

TIME AND ATTENDANCE PROJECT GOVERNANCE STRUCTURE

The Time and Attendance Management System (TAMS) project will have an Executive Sponsor also known as the Business System Owner (specific to this project), Business System Manager, and a Project Team that will be responsible to promote and facilitate the project. The three-tier Governance Structure will have a Steering Committee, Management Team, and a Project Team, each responsible for one or more major project activities and the success of the project.

Executive Sponsor / Business System Owner

The Executive Sponsor/ System Owner will be responsible for the success of the project. He/she will be the Chair for the Steering Committee and will represent the organization unit most affected by the change and define the strategic vision.

Roles

Strategic visionary and planner for the agency

Promoter of the project throughout the organization

System owner

Representative of the organization and business system users

Chair of steering group

Responsibilities

Strategic visionary and planner for the agency

- Set high-level priorities and resolve project-related statewide issues
- Authorize budget and funding
- Make high-level “go/no go” decisions
- On an exception basis, arbitrate conflicts and ensure timely participation in decisions as required during the project

Promoter of the project throughout the organization

- Determines governance and need for steering group and its membership (voting and non-voting members)
- Discuss and promote the project to others in executive service within the agency

System Owner

- Define and authorize changes in project directions
- Establish business objectives and project justification
- Oversee and be accountable for the project budget (may be business system manager)
- Participate in the planning and control of the project
- Participate in project status reviews, as needed
- Monitor, evaluate and report on the progress of the project to the executive sponsor based on input from business system manager
- Authorize major expenses such as acquisition of material and personnel
- Approve and sign-off project statement, project closure, and key project deliverables
- Appoint the business system manager

Representative of the organization and business system users

- Determine project priorities as they align to strategic vision
- Authorize implementation of project work results and organizational change
- Communicate project progress and directions to the organization and primary business system users

Chair of Steering Committee

- Conduct Steering Committee meetings
- Raise project issues and risks inherent to the project, to other related projects, or affected areas of business operations
- Report on the progress of the project to the Steering Committee

Executive Sponsor/Business System Owner: Tracy Wroblewski, ODOT Chief Financial Officer

Business System Manager

The Business System Manager represents the Executive Sponsor/Business System Owner and business users and plays an essential part in controlling the decisions on choices related to the business solution. In partnership and collaboration with the implementation manager and system architect, the business system manager participates in the planning of the project. He/she monitors the different tasks for understanding and formulating the business requirements, as well as the validation and approval of the project deliverables that are produced by the project team. He/she reports to the Executive Sponsor/Business System Owner.

Roles

Representative of the business system owner and business system users through the duration of the project

Visible leader of the business system team and project team to the agency and business stakeholders

Facilitator of changes to business processes, policies and operations

Responsibilities

Representative of the Executive Sponsor/Business System Owner and business system users through duration of project

- Monitor, evaluate and report on the progress of the project team to the business system owner and/or steering committee
- Define the business needs for the project and validate the business system requirements
- Confirm project product requirements and ensure that the work product results meet the stated requirements
- Conduct and/or provide input to opportunity evaluations, feasibility studies, cost/benefit/risk analysis
- Ensure affected stakeholders are involved throughout the lifecycle of the project
- Ensure that the solution fulfills the business needs and is implemented correctly (this includes, when required, a proper transition to the new situation resulting from the change)
- Participate in the implementation of project procedures (e.g., change control, communications, and risk management)
- Raise project issues and risks, as well as quality and scope deviations, to Executive Sponsor/Business System Owner
- Facilitate and manage issue identification, and escalation process
- Recommend the approval of major changes in project directions to the Executive Sponsor/Business System Owner
- Recommend and refer change requests to the steering committee for disposition

Visible leader of the business system team and project to the agency and business stakeholders

- Communicate project progress and directions to user community
- Identify key stakeholders that have a project team role
- Market business process improvement and change development to the user community

Facilitator of changes to business processes, policies and operations

- Actively pursue engagement and business community buy-off of business solutions
- Participate in joint application development (JAD) sessions
- Collaborates with Executive Sponsor /Business System Owner to facilitate changes to business processes, policies, operations and definitions of business roles
- Lead the transition and implementation activities (e.g., changes to business process, policy revision, transition recommendations, communication, standard operating guidelines & definitions of business roles)
- Coordinate training activities

Business System Manager: Marilyn Sherwood, ODOT Financial Services

Steering Committee (Tier 1)

The Steering Committee is chartered to provide executive level governance to the project. This Committee will be responsible for the direction of the project as well as the management of the scope, schedule, and budget. The Committee will consist of individuals representing ODOT, Department of Administrative Services, Department of Agriculture (ODA) and Department of Environmental Quality (DEQ). DEQ and ODA are partners with ODOT in implementing a new Time and Attendance (TAMS) system. ODA will provide shared client services to the Department of Land Conservation and Development and ODOT will provide shared client services to Department of Aviation through the TAMS Solution. Steering Committee members are authorized to make decisions and commitments on behalf of their agency. Department of Administrative Services will ensure the TAMS project is in alignment with statewide initiatives and includes membership that represents DAS Human Resources, DAS State Controller's Division, and DAS Information Resource Management Division.

