

Statewide Procedure

Division  
**Enterprise Information Services  
(State CIO)**

Policy Owner

Project Portfolio Performance (P3)

**SUBJECT**  
Information Technology Investment Oversight

**NUMBER**

107-004-130\_PR

**EFFECTIVE DATE**

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**DATE OF LAST REVIEW**

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**SUPERSEDES**

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**REFERENCE**

ORS 276A.200-236; and 279B.030  
Policy: [107-004-130](#)

**APPROVED SIGNATURE**

**Terrence Woods, State Chief Information Officer**  
*(Signature on file with DAS Business Services)*

**POLICY/PURPOSE**

This procedure describes how an agency documents that it has exercised due diligence in the consideration and acquisition of information technology products and services in alignment with Information Technology Investment Oversight Policy 107-004-130.

**APPLICABILITY**

This procedure applies to all agencies subject to the Information Technology Investment Oversight Policy 107-004-130.

**FORMS/EXHIBITS/INSTRUCTIONS**

The following documents are incorporated by reference and can be found in the “EIS templates and forms” section of the DAS website, <https://www.oregon.gov/das/OSCIO/Pages/OSCIO-templates-and-forms.aspx>:

- Form: Information Technology Investment (ITI)
- Form: Initial Complexity Assessment (ICA)
- Form: Oversight Level Assessment (OLA)
- Form: Required Artifacts
- Guide: Project Oversight
- Template: Project Business Case
- Template: Program Business Case
- Template: Project Charter
- Template: Program Charter

## EXCEPTIONS

Request exceptions to this procedure by email to [ITInvestment.Review@oregon.gov](mailto:ITInvestment.Review@oregon.gov). The request should state the procedure section and the exact wording to which the exception would apply if approved. State the limitations of the exception and the reasons why it is necessary and beneficial in the situation. The State CIO or designee will reply in writing with approval, denial, or limitations to the exception.

## DEFINITIONS

- **Business Analysis Body of Knowledge (BABOK® Guide)** is the globally recognized standard for the practice of business analysis, published by the International Institute of Business Analysis.
- **Endorsement** is a formal approval from the State CIO, or designee, authorizing work, purchase, contract signing, or other activity. Endorsement typically occurs via a signed memo, but may also occur by email or other means.
- **Information Technology (IT)** includes but is not limited to all present and future forms of hardware, software and services for data processing, office automation and telecommunications.
- **Initial Complexity Assessment (ICA)** is a form which helps agencies quantify project complexity. It reveals the minimum project manager qualifications required for the specific investment. Agencies must document adherence to these requirements or provide a description of strategies which mitigate any discrepancies. Additionally, the form provides a complexity score which will help determine the appropriate level of oversight.
- **IT Investment** is the planned or actual commitment of funds for IT-related expenditures, including but not limited to personnel, contractors associated with projects, products, services, or contracts and contract renewals and other amendments. Cost of an IT Investment includes the cost of any services and/or supplies purchased and five years of anticipated operational costs (e.g. licensing costs and hardware/software maintenance).
- **Information Technology Investment (ITI) form** is the intake form for determining enterprise engagement from EIS for IT Investments.
- **Infrastructure and Lifecycle projects** involve limited business engagement or impact; these investments typically include routine operational upgrades or like-for-like system replacements.
- **Non-Project** is an IT investment which may include purchases, subscriptions, contracts, contract amendments, contract renewals, etc. Some project-like activities such as development of an implementation or communication plan may be required; it is expected that these activities represent a minority of Non-Project investment work. Typically, this work encompasses fewer than 80 hours of staff time or a similar threshold established through agency governance.
- **Oversight Analyst (OA)** is the position within Enterprise Information Services (EIS) that reviews all agency investments for which ITI submission is required under Policy 107-004-130. This includes review of required project documentation and coordination with procurement staff, other EIS resources, and Independent Quality Assurance contractors.
- **Oversight Level Assessment (OLA)** is a matrix used by an Oversight Analyst to determine the appropriate level of oversight for an IT investment. The tool combines the ICA score with several criteria relating to agency governance maturity. The OLA is typically accompanied by a Required Artifacts Form (defined below).
- **Oversight Levels** describe the thoroughness of EIS oversight and the number of review points. Three levels of oversight (Oversight Level 1, Oversight Level 2 and Oversight Level 3) describe increasingly rigorous Stage Gate submission requirements. More detailed information about each level can be found in the Project Oversight Guide.
- **Portfolio** is defined as “projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives” (PMBOK Guide, 6th edition, p.11). EIS includes all IT investments in the following portfolios, which correspond to the Governor’s policy areas: Administration and Business Services; Education; Healthy People; Natural Resources; Public Safety; and Transportation and Economic Development.

