Information Technology

Leadership Groups

Process and Procedures

Prepared by
Oakland County Department of Information Technology
Project Management Office

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Leadership Group Representation

Leadership Group Objectives

Information Technology Leadership Groups provide the vehicle for IT customers to help direct and allocate valuable IT development resources to initiatives and projects that are the most beneficial to the County organization as a whole.

The following Leadership Groups are comprised of a single representative from each of the functional areas shown below.

Leadership Group	Functional Area		
	Department	**Division**	**Designated Representative/Alternate**
Courts/Justice Administration *Chair:*	Circuit Court	Administrator, Family Division (includes FOC), Business Division, General Jurisdiction Division	John Cooperrider Chris Bujak Lisa Czyz
	County Clerk	Clerk & Elections	Jennifer Howden Heidi Walling
Vice Chair: *John Cooperrider*	District Court	52-1, 52-2, 52-3, 52-4	Tom Fuentes Alexandra Black
	Health and Human Services	Children's Village	Joanna Overall Heather Calcaterra Leigh-Anne Stafford
Rec Sec: *Jennifer Howden*	Probate Court	Administrator, Estates and Mental Health	Edward Hutton III
	Prosecutor	Appellate, Circuit, District, Juvenile, Family Support, Criminal Investigations, Warrants	Jeffrey Kaelin
	Public Services	Animal Control	Bob Gatt Joanie Toole
	Public Services	Community Corrections, Circuit Court Probation, Medical Examiner	Barb Hankey Diana Carver

Leadership Group Representation

| Leadership Group | Functional Area | | |
	Department	Division	Designated Representative/Alternate
Finance/Admin *Chair:* *Lynn Sonkiss* *Vice Chair:* *Kristy Slosson* *Rec Sec:* *Pam Weipert*	Board of Commissioners	Administration, Library	Chris Ward
	Central Services	Support Services, Materials Management	Todd Birkle
	Corporation Counsel	Corporation Counsel, Risk Management	Joellen Shortley Pat Davis
	County Executive	Administration, Compliance Office – Auditing, Compliance Office – Purchasing, Media & Communications	Pam Weipert Scott Guzzy
	Health and Human Services	Homeland Security	Tom Hardesty Sara Stoddard
	Economic Development & Community Affairs	Workforce Development, Community Development, Business Development	Dan Hunter
	Human Resources	Employee Relations, Human Resources	Kristy Slosson
	Health and Human Services	Public Health	Leigh-Anne Stafford Sara Stoddard
	Management and Budget	Accounting, Budget, Reimbursement	Lynn Sonkiss Terri Meiers
	Public Services	Cooperative Extension, Veterans Services	Garth Wootten Lauren Chamberlin
	Treasurer	General Accounting	Jody DeFoe

Leadership Group Representation

| Leadership Group | Functional Area | | |
	Department	Division	Designated Representative/Alternate
Land **Chair:** *Leigh-Anne Stafford* **Vice Chair:** *Art Holdsworth* **Rec Sec:** *Tiffany Jacob*	Board of Commissioners	Parks and Recreation	Phil Castonia
	Central Services	Aviation and Transportation	Michelle Stover
	Economic Development & Community Affairs	Development and Planning, Solid Waste	Dan Hunter
	Facilities Management	Facilities Engineering, FM&O, Building Safety	Art Holdsworth
	GIS Steering Committee		Tammi Shepherd
	Health and Human Services	E-Health	Leigh-Anne Stafford Sara Stoddard
	Management and Budget	Equalization	Tiffany Jacob
	Register of Deeds	Register of Deeds	Jennifer Conte Lisa Brewer
	Treasurer	Tax Administration	Jody DeFoe
	Water Resources Commissioner	All	Nancy Basch Tim Prince
IT Steering Committee	Information Technology eGovernment		Status provided to all Leadership Groups
	Information Technology Internal Services		Status provided to all Leadership Groups
	Information Technology Technical Systems & Networking		Status provided to all Leadership Groups
CLEMIS Strategic Planning Committee	CLEMIS Sheriff		CLEMIS Members

Process

The office of the IT Director will maintain the list of current representatives. The functional areas should contact this office should there be a need to change the representative for a given area.

