

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

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INFORMATION AND COMMUNICATION
SERVICES DIVISION

OFFICE OF INFORMATION MANAGEMENT
AND TECHNOLOGY

MEMORANDUM

December 10, 2015

To: All Department Heads

From: Todd Nacapuy, Chief Information Officer 

Subject: Program Governance Procedures for Act 119 and Enterprise Information Technology (IT) Projects

Pursuant to the Governor's Administrative Directive 15-02, the following procedures will provide the necessary governance review and gating for State IT modernization projects.

This governance process applies specifically to Act 119 and enterprise projects. All IT Development, Modernization and Enhancement (DME) as well as Operational & Maintenance (O&M) investment and project requests totaling \$1,000,000 or more must comply with the governance review process.

There are four (4) stage gates that require evaluation and vetting by a designated review body. Attached is a table describing the investment and project management approval life cycle and the approval phase gates.

The four (4) phases are 1) Pre-Initiation (Concept), 2) Initiating, 3) Planning, and 4) Contract Execution and Implementation, each with minimum required documentation for an investment or project that is either approved, denied, or deferred by a reviewing body before proceeding to the next phase. This graduated approach ensures multiple review points for every IT investment or project, from inception through completion.

Gate 1: Project Review Board (PRB) – Pre-Initiation
↳ Gate 2: Project Advisory Council (PAC) – Initiating
↳ Gate 3: Program Governance Committee (PGC) – Planning
↳ Gate 4: Operational, Contract, Vendor Review – Contract Execution & Implementation

Membership, roles and responsibilities of the review committees are as follows:

- **Project Review Board:**
 - Membership: State Chief Information Officer, State IT Development Officer, State IT Operations Officer, State Enterprise Architect, State Business Architect, State IT Governance Manager

- Roles & Responsibilities: Receives notification of new project initiation requests. Members will review the scale and complexity of the project and meet on a weekly basis to review and approve projects that should move into the initiating phase to charter the project endeavor.
- **Project Advisory Council:**
 - Membership: Department heads of the following agencies: Accounting & General Services, Budget & Finance, and Human Resources Development; State Chief Information Officer; State IT Development Officer; State IT Operations Officer; State Enterprise Architect; State Business Architect; and State IT Governance Manager
 - Roles & Responsibilities: Reviews completed project charters as presented by the key department(s); issues approval to proceed to the planning phase to commit resources, identify requirements, estimated level of effort, business case and acquisition/procurement strategy. Members will meet on a monthly or as-needed basis.
- **Program Governance Committee:**
 - Membership: State Chief Information Officer, State IT Development Officer, State IT Operations Officer, State Enterprise Architect, State Business Architect, and State IT Governance Manager
 - Roles & Responsibilities: Reviews completed project management plans to allow the submitting department(s) to allocate funding and resources to the project; issues approval to enter procurement and subsequent contract execution. Members will meet on a monthly or as-needed basis.
- **Operational, Contract and Vendor Review:**
 - Membership: State Chief Information Officer, State IT Development Officer, State IT Operations Officer, State Enterprise Architect, State Business Architect, and State IT Governance Manager
 - Roles & Responsibilities: Final review of technical requirements, implementation plan to approve the solution and systems' production readiness plan; contract execution and review and eventual vendor management plan. Readiness reviews will be conducted on a weekly basis.

It is important to note that the estimated time for initial review and approval by the Project Review Board will be no longer than two weeks.

Attached are sample forms and templates that can be used to document the required information. Supplemental templates are available upon request. These materials are also available via the ETS website at ets.hawaii.gov. If you have any questions about the governance process, please contact IT Governance Manager Todd Omura at (808) 586-1824 or todd.t.omura@hawaii.gov.

Attachments: Administrative Directive 15-02
IT Project Request Timeline
Approval Phase Gates Process
Sample Project Initiation Request
Sample Project Charter and Business Case
Sample Project Management Plan
Sample Status Reports

Program Governance for Act 119 and Enterprise IT Projects

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- c: Deputy Chief of Staff Laurel Johnston
- Senate President Ron Kouchi
- House Speaker Joseph Souki
- Senate Ways & Means Chair Jill Tokuda
- House Finance Chair Sylvia Luke
- Department Deputies
- Department Administrative Services/Business Management Officers
- Department Personnel Offices
- CIO Council; Enterprise Architecture Working Group (EAWG)
- ETS Branch Chiefs