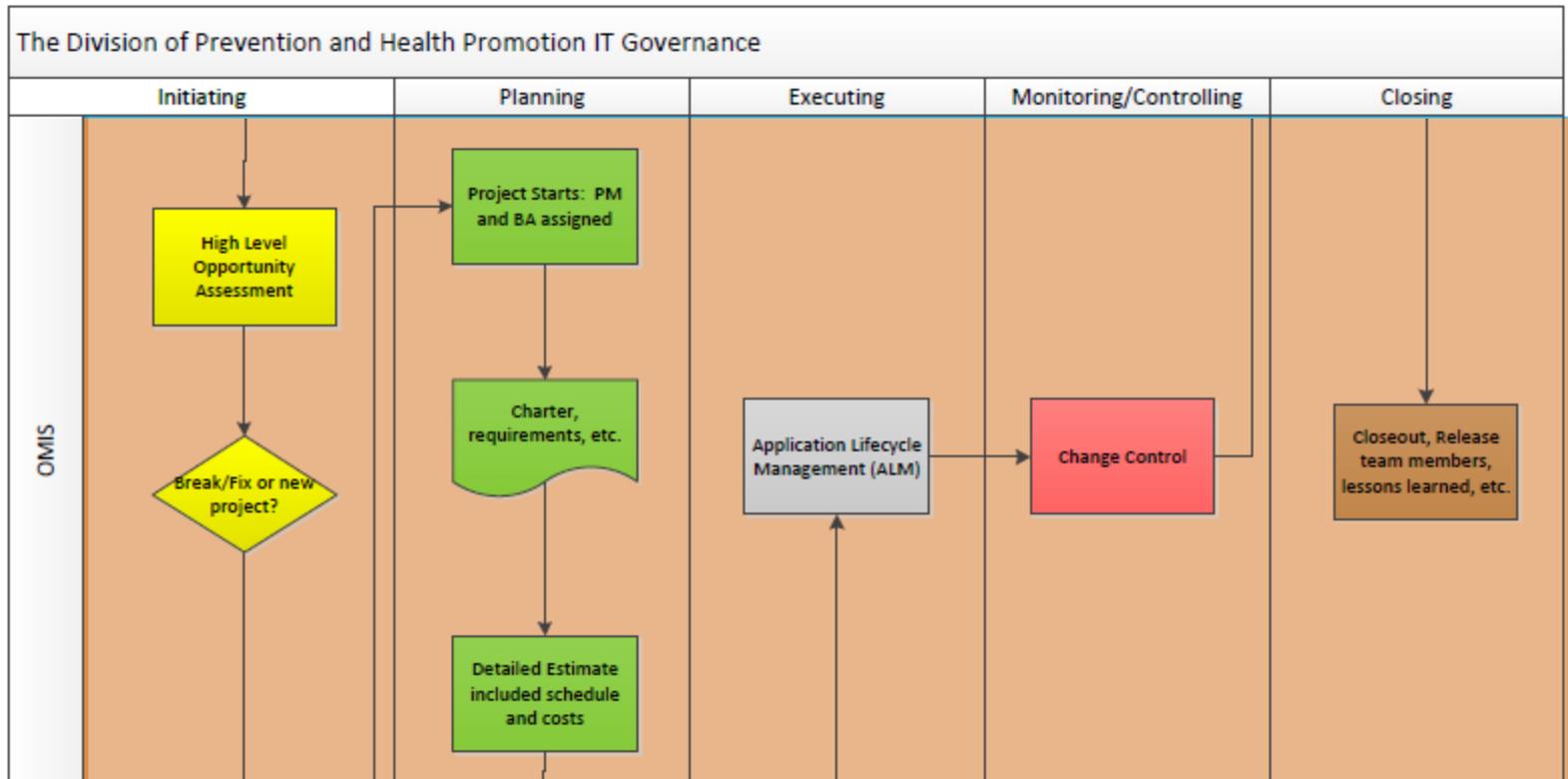




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Ohio Department of Health

Business Process Flow

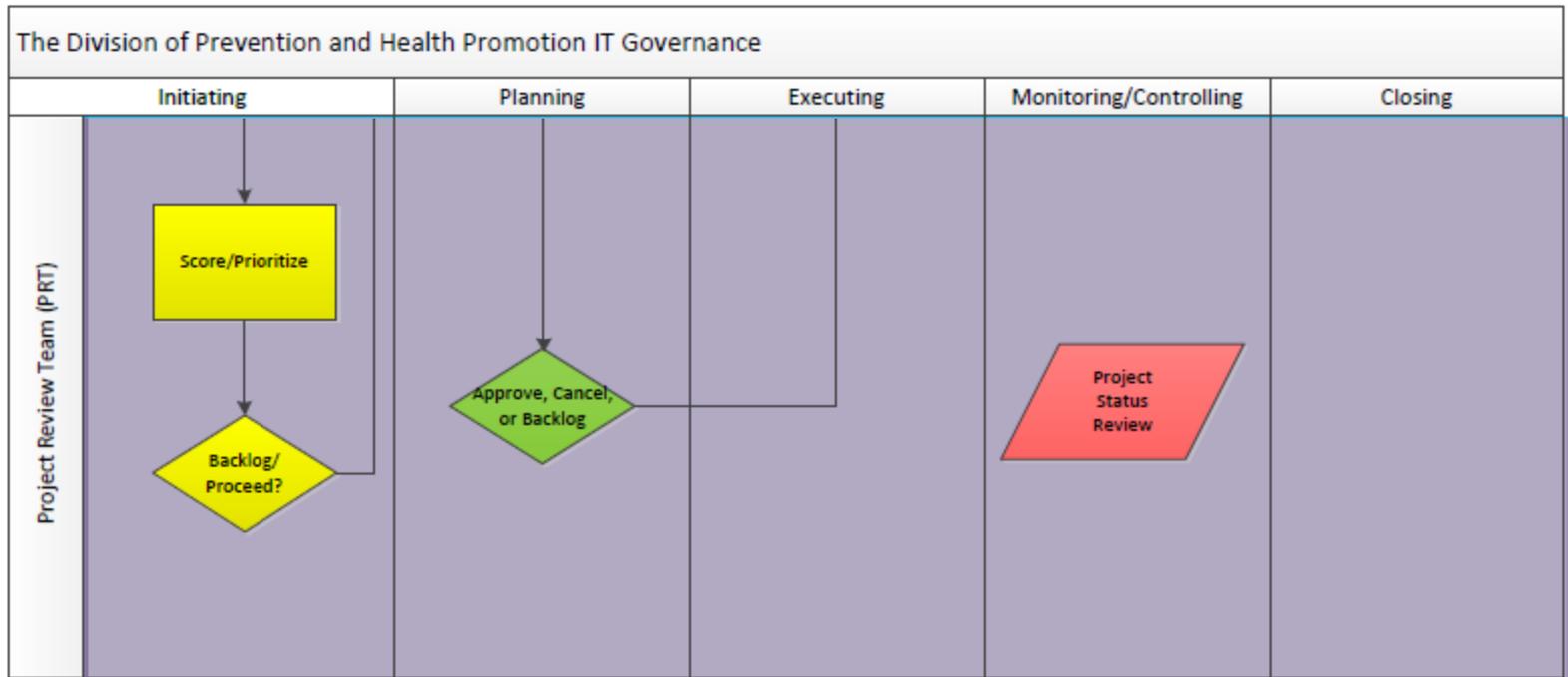




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Business Process Flow



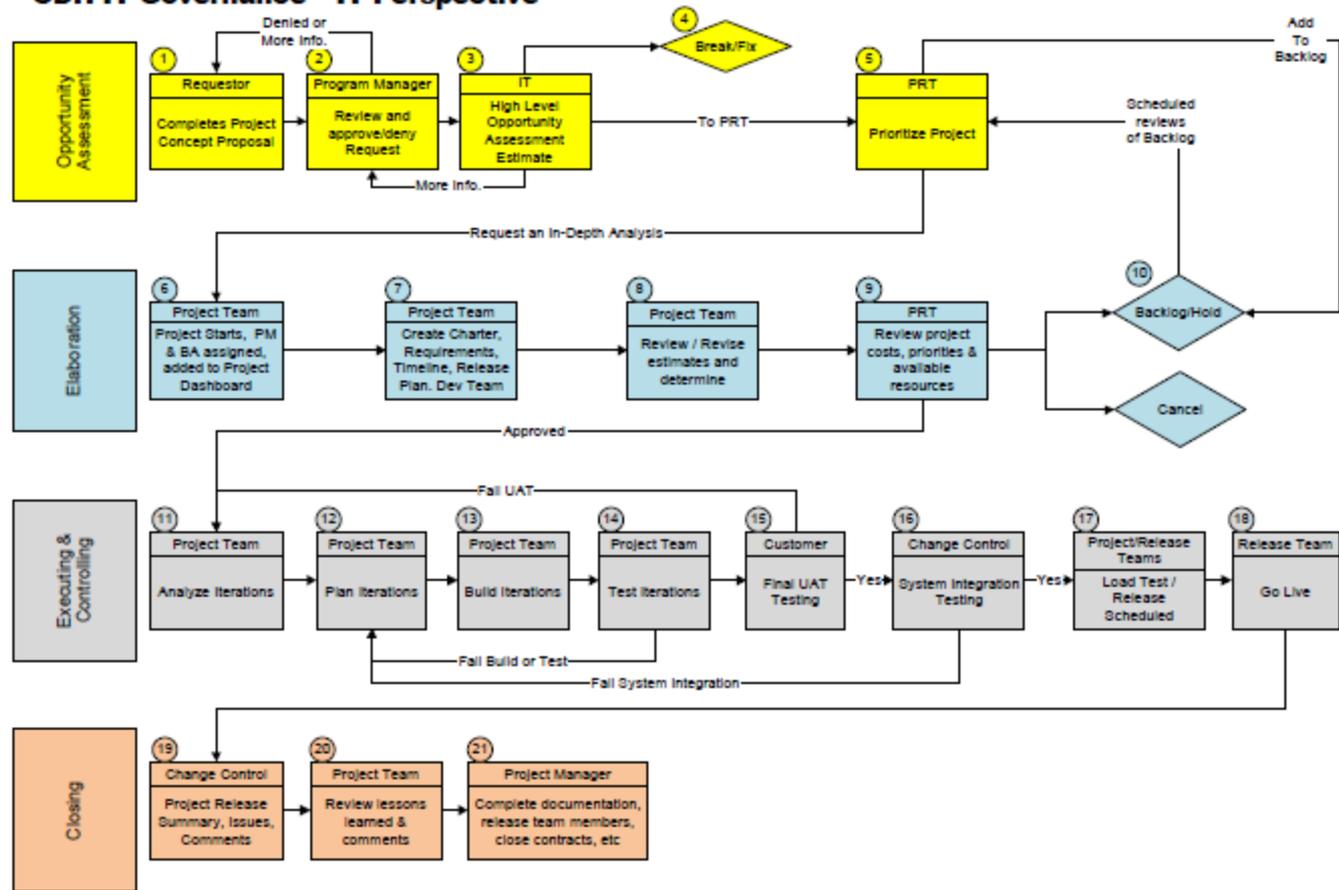