The Steering Committee is responsible for:

- Establishing the project's long-term goals and vision, setting priorities, approving scope, and resolving Department-wide and partner agency issues.
- Communicating, promoting and enforcing the vision for this project throughout the partnering agency organizations.
- Providing resources from their business lines to support and develop the recommendations for this project.
- Reviewing performance and resource utilization of staff, and ensuring that staffing levels are met for this project.
- Monitoring the progress and the organizational impacts of the project.
- Resolving escalated issues in a timely manner.
- Generating timely decisions; supporting the Project Team/Management Team to accomplish the project goals.

Steering Committee Members:

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|-------------------|---|
| *Tracy Wroblewski | (Executive Sponsor / Committee Chair) ODOT Chief Financial Officer |
| *Jason Barber | Oregon Department of Agriculture |
| *Joyce Martinez | DAS Human Resource Information System Project Manager |
| *Connie Sparks | Transportation Development Division Administrative Support Manager |
| *Mark Brown | DEQ Financial Services Manager |
| *Ron Winterrowd | ODOT Information Systems TAD Manager |
| *Stefan Hamlin | ODOT Highway Budget Officer |
| *Bret West | DAS – Enterprise Goods and Services |
| *Gina Salang | DAS – Chief Information Officer (interim on behalf of Bret West) |
| *Jane Lee | ODOT Human Resources Chief Officer |
| *Sven Johnson | ODOT Motor Carrier Audit Manager |
| *voting member | |

Management Team (Tier 2)

The Management Team includes managers from ODOT, DAS, DEQ and ODA. The expectation is that these members are knowledgeable about key infrastructure business processes such as human resource management and payroll as well as division/section business processes. The Management Team will be responsible for monitoring the outcomes from the Project Team such as process improvements, analyses and recommendations. This Team will be responsible for recommending to the

Steering Committee approval of processes, results, changes to scope, schedule and budget in a timely manner. The Management Team also includes the Core Project Team.

The Management Team is responsible for:

- Supporting the project's long-term goals and vision, and adhering to priorities as defined in the project scope;
- Communicating, promoting and enforcing the vision for this project throughout the partnering agency organizations;
- Validating Project Team's work plan and schedule, and providing direction and support to ensure the success of the project objectives.
- Validating and recommending for approval of process changes, analyses and final deliverables to the Steering Committee.
- Resolving project issues in relationship to scope, resources, or schedule in a timely manner. If unable to resolve, the Management Team will assist in preparing issue presentation to the Steering Committee.
- Providing appropriate business unit resources (expertise and time) for system implementation, including requirement validation, system testing and training.
- Ensuring business processes, policy and procedure are updated, approved and available at areas of use to support changes in business practices resulting from implementation of the system.

Management Team Members:

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|--------------------------|--|
| *Marilyn Sherwood | ODOT Financial Services, System Manager (chair) |
| *Tracy Wroblewski | ODOT Chief Financial Officer |
| *Stefan Hamlin | ODOT Highway Budget Officer |
| *Seth Lewis | DAS Payroll |
| *Amber Bending | ODOT Payroll Manager |
| *Mark Cadotte | ODOT DMV Representative |
| *Mark Brown | DEQ Financial Services Manager |
| *Jason Barber | Oregon Department of Agriculture |
| *Joe Bonawitz | ODOT Financial Services |
| *Jeff Flowers | ODOT Active Transportation Section |
| *Chuck Larsen | ODOT Information Systems Application Development Manager |
| *Ryan Sinks | ODOT Motor Carrier Audit Division |
| *Clay Flowers | ODOT Financial Services, Policy and Compliance |
| Victoria Hawley | TAMS Implementation Manager |
| John Cossu | ODOT Project Manager |
| Lea Anne Brooks | I.S. Central Services Program Coordinator |
| Erin Morris | ODOT I.S. Systems Analyst |
| Kim Charshaf | ODOT Highway Project Coordinator |
| *voting member | |

Project Team (Tier 3)

The project team includes employees from various businesses throughout ODOT, ODA, DEQ and DAS who are knowledgeable on systems and the business processes they support. It is expected that a project team member will spend 25% or more of their time directly working on the project. The project

team is responsible for working together in collaboration to produce quality project deliverables by established timelines. The project team is directed by the Implementation Manager who will coordinate the project from end to end. (Refer to [Roles and Responsibilities Matrix](#) of individual project team roles.)