- **Program** is defined as “a group of related projects, subsidiary programs, and program activities managed in a coordinated manner to obtain benefits not available from managing them individually” (PMBOK Guide, 6th edition, p.11). Programs may include any number of project and non-project investments. Typically, individual program investments will share a program-level Business Case.
- **Program Business Case** is a document which provides the background and justification for a program. A template which includes expected Program Business Case elements is available on the EIS website.
- **Program Charter** is a document which describes the authority of the program manager and defines the preliminary program scope, schedule, budget and stakeholder list. A template which includes expected Program Charter elements is available on the EIS website.
- **Project Management Body of Knowledge (PMBOK® Guide)** is the preeminent global standard for project management published by the Project Management Institute.
- **Project and Portfolio Management (PPM) Tool** is the official system of record for all documents submitted to EIS for project oversight.
- **Project** means “a temporary endeavor undertaken to create a unique product, service, or result” (PMBOK Guide, 6th edition, p.715). Typically, projects have project managers assigned, are approved by agency governance and are officially chartered.
- **Project Lifecycle** is “the series of phases that represent the evolution of a product, from concept through delivery, growth, maturity, and to retirement” (PMBOK Guide, 6th edition, p.715). For oversight, EIS considers projects to adhere to the stages of 1) Origination/Initiation, 2) Resource/Solution Analysis, 3) Implementation Planning, and 4) Execution.
- **Project Business Case** is a document which provides the background and justification for an IT Investment. A template which includes expected Business Case elements is available on the EIS website.
- **Project Charter** is a document “issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities” (PMBOK Guide, 6th edition, p.715). A template which includes expected Project Charter elements is available on the EIS website.
- **Required Artifacts Form** is a list of standard documents that are expected at each Stage Gate depending on oversight level. The list of required artifacts may differ from project to project based on the unique needs and risk profile of individual investments. The Required Artifacts Form typically accompanies an Oversight Level Assessment. In the case of Programs, it is expected that some artifacts may be used for multiple investments (e.g. a Scope Management Plan may be implemented at a Program level, and included by reference for individual Project Management Plans).
- **Stage Gate** is a “review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a project or program” (PMBOK Guide, 6th edition, p.18). Stage Gate review is implemented at the end of each stage of a Project’s Lifecycle for the purpose of controlling project risk, monitoring scope changes and maintaining stakeholder engagement.
- **Senior IT Portfolio Manager (SIPM)** is a position within EIS that serves as a senior-level, operational consultant, coordinator and advisor on emerging technologies, business trends, current and future agency technology issues and opportunities, and strategies related to maximizing the return on investment of enterprise and shared services technology efforts.

## **PROCEDURE**

This procedure must be followed pursuant to the Information Technology Investment Oversight Policy 107-004-130. Agencies are encouraged to engage early and often with EIS through their assigned Senior IT Portfolio Manager (SIPM).

EIS will confirm the type of IT investment (Program, Non-Project, and Project) and will determine the appropriate level of oversight and the set of documents that agencies are required to submit. Additionally, agencies will continue to work with EIS to finalize the identified set of documents according to direction provided. Oversight requirements may change investment-to-investment based on unique or agency-specific circumstances. As an investment progresses through oversight, changes may occur which require that EIS modify the designated oversight level or the list of required artifacts. For example, changes may occur as a

response to the identification of additional investment risks or as greater certainty about business processes lead to a reduction of scope. In all cases, any change to oversight level or to the required artifacts form will promptly be communicated to the agency.