Implementing IT Governance

Ohio Department of Health

IT Process Flow

ODH IT Governance - IT Perspective

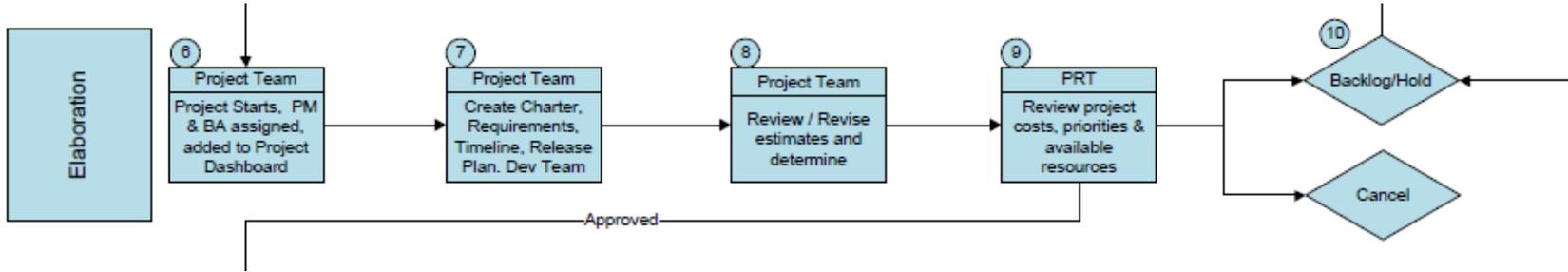




Implementing IT Governance

Ohio Department of Health

IT Process Flow



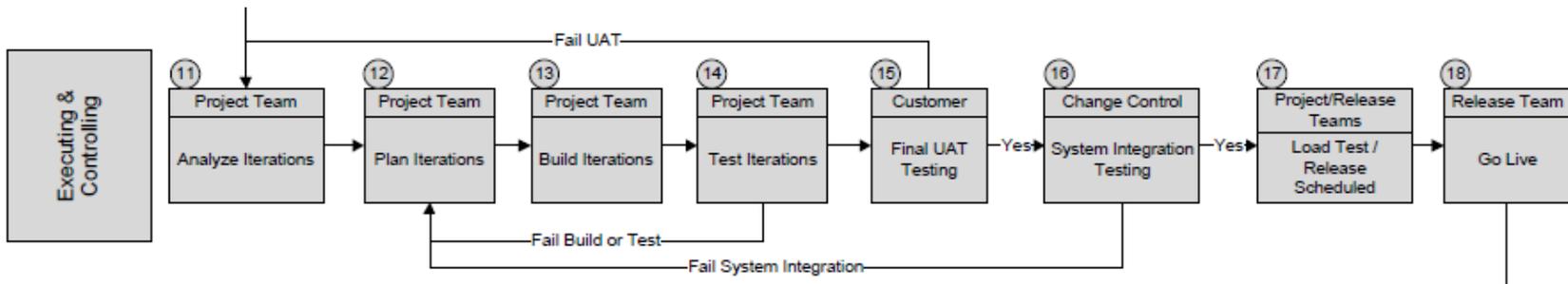
- Project team formed
- PRT assigns project priority
- Go/No go decision