Roles and Responsibilities

Each Leadership Group will be comprised of the following:

Role	Responsibility	Source
Leadership Group Representative	Make decisions on behalf of the functional areas (Divisions) and have a good knowledge of the IT Development project requests from those areas. Also responsible for understanding and establishing overall County priorities.	**Department Representative**
Chairperson	Meeting facilitation and logistics, agenda development and issue resolution.	**Non-IT Leadership Group Member**
Vice-Chairperson	Meeting facilitation and logistics, agenda development and issue resolution in absence of Chairperson.	**Non-IT Leadership Group Member**
Recording Secretary	Meeting minutes and agenda distribution, including results of any e-mail votes.	**Non-IT Leadership Group Member**
Systems Source Expert	Provides source system and technological expertise.	**IT Project Supervisor(s)**
Project Management Office	Preparation and presentation of IT Annual Master Plan & Quarterly Status Reports. Process, procedures, assurance and facilitation.	**Project Management Office**

Each Leadership Group will consider re-appointment of the Chairperson, Vice-Chairperson, and Recording Secretary roles at the beginning of each two-year Master Plan. Standard templates for agendas and meeting minutes are to be used and can be found within the IT PMO web site, specifically http://www.oakgov.com/it/pmo/leadership_grp. The Recording Secretary is responsible for submitting all minutes to the Project Management Office (PMO) within one week of a Leadership Group meeting or email vote for subsequent posting and updating of the Master Plan. Leadership Group voting outside of the normal meeting schedule can be accomplished via e-mail; however, it is recommended that e-mail votes be limited to project sizing requests. All Leadership Group members must agree that an e-mail vote is acceptable; otherwise a meeting must be convened. PMO will place copies of the documents within the appropriate Leadership Group on the IT PMO web site.

Process

Biannual Master Planning

The master planning process consists of several steps, as shown in Figure 1. Each of these steps will be performed on a biannual basis whereby each Leadership Group will formulate their IT project requests. The process consists of the following major activities:

Project Definition

Each of the functional areas will initiate standard project definitions using IT's Project *Scope and Approach* document and the *Return on Investment (ROI) Analysis* spreadsheet (see the IT PMO web site, specifically http://www.oakgov.com/it/pmo/leadership_grp for both documents).

The Project Scope and Approach document provides the basis for all projects to be evaluated and controlled consistently across the County organization. It includes a project goal, business objective(s), major deliverables, approach, and benefits such as cost savings, cost avoidance, and intangibles. It also details staffing, facilities, technical, and other assumptions upon which the project is planned. Constraints and exclusions are included to provide a clear understanding of the project scope upon which successful scope management can be achieved.

The Return on Investment Analysis (ROI) spreadsheet qualifies the anticipated benefits to Oakland County resulting from a successful completion of the proposed project. This analysis will be used to ensure all projects comply with the six-year payback guideline and to prioritize projects providing the most benefit to Oakland County. The Project Sponsor is responsible for identifying and entering non-technical project costs and project savings into the ROI Analysis spreadsheet.

Authorization for Sizing

Once preliminary project Scope and Approach statements and ROI Analyses have been developed, all requested projects involving that Leadership Group's functional areas will be reviewed and assessed. Information Technology will provide the criteria by which each project can be assessed (see page 8).

Project Sizing

IT will provide an updated Scope and Approach document with project size, labor, and cost estimates for each project identified and approved by the Leadership Group. IT will also provide technical (e.g., Information Technology and contractor labor estimates, hardware license and maintenance, software license and maintenance) project cost and savings estimates in the ROI Analysis spreadsheet.

Project Approval and Prioritization

By consensus, the Leadership Groups will determine the priorities of all projects requested. If consensus cannot be reached, the Director of Information Technology will make the final decision.

Master Planning

This step will require IT Management to prepare the necessary overall Master Plan for the approved projects. Resources will be allocated according to project priority.

