

South Carolina Enterprise Information System (SCEIS) Change Advisory Board Charter



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Reviewers

Date	Reviewer	Position
2012-05-29	Comptroller General's Office Chief of Staff Jim Holly	Chief of Staff, Comptroller General's Office
2012-06-07	Marcia Adams, Cassandra Alston, Jimmy Earley, Steven Elliott, Jim Holly, Larry Mallett	B&CB Executive Director, SCEIS Program Director, DSIT Director, B&CB Chief of Staff, CG's Office Chief of Staff, SCEIS Project Manager
2012-07-16	SCEIS Executive Oversight Committee	SCEIS Executive Oversight Committee Members

Approval

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Description

This document defines a governance structure by which a committee of the State of South Carolina Management staff routinely reviews and prioritizes SCEIS Enhancement Requests based on business criteria, benefits, costs, and risks.

The SCEIS Change Advisory Board (CAB), staffed by voting and advisory members who have strategic and tactical business responsibilities, enables better decisions on the support and enhancement of the SCEIS application system. The goal is to maximize overall business value while maintaining control and reliability of critical system functions.

The SCEIS Change Advisory Board organizational charter and SCEIS enhancement process flow are described in this document.

Authority

The SCEIS Executive Oversight Committee as established by Section 11-53-20 of the SC Code of Laws is charged with the responsibility to provide oversight for the continued operation of SCEIS. To that end, the Executive Oversight Committee has established the SCEIS Change Advisory Board so that it may review and evaluate all system changes and enhancements.

The CAB will review requests for new projects and system enhancements that are large in scope and require a significant level of effort to complete (more than 450 hours for system development and implementation). The CAB will evaluate and prioritize these requests and submit their recommendations to the Executive Oversight Committee for approval. The Executive Oversight Committee will instruct the SCEIS project team to begin work on these approved projects.

The CAB will approve and determine the priority of all other projects and requests for system enhancements. CAB decisions and findings related to these system changes will be reported to the Oversight Committee.

Projects and system enhancements authorized by the General Assembly are considered approved for implementation without further consideration by the CAB or Executive Oversight Committee. These projects will be evaluated and scheduled by the Executive Oversight Committee so as to assign them priority and achieve implementation within any legislative deadlines.

Charter

Name

The name of this committee is the SCEIS Change Advisory Board.

Purpose

The SCEIS Change Advisory Board reviews, approves, and prioritizes requests to modify and enhance the SCEIS system. The Change Advisory Board is an enterprise project governance body. Project governance decisions are centralized with the Change Advisory Board. The Change Advisory Board will approve and prioritize requested system changes based on value to the state and resource requirements.

Mission

The mission of the SCEIS Change Advisory Board is to ensure that decisions related to SCEIS system changes are made from the perspective of, and in the best interest of the State of South Carolina.

Guiding Principles

The following principles guide the SCEIS Change Advisory Board:

- Ensure that all change requests have undergone thorough analysis, review and discussion before making decisions, and that required stakeholders are involved from the inception of any request.
- Ensure that decisions are consistent with GAAP and GASB provisions as interpreted by the Comptroller General.
- Ensure that decisions are consistent with the State of South Carolina business and strategic direction and South Carolina law.
- Evaluate sustainability and return on investment as part of the decision-making process.
- Focus primarily on benefits, cost and risks, rather than only on solutions, in making final decisions.
- Ensure that decisions are consistent with available budget resources.
- Make the decisions on requests presented to the board (voting members of the SCEIS Change Advisory Board make these decisions).
- Monitor each approved project, including its budget, until completion.

Articles of Charter

Article 1: Membership

Section 1.1 Membership

The SCEIS Change Advisory Board membership is comprised of the SCEIS User Community (e.g., central agencies, SCEIS User Groups and SCEIS subject matter experts).

