

*Executive Governance
Committee (EGC)
Overview
for New Members*



Enterprise Portfolio & Project Management Office

Ron Huston, Director

Governor's Office of Information Technology

Historical Perspective

- ▶ Prior to 2007, the Commission on Information Management (IMC) presided over IT projects in the State.
 - > The IMC was composed of both private and public sector members.
 - > It resulted in an environment that did not foster open collaboration, sharing, or problem solving.
 - > The IMC did not have a comprehensive understanding of the issues to provide productive governance of the projects.
- ▶ In 2006, legislation (SB063) was passed that identified certified projects and provided specific legislative mandates around how these projects were to be managed.
- ▶ In 2007, legislation (SB254) was passed that dissolved the IMC, and the Executive Governance Committees are the new advisory bodies for certified IT projects.



- The EGCs are an important first step in providing more governance of the highest profile (risk) projects.
- The EGCs were established to help build collaboration across the different departments and to also improve communication of important IT-related events and updates.
- The governance model was designed to provide a business level focus on certified projects.
- The EGCs serve as advisory boards to OIT – the business and subject level expertise within the EGCs are designed to help OIT better manage the project portfolio.



The EGC Mission:

- ▶ Bring together business and IT professionals from similar Departments to improve project delivery.
- ▶ Provide an escalation point for project steering committees.
- ▶ Help facilitate the necessary assets and resources to assist projects.
- ▶ Ensure the larger enterprise strategy is being leveraged for major IT projects.
- ▶ Help recognize and award high performers on IT projects.
- ▶ Identify what is working with the projects and extend that knowledge to the enterprise.
- ▶ Communicate strategic and other key initiatives.



- ▶ An IT project that costs five million dollars or greater, regardless of funding source, is automatically an EGC project. A project may also be designated an EGC project by the Governor, State of Colorado Chief Information Officer, or the Enterprise Portfolio Project Management Office Director. Projects that meet any of the following criteria will be reviewed for consideration as an EGC project:
 - > The project development or acquisition timeline exceeds one year
 - > The project spans State Agencies or government jurisdictions or is considered an “Enterprise” level project.
 - > The project has high visibility.
 - > The project is a recovery from a failed project.
 - > The OIT may also apply a standard risk assessment to determine if the project represents a risk not fully identified in the assessment process. Any project with a sufficiently high risk profile will be certified.



There are eight EGC committees that provide oversight for logically-grouped departments. An EGC is only active if it has one or more certified projects in its portfolio. Currently, the active EGCs are Public Safety, Finance, Personnel & Labor, and Health & Human Services.

Agriculture and Natural Resources

- Dept. of Agriculture
- Dept. of Natural Resources

Public Safety

- Dept. of Corrections
- Dept. of Public Safety
- Dept. of Military & Veterans Affairs
- Dept. of Local Affairs

Finance

- Dept. of Revenue
- Dept. of Reg Agencies
- Dept. of State
- Dept. of Local Affairs
- Dept. of the Treasury
- Office of the State Controller

Personnel and Labor

- Dept. of Personnel & Administration
- Dept. of Labor & Employment

Health and Human Services

- Dept. of Human Services
- Dept. of Health Care Policy & Financing
- Dept. of Public Health & Environment