Process

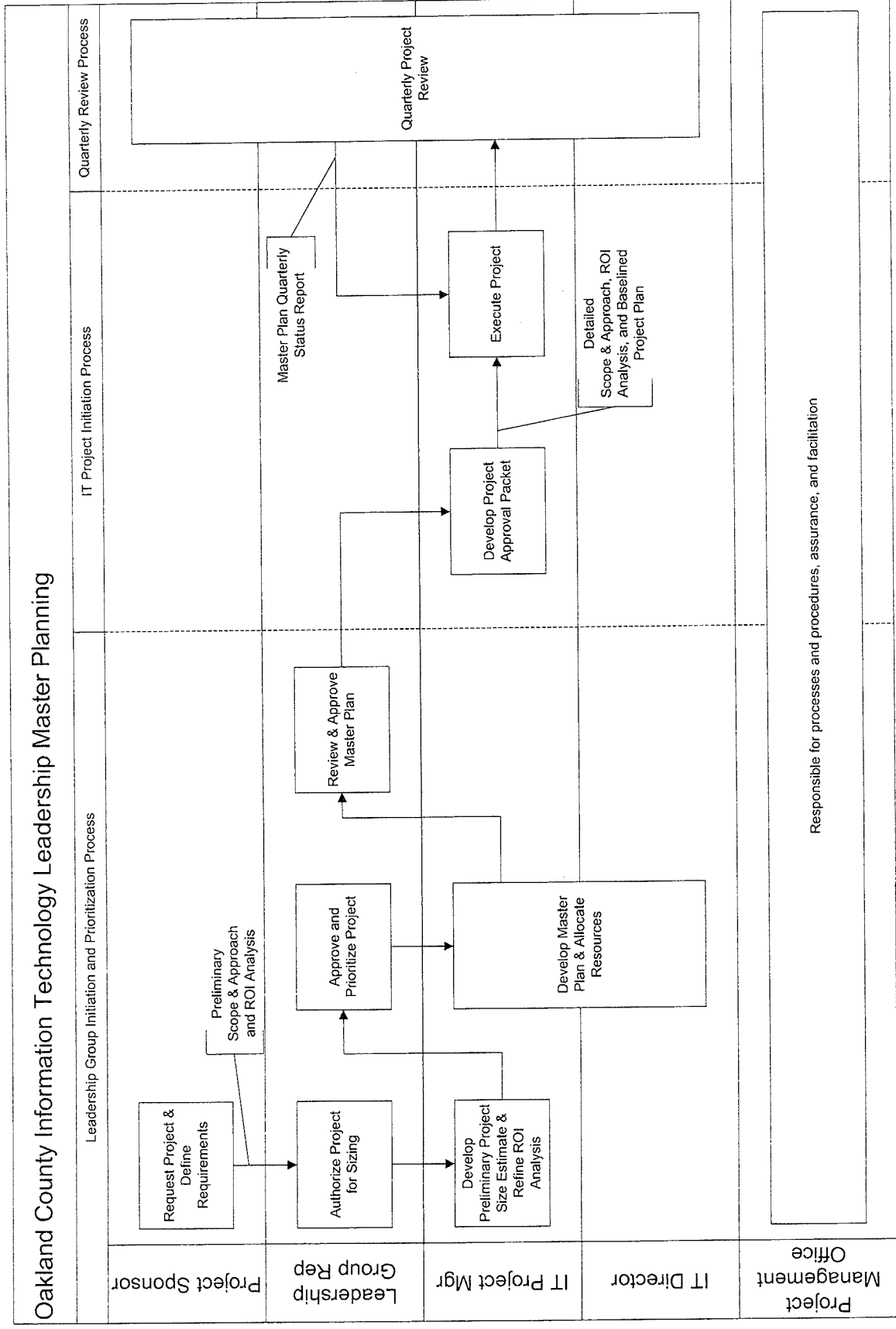|	
Project Review	This step will involve individual Leadership Group meetings for final approval of master plan projects and their priorities. If consensus cannot be reached, the Director of Information Technology will make the final decision.
Reporting	IT Project Managers will provide a Customer Project Status report to the Project Sponsor for each Master Plan approved project.
Quarterly Reporting	Resource utilization, project status, and project variance will be published on a quarterly basis by the PMO. Distribution will include all Leadership Group representatives and the Board of Commissioners General Government Committee. Copies are also available from the PMO.
Quarterly Project Review	Leadership groups will meet on a quarterly basis to review project progress and address any project variance which would require re-allocation of resources or re-prioritization of approved projects.
	This step includes reviewing and approving increases to Enhancement Budget allocations. The Project Sponsor is responsible for working with the IT Project Manager to create a specific request for additional hours in an Enhancement Budget.