Implementing IT Governance

Ohio Department of Health

IT Process Flow



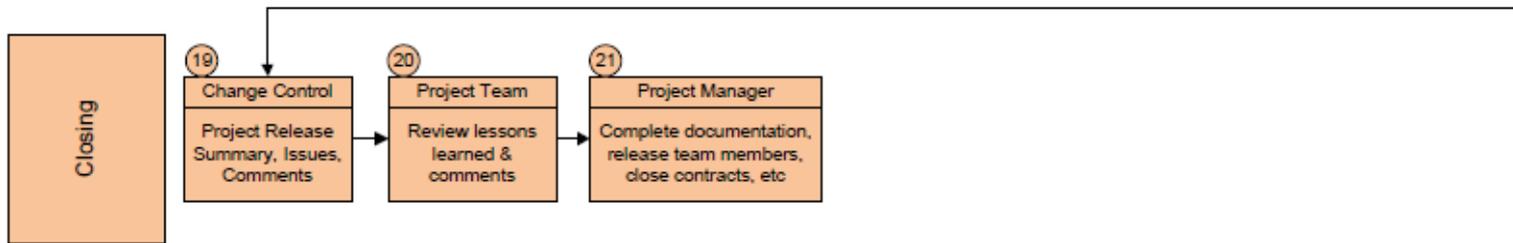
- Project Transparency
- Review IT Dashboard
- Release of project deliverables



Implementing IT Governance

Ohio Department of Health

IT Process Flow



- Review project outcomes
- Lessons learned



Implementing IT Governance

Ohio Department of Health

Project Tier Guidelines

Projects are:

- Temporary with a beginning and end
- Meet unique goals and objectives
- Bring about beneficial change or added value

A Strategic Project is a project that aligns with the strategic plan of ODH and/or one of its divisions.