Education

- Dept. of Education
- Dept. of Higher Education
- Historical Society

Transportation

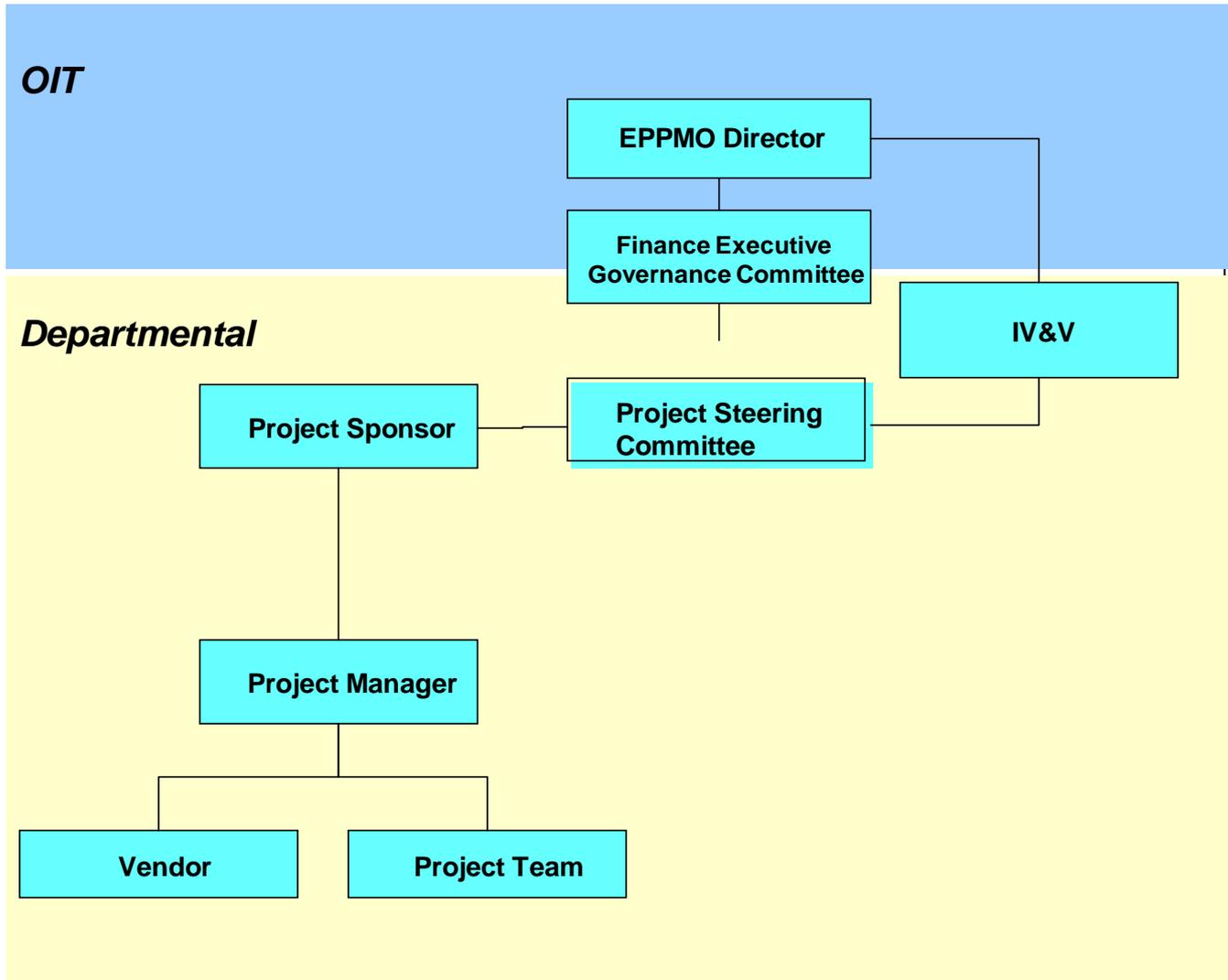
- Dept. of Transportation
- Dept. of Personnel & Administration
- Dept. of Revenue

Enterprise

- OIT
- Selected Departments based on certified projects

The following outlines the project governance model:

Structural Summary



- The example on the left is for the Colorado Integrated Tax Architecture (CITA) project within the Department of Revenue but represents the model for all large IT projects.
- Departments manage the Project Steering Committees and projects.
- Project Steering Committees will report summary project status – including issues and risks – to the EGC.
- IV&V will report out at the Project Steering Committee and to the EGC to ensure visibility.
- A dedicated business centric project sponsor is highly recommended.

EGC Roles and Responsibilities



Role	OIT	EGC Members	Project Representatives
Responsibilities	<ul style="list-style-type: none"> Accountable for the IT services and projects for the enterprise. Has the legislative authority for certified projects – including identification of certified projects and project funding. Will share enterprise strategic issues. Will share information from the EGC, as well as meeting results, with the public to help ensure greater transparency. 	<ul style="list-style-type: none"> Responsible for attending and actively participating in the meetings. Responsible for reviewing status reports. Share methods, tools, ideas, and potentially resources to assist with projects. Provide guidance on risks, issues, and project health maintenance. Identify additional projects that should be certified and recommend these to OIT. Assist in reviewing and advising on OIT strategic initiatives or concepts. EGC members are collectively working to improve project delivery in Colorado. 	<ul style="list-style-type: none"> Day-to-day management of the project. Bi-weekly status reporting. Provide IV&V and any third party reports to OIT. Actively participate in EGC meetings to provide status updates and other project information.



Focus Areas:

- Business and policy constraints and issues
- Major issues that have escalated from the project steering committee
- Identification and mitigation of potential risks that could derail a project
- Budgetary issues (10% variance or greater)
- Schedule issues (a delay of 30 days or greater for the entire project)
- Cross-departmental / jurisdictional issues
- Resource utilization / sharing across departments
- Issues from the IV&V report
- Enterprise Architecture / Shared Services

Out of EGC Scope:

- Minor issues with schedule, budget, staffing, or other project level concerns
- Procurement of services and products
- Lower level project governance
- Approval of change and scope requests
- Review of specific quality assurance metrics and requirements
- Contractual issues

Realized Benefits To Date:

- ▶ Cross-collaboration and “lessons learned” sharing among project teams (e.g., SCORE team provided end user training guidance to the CCIS team; CITA shared its cost-effective IV&V approach with ISS, Lottery provided Lessons Learned to all state project managers).
- ▶ Successful rollout of CITA Phase 1 through 3 – on time and on budget.
- ▶ CCIS Independent Verification & Validation (IV&V) vendor participated in monthly meetings and provided status updates directly to EGC members.
- ▶ Office of Cyber Security involvement ensures that security is built into the project plans.
- ▶ EGC member expertise in contracting and procurement has been leveraged to assist the project teams.
- ▶ Transparency in project governance process through up-to-date posting of meeting minutes and project statuses on the OIT website.
- ▶ Escalation of project issues to EGC level has expedited their resolutions.
- ▶ The SCORE project – governed by the Finance EGC – resulted in successful primary and general elections.
- ▶ EPPMO review of projects ensures that only those meeting the EGC criteria integrate into the EGC process, keeping EGC members focused on the “right” projects (e.g., Parks “automated gate entrances” project did not rise to EGC level)