Definitions

Oakland County Information Technology Leadership Master Planning

	Leadership Group Initiation and Prioritization Process	IT Project Initiation Process	Quarterly Review Process
Project Sponsor	Request Project & Define Requirements → Preliminary Scope & Approach and ROI Analysis		
Leadership Group Rep	Authorize Project for Sizing		
IT Project Mgr	Develop Preliminary Project Size Estimate & Refine ROI Analysis — Approve and Prioritize Project → Review & Approve Master Plan — Master Plan Quarterly Status Report	Develop Project Approval Packet → Detailed Scope & Approach, ROI Analysis, and Baselined Project Plan → Execute Project	Quarterly Project Review
IT Director	Develop Master Plan & Allocate Resources		
Project Management Office	Responsible for processes and procedures, assurance, and facilitation		

Figure 1

Definitions

Labor Definition Standards

The planning and tracking of development resources are categorized to describe the various nature of work within the Department of Information Technology. These common definitions are a critical success factor to providing reliable data for planning and management reporting and analysis. The following are the six major labor categories:

Non-Project

All leaves of absence with or without pay, on or off-site time for formal training, attending vendor demonstrations or trade shows, team and department meetings, employee evaluations, attending County-wide meetings related to Personnel, Retirement etc., status reports, Team Workbench time entry, Payroll attendance, e-mail and US mail, employee evaluation preparation, meeting with supervision regarding resource needs, budgeting, management meetings, and interviewing.

Team Management

Resource tracking, rescheduling, staff reallocation, and resource leveling across all projects.

Customer Support

General customer communication, customer instruction and training, phone calls and e-mail response. Cross-training and system orientation.

Unscheduled System
Maintenance

Activity required to rebuild or repair a system. Consists of changes made to software to fix errors and all hours associated with the resolution of Problem Reports. It also includes time investigating the problem prior to determining it is a bug. Service Center break / fix.

Planned System
Maintenance & Upgrades

Planned or re-occurring activity in upgrading an existing software package to expand current capabilities, fix existing bugs, or in anticipation of future system problems, needs, or changes.

System Enhancements

Discretionary modifications to an existing operational system, either to expand its current capabilities or to satisfy changed business, technical, or management requirements, or mandated changes, or to make operational changes in areas such as user procedures, production schedules, file retention procedures, or job instructions. Implementing Change Orders and Department requests for relocations, hardware, and software. Installation of a custom or canned feature to an existing package. Enhancement budgets cannot be used for Mandated projects.

New Development

New systems work including construction of a new system, implementation of new automation to replace a manual or aging system.

Definitions

PROJECT ASSESSMENT CRITERIA DEFINITIONS

A consistent set of criteria must be used to assess the expected value of a project in order to provide a common basis for comparing projects during the Project Approval and Prioritization process.

The primary factor used to evaluate a project is <u>Return on Investment (ROI)</u>. The ROI measures the anticipated benefits to Oakland County resulting from successful completion of the proposed project. It documents development and operational costs as well as anticipated, quantifiable savings resulting from the proposed project. Proposed projects are required to demonstrate a payback period of six years or less.

The following criteria are also taken into consideration when assessing projects:

Mandate

<u>Source</u>	Legal entity initiating the mandate i.e. Federal, State, Local.

