IT Project Oversight Discussion

Recent Developments...

1. Governor’s Directive 16-01
2. OCIO Policy 114
3. Update of APS 2.3 - *IT Acq & Investment Policy*
4. Oversight of large IT projects at UW - *discussion*
Governor’s Directive 16-01

List of UW’s “Critical IT Systems” submitted to State CIO January 29, 2016

Identified the Business Owner for each Critical IT System, responsible for the system meeting business needs and priorities

Total of 50 systems reported

- UW-IT: 15 (8 Business Owners, all outside UW-IT)
- UWM: 11 (3 Business Owners)
- UWB: 10 (3 Business Owners)
- ICA: 5 (1 Business Owner)
- HFS: 3 (1 Business Owner)
- UWT: 2 (2 Business Owners)
- Misc: 4 (Global Affairs, HR, Facilities, Student Life)
State OCIO Policy 114


> Requires that business application/system have
  – Named business owner/steward
  – Named technical owner/steward
  – Formalized and documented governance process

> Agencies must have documented processes in place to support
  – Reporting, tracking and resolution of known system defects/enhancements
  – Prioritization of the reported system defects and enhancement requests
  – Identification and categorization of critical system issues that require priority or emergent attention
  – Escalation and communication of critical system issues
Update of APS 2.3

Policy on IT, Telecommunications and Networking Projects and Acquisitions

> Previously published: July 2005
> Updated to describe the new IT Governance process
  — IT Strategy Board has oversight responsibilities for all major investments (HR/P and other major ERP projects)
  — IT Service Investment Board has oversight responsibilities for other significant UW-IT investments (academic, administrative business systems, etc.)
> Exemptions
> Also updating UW Investment Procedures/Guidelines document
Update of APS 2.3

Draft...

http://tinyurl.com/UW-APS23
Update of APS 2.3  --  Exemptions

> An "Academic Exemption" project or acquisition, which is only available to technology acquisitions, projects, or infrastructures that are primarily for conducting research, or other scholarly activities, or for instructional activities. However, proposed academic applications that are enterprise-wide in nature relative to the needs and interests of other State institutions of higher education must be disclosed by VP UW-IT to the State CIO.

> A “Health Care-related Exemption” for “Medical, clinical, or health care application including business and administrative applications” is exempt from State CIO approval and reporting, but is subject to institutional reviews, approvals, and oversight, and must be conducted in accordance with a memorandum of understanding between VP UW-IT and UW Medicine.

> A “Small Project Exemption” - from UW oversight
  — Level 1;  and
  — less than $1M project;  and  $2.5M 5-year life;  and
  — single department impact;  and
  — no impact on central systems or resources
Oversight Levels - Criteria

Risk and Severity are each rated using four categories of criteria using a Risk/Severity Calculator.

### Severity

<table>
<thead>
<tr>
<th>Impact on Clients</th>
<th>Visibility</th>
<th>Impact on State Operations</th>
<th>Failure or nil consequences</th>
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### Risk - Probability

<table>
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<tr>
<th>Functional Impact on Business Processes or Rules</th>
<th>Development Effort &amp; Resources</th>
<th>Technology</th>
<th>Capability &amp; Management</th>
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Oversight Levels - Ranking

The level of approval and oversight required on a given project is determined through the assessment of project risk and severity.

<table>
<thead>
<tr>
<th></th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High Severity</strong></td>
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<tr>
<td><strong>Medium Severity</strong></td>
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The highest level evaluation in a category determines the severity or risk level for that category.
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# APS 2.3 Institutional Oversight Chart

<table>
<thead>
<tr>
<th>Sec.</th>
<th>Considerations &amp; Documents to prepare ***</th>
<th>Academic Exemption</th>
<th>Medical Exemption</th>
<th>All Others (Non-Exempt)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Small Project</strong></td>
<td><strong>Level 1</strong></td>
<td><strong>Major Project (Level 2, 3)</strong></td>
<td><strong>Level 1</strong></td>
</tr>
<tr>
<td></td>
<td><strong>single dept</strong></td>
<td><strong>large dept</strong></td>
<td>multi-dept</td>
<td><strong>&lt; 12 Mo</strong></td>
</tr>
<tr>
<td>3</td>
<td>Stewardship</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>4, 5</td>
<td>Oversight Level</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>4, 5</td>
<td>Total Project Cost (incl. 5-year Operating Cost)</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>10.A</td>
<td>Investment Concept Plan &amp; Project Plan</td>
<td>--</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

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**Approvals required**

| 8.A | UW/ CIO Approval or Concurrence | -- | concur | concur | concur | -- | -- | X (A) | X | -- | X | X | X | X | X |
| 8.B | UW IT Gov Board Oversight, Advice, Recommendation | -- | maybe | maybe | maybe | -- | -- | -- | X | -- | -- | -- | -- | X |
| 4, intro | State CIO Approval | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| 4 | State Office of Financial Management (for Financial & Admin systems) | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | X | X | X |

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**Project Status Reporting**

| 10.C | Ctrlly Status Reports to UW CIO | -- | -- | -- | -- | -- | -- | X (B) | X | -- | -- | -- | X | X | X | X |
| 10.C | Ctrlly Status Reports to UW IT Gov Board | -- | -- | -- | -- | -- | -- | X (B) | X | -- | -- | -- | -- | -- | X | X |
| 10.B | Quality Assurance | -- | -- | -- | -- | -- | -- | UWM (or ext.) | X (ext.) | -- | UWM | UWM | UWM (or ext.) | X (ext.) | UWM | UWM | UWM |
| 10.C | Status Reports to State CIO | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | X |
Oversight of Large IT Projects at UW

Current large projects

— HR/Payroll Modernization
— Transportation System Improvement Project
— Pharmacy Inventory Management System
Oversight of Large IT Projects at UW

> Local procedures – three areas
  — UW-IT projects – *established process*
  — UW Medicine – *established process*
  — Distributed projects – *A challenge: How do we manage for this sector?*

> Realms
  — administrative - *subject to all OCIO reporting & governance requirements*
  — academic (instructional & research) - *exempt from OCIO oversight*

> Drivers – *why we care*
  — expectations for central resources - *need to prioritize, fund, etc.*
  — security - *greater emphasis now, and growing rapidly*
  — accessibility - *increasing emphasis*
  — sustainability - *Climate Action Plan, energy efficiency, etc.*
  — avoiding duplicative services
  — strategic fit
  — accountability to OCIO for administrative systems
> How should we manage the governance and oversight of Large Distributed IT Projects?
   — Building some business processes
   — Communications (awareness)
   — Other?
QUESTIONS