An agency’s ability to move through the oversight process expeditiously is dependent on the knowledge, skills and ability of the resources assigned to the work. EIS highly recommends using well-qualified internal or contract staff; i.e., trained, certified, and experienced professionals in the disciplines of business analysis and project management. The completion of the Initial Complexity Assessment (ICA) form will determine specific project management experience and qualification requirements. When these requirements are not met by the assigned resource(s), agencies must document strategies to mitigate any gaps.

Oversight thresholds are based on industry best practice as outlined in BABOK and PMBOK. Both standards are process-based, meaning they describe work as being accomplished by processes that overlap and interact throughout a project or its various phases. EIS, in its review of documents submitted through oversight, is confirming that these processes have been executed to an acceptable level of due diligence.

EIS will complete an initial review of investment/project documents and provide written comment (which may or may not include an endorsement) within 10 business days, unless otherwise communicated in advance. Documentation review time is dependent on the volume of artifacts submitted and the workload of assigned resources. In general, submitting documents periodically and as they are created is most efficient. There are three forms of IT Investment oversight: Programs (groups of related projects), Non-Projects (contracts, purchases, etc.), and Projects (temporary endeavor with a unique outcome). This procedure provides required steps for each form of oversight.

**For Non-Project investments, authorization via endorsement is required prior to purchase, subscription, or contract signature.**

**For Project investments, authorization via endorsement is required prior to procurement release or contract signature.** In some cases, an Oversight Analyst may authorize contract signature before an official Stage Gate endorsement.

**EIS approval is required if scope, schedule, or budget deviate by 10% after endorsement or authorization.** Note, this approval is not required when deviations occur for projects with a Stage Gate 1 or 2 endorsement.

Note: The tasks described in this procedure serve as a responsibility assignment matrix. Specifically, for each task the participation level of roles is identified as (R)esponsible, (A)ccountable, (C)onsulted, or (I)nformed.

**ITI Development Process** – All agency investments that meet the thresholds identified in Policy 107-004-130 must be submitted to EIS following the process below. These tasks identify critical work; internal agency governance may inform the order of steps.

Step	Agency	EIS – OA	EIS – SIPM	Task
1	A / R		C	Identify a problem or opportunity which has been approved by agency IT governance for further analysis.
2	A / R		C	With SIPM consultation, determine if an ITI submission is required under Policy 107-004-130.  If ITI submission it not required, stop procedure and continue following agency IT governance process.  If ITI submission is required, proceed to next step.
3	A / R		C	With SIPM consultation, determine if ITI relates to program initiation.

				<p>If ITI relates to the initiation of a Program, proceed to Program Oversight Process.</p> <p>Otherwise, proceed to next step.</p>
4	A / R		C	<p>With SIPM consultation, determine if ITI relates to a Non-Project investment.</p> <p>If ITI relates to a Non-Project investment, proceed to Non-Project Oversight Process.</p> <p>Otherwise, proceed to Project Oversight Process.</p>

**Non-Project Oversight Process** – All agency Non-Project investments must follow the process below. Note: All official document submissions and endorsements must occur via email with assigned EIS resources after initial submission.

Step	Agency	EIS – OA	EIS – SIPM	Task
1	A / R		C	Submit ITI to EIS by email at: ITInvestment.Review@Oregon.gov.
2	I	I	A / R	<p>Confirm Non-Project investment classification.</p> <p>Assign an Oversight Analyst (OA) and request a Business Information Security Officer (BISO).</p> <p><i>Note: The assigned BISO will work directly with the agency to identify requirements for security review. This review will ensure that agency investments conform to state security policy.</i></p>
3	I	A / R	C	Notify agency of any required documents (typically procurement documents).
4	A / R	C	C	Submit requested documents to EIS.
5	I	A / R	C	<p>Review documents for completeness, quality, clarity and conformance to state policy, providing feedback as needed.</p> <p>If document updates are required, return to step 3.</p>
6	I	A / R	C	<p><b>NON-PROJECT ENDORSEMENT</b></p> <p>Provide agency with Non-Project Endorsement.</p> <p><i>Note: If total cost of the investment's or contract's not-to-exceed amount meets or exceeds \$1 million, the State CIO or designee must approve the investment.</i></p>

**Program Oversight Process** – All agency programs where multiple investments are expected to meet oversight thresholds must follow this general process.