Projects are not:

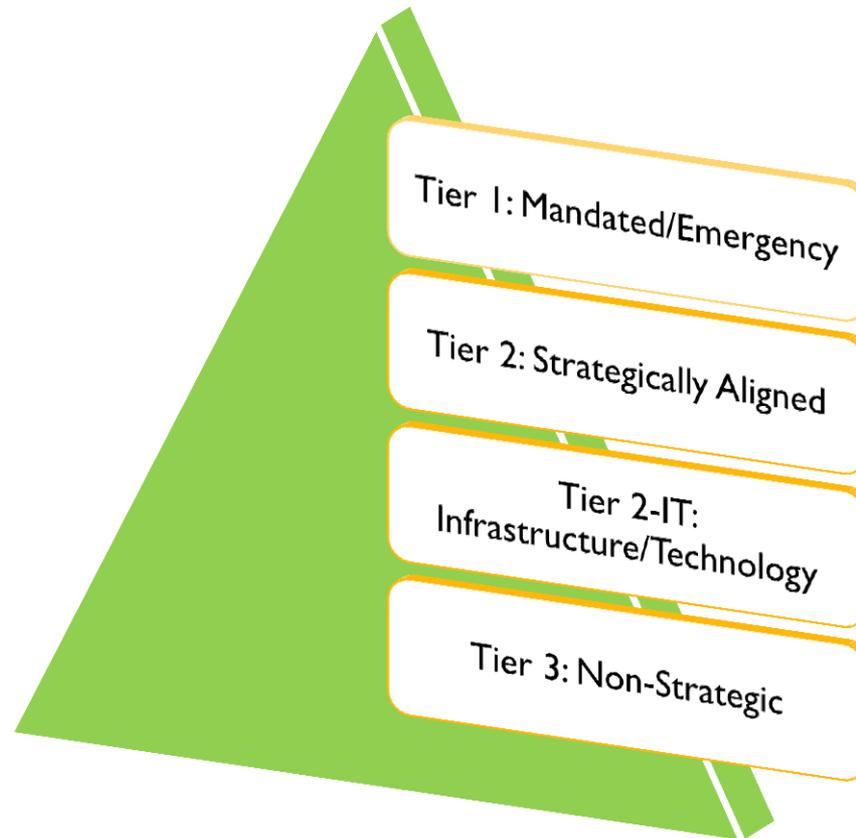
- Perpetual enhancements
- Bug fixes
- On-going “maintenance” to existing applications



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Ohio Department of Health

Project Tier Guidelines





Implementing IT Governance

Ohio Department of Health

Project Concept Proposal

- Official document for the business unit to request a new IT project (or significant enhancement)
- Identifies the need or problem to be addressed
- Proposes solutions and potential benefits
- Identifies funding
- Outlines constraints, risks
- Used for high-level estimates
- Serves as an input to the PRT



Implementing IT Governance

Ohio Department of Health

Project Portfolio Dashboard

- Provide transparency into all aspects of ongoing IT projects
- Capture portfolio of projects for the division
- Provides insight into resource capacity and allocation
- Forecasts potential risks before they become a problem
- Facilitates closing of projects
- Allows for planning efforts to occur for future projects