Financial

<u>Previously Authorized Funded</u>	Funded by specific Board of Commissioners resolution.
<u>Fully Grant Funded</u>	100% of initial development costs funded by non-County funds.
<u>Partial Grant Funded</u>	A part or matching portion of initial development costs to be provided by non-County funds.
<u>Existing Revenue Funded</u>	Portion of existing revenue to fund initial development costs.
<u>New Revenue Funded</u>	Additional revenue to the County resulting from the project.
<u>Budgeted Line Item(s) Reduction</u>	Specific reduction in spending as a result of the implementation.

Impact

<u>Users Affected</u>	Number of users who will benefit from project.
<u>Functional Areas Affected</u>	Number of County Divisions that will benefit from the project.
<u>Leadership Groups Affected</u>	Number of Leadership Groups that will benefit from the project.

Risk

<u>Technical Environment</u>	**High** - new or non-standard technology. **Medium** – previously implemented technologies with new aspects and/or new requirements. **Low** – proven and previously implemented technologies.

Definitions

Business Environment	**High** – project will dramatically change existing business processes or will negatively effect the business environment if implementation is unsuccessful. **Medium** – project will require some changes to existing business processes. **Low** - little or no impact to existing business processes.

Operational

Improved Service	The specific streamlining, resulting reduction in effort, or enhancement to an existing service resulting from the project.
Increase in Product/Service Accuracy	The reduction of risk or measurable improvement to a specific product or service resulting from the project.
Increase in Product/Service Productivity	The measurable increase in the production of a product or service resulting from the project.

Procedure Definitions

The following definitions provide an understanding of the procedures that follow:

Process Item	The specific tasks that need to be completed before the next steps can begin.
Task	The step(s) necessary to produce a specific deliverable(s).
Deliverable	The tangible, expected results of performing a task or set of tasks.
Responsibility	The person(s) accountable for the deliverable(s) or portions of the deliverable(s).
Time Frame	The expected dates for the deliverables to be developed and completed.
Project Sponsor	The individual who "owns the business need" and stands behind the project and is authorized to fund the project. The ideal sponsor understands the project's mission, the project itself, knows its status, demands performance, and gives it total support. May also be considered "the customer", running the project from the business side, and receiving updates from IT on the project status.
LG Representative	Authorized to make decisions on behalf of the Department.
IT Project Supervisor	Responsible for sizing, resource assignment and management of IT projects. May also act as the IT Project Manager.
IT Project Manager	Responsible for creation of the Project Approval Packet and Execution of the project.

Procedures

Purpose

The purpose of the following procedures are to provide a basis of operation for the Leadership Groups. It is intended to provide participants with a reference as to the scope of their role responsibilities. Questions or suggested changes to these procedures should be communicated to the Director of Information Technology.

Task	Deliverable(s)	Responsibility	Time Frame
Process Item: Project Definition			
1. Prepare a preliminary project Scope and Approach statement for each project. Provide the following: Project Leadership Group, Department, Division, Project Sponsor, Date Requested, Grant Funded, Mandate, Mandate Source, Project Goal, Business Objective(s), Benefits, Business Environment Risk, Impact, Funding Assumptions. All other information will be completed by IT during the Detailed Planning Process.	Preliminary Scope and Approach A Scope and Approach template, instructions and Sample Scope and Approach documents can be found within the PMO web site, specifically http://www.oakgov.com/it/pmo/leadership_grp	Project Sponsor	01/02/20 – 03/13/20 (Or at least one week prior to the Quarterly Meeting if requesting outside of the Master Plan Request Period)
2. Prepare a preliminary Return on Investment Analysis spreadsheet for each project. Provide non-technical project costs and non-technical savings. Technical costs and savings will be completed by IT during the Detailed Planning Process.	Preliminary ROI Analysis A ROI Analysis template, instructions and Sample ROI Analysis spreadsheets within the PMO web site, specifically http://www.oakgov.com/it/pmo/leadership_grp	Project Sponsor	01/02/20 – 03/13/20 (Or at least one week prior to the Quarterly Meeting if requesting outside of the Master Plan Request Period)
3. Forward electronic copies of preliminary Scope and Approaches and ROI Analysis to the IT Supervisor.	Documents Forwarded	Project Sponsor	By 03/13/20