Via the Project Portfolio Management (PPM) tool, agencies should submit an ITI, Program Business Case, and Program Charter. A Senior IT Portfolio Manager (SIPM) will review these artifacts for alignment to enterprise and agency strategy, and will authorize the program as part of a policy group portfolio (an EIS recognized program).

Updates to program artifacts may be necessary through the life cycle of the program. For instance, the Program Business Case and Charter may be expanded to include justification and details for component investments required for program success. Updated artifacts must be approved by EIS.

IT Investments which relate to a Program must be individually submitted for oversight as appropriate, however in many cases the need for additional investment justification (e.g. a Business Case) may not be needed.

**Project Oversight Process** – All agency projects investments identified as requiring oversight must follow the process below. Note: All official document submissions and endorsements must occur via the Project Portfolio Management (PPM) tool, the Project Oversight system of record. These tasks identify critical work; internal agency governance may inform the order of steps (e.g. 3 through 5).

Step	Agency	EIS – OA	EIS – SIPM	Task
1	A / R		C	Submit IT Investment (ITI) form to EIS via Project Portfolio Management (PPM) tool.
2	I		A / R	Confirm project investment classification.  Notify agency of Oversight requirement and discuss engagement details.
3	A / R		C	Develop a Project Business Case, Initial Complexity Assessment (ICA), and Project Charter.  <i>Note: If project is part of an endorsed program or is an infrastructure or lifecycle project for which Level 1 Oversight is anticipated, the SIPM may determine that a Business Case is not required.</i>
4	A / R		C	Identify a project manager that meets the minimum qualifications provided in the ICA.  <i>Note: If project manager does not meet minimum qualifications, the agency must document strategies which mitigate any gaps. This mitigation may include supporting organizational structures, contracted assistance or other mechanism employed to address any discrepancies.</i>
5	A / R		C	Submit Project Business Case, Initial Complexity Assessment (ICA), Project Charter, and other requested documents to EIS.  <i>Note: If project is part of an endorsed program or is an infrastructure or lifecycle project for which Oversight Level 1 is anticipated, the SIPM may determine that a Business Case is not required.</i>
6	I	C	A / R	Review documents for alignment to enterprise and agency strategy, provide feedback as needed.  If document updates are required, return to step 5.
7	I	C / I	A / R	Assign an Oversight Analyst (OA) and request a Business Information Security Officer (BISO).  Notify agency via email of project portfolio approval and of assigned EIS resources.  <i>Note: The assigned BISO will work directly with the agency to identify requirements for security review. This review will ensure that agency investments conform to state security policy.</i>
8	C	A / R	C	OA reviews available project documents for background and discusses the project with SIPM and, as needed, the

Step	Agency	EIS – OA	EIS – SIPM	Task
				agency project team to compile information into an Oversight Level Assessment (OLA).
9	I	A / R	C	OA determines Oversight Level and completes the Required Artifacts Form.
10	I	A / R	I	Recommend Stage Gate Endorsement to the State CIO or designee.
11	I	A / R	I	<b>STAGE GATE ENDORSEMENT</b> (Origination/Initiation)  Provide agency with endorsement, OLA, and Required Artifacts Form.
<b>Repeat steps 12 – 15 for each stage as appropriate for the indicated Oversight Level.</b>				
12	A / R	C	C	Agency submits documents as described in the Required Artifacts Form for the current Project Lifecycle stage.
13	I	A / R	C	Review documents for conformance to project management and business analysis best practice and standards, providing feedback as needed. If necessary, the Required Artifacts Form may be updated.  If document updates are required, return to step 12.
14	I	A / R	I	Recommend Stage Gate Endorsement to the State CIO or designee.
15	I	A / R	I	<b>STAGE GATE ENDORSEMENT</b> (Resource/Solution Analysis, Implementation Planning, or Execution)  Notify agency of endorsement and, if needed, any updates to the Required Artifacts Form.  If the Oversight Level indicates additional stages of the project lifecycle require EIS endorsement, return to step 12.
16	A / R	I	I	Notify EIS of project closeout and provide other required documentation.