Prevention IT Project Portfolio Dashboard – mm/dd/yyyy

Status Snapshot

Project	Last Rpt	Cur Rpt
Project I		

Headlines

Major Accomplishments

- ❖ Bullet 1
- ❖ Bullet 2

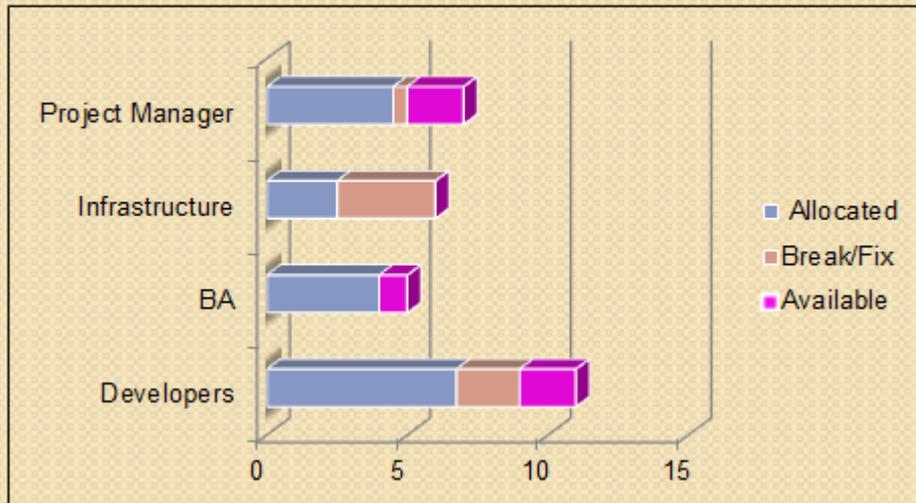
Issues/Risks

- ❖ Bullet 1
- ❖ Bullet 2

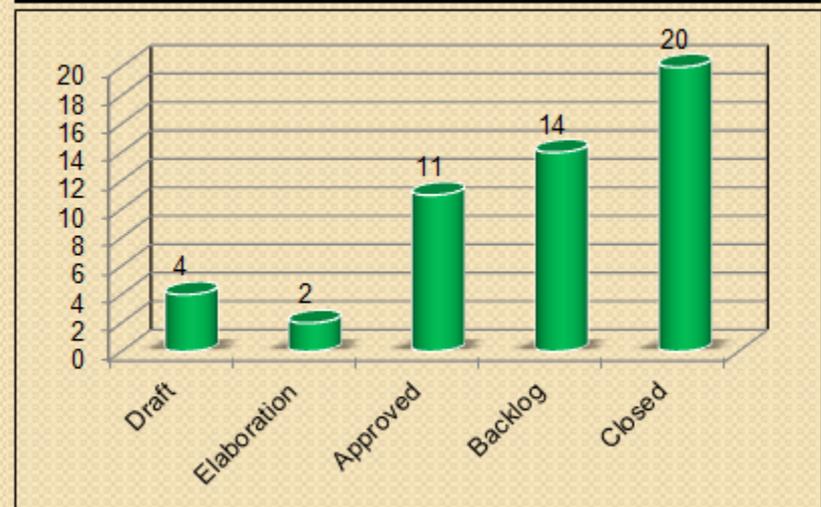
Important Dates

- ❖ Bullet 1
- ❖ Bullet 2

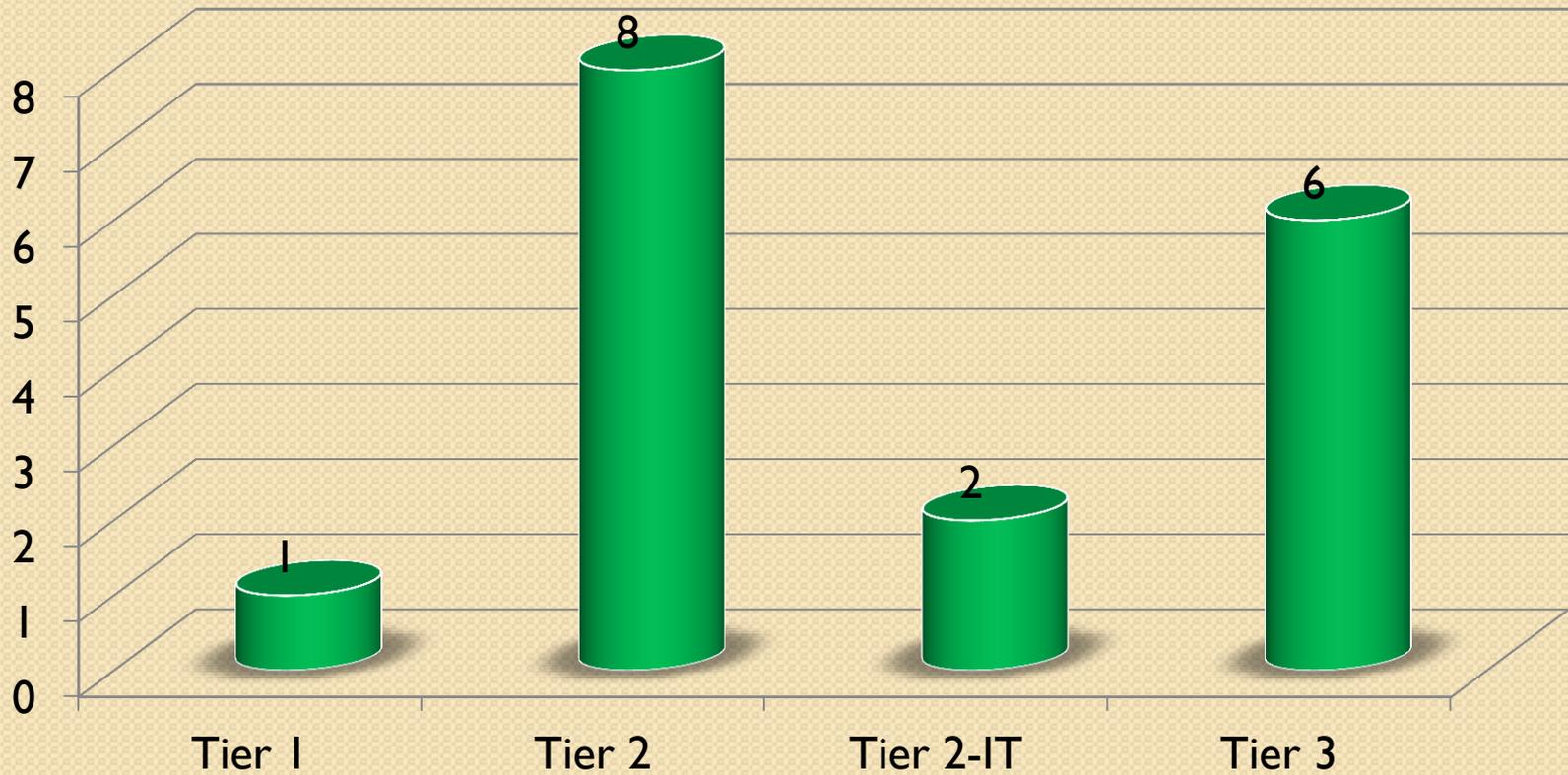
Resource Allocation



Overview



Current Projects by Tier





Implementing IT Governance

Ohio Department of Health

IT Scoring Tool

- Systematic high-level opportunity scoring tool to assess technical feasibility
- Scored consistently by cohort of IT managers
- Encompasses technology standards established by OMIS
- Allows for assessment of both in-house and COTS solutions
- Provides a meaningful, consistent framework for customers to understand technical implications of proposed projects



Implementing IT Governance

Ohio Department of Health

PRT-Stakeholder Governance Presentation

- Orients new customers and stakeholders to the IT Governance process at ODH
- Explains the need for IT Governance
- Establishes guiding principals
- Introduces process artifacts policies and procedures



Implementing IT Governance

Ohio Department of Health

Lessons Learned

What went well:

- Guidance from stakeholders who had taken the cohort in the past
- Concentrate on documentation for project so Project Management principles were understood and practiced
- Group dynamic

What could have been done better:

- Better understanding of Microsoft Project features (resource allocation)



Implementing IT Governance

Ohio Department of Health



Questions?