Procedures

Task	Deliverable(s)	Responsibility	Time Frame
Process Item: Project Definition continued			
4. Notify the Leadership Group Chairperson that a new project will be presented for review at the next meeting. The Leadership Group Chairperson will add to the agenda.	Leadership Group Representatives Notified	Project Sponsor Leadership Group Chairperson	By 03/13/20
5. Review the Scope and Approach and ROI Analysis, forward a copy to PMO.	Documents Forwarded	IT Supervisor	By 03/13/20
6. Place a copy of the preliminary Scope and Approach and ROI Analysis on the PMO web site. **PMO must receive the final copy at least one week prior to the quarterly meeting.**	Documents Placed on the PMO web site, specifically http://www.oakgov.com/it/pmo/leadership_grp	PMO	03/16/20 – 4/17/20
7. Review the Scope and Approach documents and corresponding ROI Analyses prior to the meeting. If necessary, the Representatives print copies of the documents. Hard copies will not be distributed at the Leadership Meetings.	Documents Reviewed	Leadership Group Representatives	By 04/24/20
Process Item: Authorization for Sizing			
1. Present project requests to Leadership Group for review and prioritization for IT sizing, based on the sizing budgets available.	Project Presentation	Project Sponsor	04/28/20 (Or at the Quarterly Meeting)

Procedures

Task	Deliverable(s)	Responsibility	Time Frame
Process Item: Authorization for Sizing continued			
2. Leadership Group voting outside of the normal meeting schedule can be accomplished via e-mail; however, it is recommended that e-mail votes be limited to project sizing requests. If an e-mail vote occurs, the Recording Secretary must submit a new set of minutes to reflect the decisions made and forward to the PMO before the Master Plan will be updated. All Leadership Group members must agree that an e-mail vote is acceptable; otherwise a meeting must be convened.	Updated Minutes Forwarded	Recording Secretary	As Requested
3. Review each request. Approve or deny for IT Sizing.	Project approved for IT Sizing and prioritized.	LG Representatives	04/28/20
Process Item: Project Size Estimation			
1. Complete project size estimate and ROI Analysis for projects approved by the Leadership Group. Forward the electronic Scope and Approach and ROI to PMO.	Sized Scope and Approach Preliminary Project Plan	IT Supervisor	04/29/20 – 06/12/20
2. Review the Scope and Approach document and ROI Analysis for each project, and then place a copy on the PMO web site. **PMO must receive the final copy by 06/12/20.**	Documents Placed on the PMO web site, specifically http://www.oakgov.com/it/pmo/leadership_grp	PMO	06/15/20 - 07/17/20
3. Review the Sized Scope and Approach documents and corresponding ROI Analyses prior to the meeting. If necessary, the Representatives print copies of the documents. Hard copies will not be distributed at the Leadership Meetings.	Documents Reviewed	LG Representative	07/20/20 – 07/24/20 (Or prior to the Quarterly Meeting)

Procedures

Task	Deliverable(s)	Responsibility	Time Frame
Process Item: Project Prioritization			
1. Present project size estimates and ROI.	Project Presentation	Project Sponsor	07/28/20 (Or at the Quarterly Meeting)
2. Review project size estimates and ROI, approve or deny each request, and finalize project priorities.	Final Prioritized Projects	LG Representative	07/28/20 (Or at the Quarterly Meeting)
Process Item: Master Planning			
1. Allocate available IT resources to the highest priority projects.	2021/2022 Preliminary Planned Projects	IT Director	07/29/20 – 09/25/20
2. Assign resources and determine optimal timing for all projects.	2021/2022 Master Plan, 2020/2021 IT Team Plans	IT Project Supervisor IT Management PMO	09/25/20 – 10/02/20
Process Item: Master Plan Review			
1. Review of 2021/2022 Master Plan Projects	LG Meeting	LG Representative	10/27/20