Project Team Members:

| | |
|----------------------------------|--|
| Victoria Hawley | TAMS Implementation Manager (chair) |
| John Cossu | Project Manager |
| Tracy Wroblewski | ODOT Chief Financial Officer |
| Marilyn Sherwood | ODOT Financial Services, Business System Manager |
| Lea Anne Brooks | I.S. Central Services Program Coordinator |
| Erin Morris | ODOT I.S. Systems Analyst |
| Sheryl Mills | DMV Representative |
| Courtney Brooks | DEQ Project Manager |
| Jason Barber | ODA Project Manager/representative |
| Geri Greeno-Sanders | DAS Representative- OSPS |
| Bret West | DAS CAO |
| Ron Winterrowd | ODOT I.S. Transportation App Dev Manager |
| Chuck Larsen | ODOT I.S. Transportation App Dev Manager |
| Kim Charshaf | ODOT Highway Project Coordinator |
| Project team has no voting right | |

TEAM MEETINGS SCHEDULES

The Steering Committee will meet on a regular basis, no less often than every two months. However, during the initial scoping this group will meet at least monthly. Meetings will also be called on an as-needed basis to address matters where the timing of a decision or action is critical. The Management Team will meet on a regular basis, no less often than monthly and more frequently to deal with issue escalation. The System Manager, Project Manager, Implementation Manager, Program Coordinator and Core Project Team will attend these meetings. .

The System Manager will determine the agenda and materials that will be prepared by the ODOT Project Manager for the meetings and will route these documents at least 3-5 days prior to each meeting. The ODOT Project Manager will produce and deliver meeting minutes to be sent out no more than 3 days after said meeting(s). Supporting documentation for action items requiring a decision will be targeted and sent to the applicable Team one week prior to the meeting for their review and comment. The Team members will address/resolve items of the project in a timely manner.

Project Team meetings will be held once a week or as needed. The Implementation Manager will determine the agenda and materials that will be prepared by the ODOT Project Manager for the meetings and will route these documents least 1 day prior to each meeting. The Business System Manager will produce and deliver meeting minutes no more than 3 days after said meeting(s). Supporting documentation for action items requiring a decision will be targeted and sent to the applicable Team one week prior to the meeting for their review and comment. The Team members will address/resolve items of the project in a timely manner.

If a meeting is canceled the Project Manager will publish a status update within one business day of the canceled meeting. This status update will document decisions made, issues raised, and the status of action items assigned.

COMMITTEE / TEAM DECISION PROCESS

The Committee / Teams will strive for consensus decisions with a majority quorum of voting members present. However, if a consensus cannot be reached, a vote will be taken of those members present. Based on the complexity and/or timing requirements of a decision, the System Manager may choose to solicit input from absent members before or after meetings in order to establish a quorum. In these cases, the votes of the absent and attending members will be counted together and the resulting decision will be certified.

Important decisions/recommendations will be made by the Committee / Teams over the life of the project and these decisions will often need to be made on tight time schedules. For this reason, attendance at these meetings needs to be a clear priority for all members. If a member is unable to attend, a representative designated by the committee member should attend and be prepared to vote the absent member’s position and preferences relative to decisions to be made and/or actions scheduled to be taken during the meeting.

Decision making process will be in a two-tiered approach.

First Tier: The process used by the committee / team will strive for consensus, with a majority quorum of committee members present.

Second Tier: The process will be to follow the Issue Escalation Process.

Issue Escalation Process

As the Teams strive for consensus decisions, issues can be raised which will cause the team to not move forward. If this occurs, the team will be required to meet weekly through the issue resolution process. If a decision cannot be reached within a two week period, the issue will be moved to the next level of governance for resolution. This process continues through the Steering Committee. If the issue is still not able to be resolved, the System Manager and the Executive Sponsor will determine the appropriate action necessary.

The following is an issue escalation tree:

| Issues Identified | Escalated to: | Facilitated by: |
|--------------------|---|------------------------------------|
| Project Team | Management Team | Project Manager |
| Management Team | Steering Committee | System Manager |
| Steering Committee | Executive Sponsor/Business System Manager | Steering Chair (Executive Sponsor) |

Document Tracking

| Version | Status | Author | Updates | Date |
|---------|--------|------------|---------------|----------|
| 1.0 | Draft | John Cossu | Initial draft | 02/17/15 |
| 2.0 | Update | John Cossu | | 04/14/15 |
| 3.0 | Update | John Cossu | | 5/12/15 |

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| 4.0 | Update | John Cossu | | 7/12/15 |
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| 6.0 | Update | Marilyn Sherwood | Remove K.Johnson, April Carpenter | 4/19/16 |
| 7.0 | Update | Marilyn Sherwood | Review content, add Erin Morris, Kim Charshaf | 8/4/16 |