Section 1.2 Change Advisory Board Voting Membership

Organization	Name
State Treasurer's Office Representative	Chuck Fallaw
Comptroller General's Office Representative	Anjali Griffin
Office of Human Resources Representative	Sam Wilkins
State Purchasing Office Representative	Voight Shealy
State Budget Office Representative	Beth Quick
User Group Appointment 1 (Finance area)	Martin Taylor
User Group Appointment 2 (HR area)	Robin Owens
User Group Appointment 3 (MM area)	Stephen Pullie
SCEIS Community At-Large	Scott English

SCEIS User Group representatives to the Change Advisory Board will be elected by the SCEIS user community to terms lasting two years. Voting will be held in June of each year, with the Finance and Human Resources representatives elected in odd years and the Materials Management representative elected in even years. (Note: Initial User Group representatives in the areas of Finance and Human Resources will have a term of one year, lasting from August 2012 through August 2013 to allow for staggering of election cycles.)

SCEIS Community At-Large members will be selected by the SCEIS Executive Oversight Committee for terms lasting two years. Selections will be made in June of each even year. In selection years, the SCEIS Executive Oversight Committee will assemble a list of individuals who have volunteered for the SCEIS Community At-Large position, and who satisfy the criteria listed in the following paragraph. The Executive Oversight Committee will then make their selection from this list.

Volunteers for the SCEIS Community At-Large position must satisfy the following criteria:

- The SCEIS Community At-Large member must be employed by a "large" agency that currently uses SCEIS.
- For the purposes of SCEIS Community At-Large member selection, "large" agencies are defined as having a minimum of 1,000 employees and a budget of at least \$50 million.

All other voting members are appointed by the leadership of the agency or entity they represent, and serve at the pleasure of the appointing leadership. They are not subject to term limits.

Designated alternates representing voting members are granted voting authorization for specified meetings.

Section 1.3 Use of Alternates

SCEIS Change Advisory Board members may designate an alternate to represent them in the event the member cannot attend a Change Advisory Board meeting. The alternate must be a senior manager from the same business area as the representative for whom they substitute. Alternates shall have full voting authority when substituting for a voting member.

Section 1.4 Change Advisory Board Advisors (Advisory)

In addition to voting members, the SCEIS Change Advisory Board will also include advisory members. These members will attend meetings and provide input and guidance as necessary. The advisory members are listed below:

Organization	Name
SC General Assembly Senate Appointment	Dianne Carraway
SC General Assembly House Appointment	Ryan Burnaugh
SC Governors Office Appointment	Josh Baker
Department of State Information Technology Director (DSIT)	Jimmy Earley
SCEIS Program Director	Cassandra Alston

Advisory members are appointed by the leadership of the agency or entity they represent, and serve at the pleasure of the appointing leadership. They are not subject to term limits.

Section 1.5 Additional Advisory Member for Defined Projects

The Change Advisory Board may request information and input related to a proposed change request and/or system enhancement from other state agency employees, managers and subject matter experts as necessary.

Section 1.6 Change Advisory Board Roles and Responsibilities

Representatives will serve in the following roles on the SCEIS Change Advisory Board:

Chairperson

A Chairperson will be appointed by the voting membership and will serve for a period of two years, as determined by the voting membership on August 2, 2012. The Chairperson will ensure the Change Advisory Board fulfills its purpose to direct and prioritize work assignments. Responsibilities of the Chairperson are:

- Provide leadership to the Change Advisory Board membership.
- Determine a Change Advisory Board quorum when conducting a meeting and voting.
- Facilitate Change Advisory Board meetings and decision processes.
- Ensure all members have an opportunity to present their positions.
- Preside over the agenda or designate a replacement to preside.
- Ensure actions of the Change Advisory Board are consistent with the Change Advisory Board Charter.
- Call for and announce the results of Change Advisory Board votes.
- Ensure completion of Change Advisory Board business at each meeting.
- Adjourn the Change Advisory Board meetings.

The Chairperson for August 2012 through August 2014 is Chuck Fallaw, of the State Treasurer's Office.

Vice-Chair

A Vice Chairperson will be appointed by the voting membership and will serve for a period of two years, as determined by the voting membership on August 2, 2012. In the absence of the Chairperson, the Vice Chair will assume the Chair's responsibilities.

The Vice Chairperson for August 2012 through August 2013 is User Group Finance Representative Martin Taylor of the Department of Disabilities and Special Needs. Mr. Taylor's term as Vice Chairperson is abbreviated due to staggering of User Group representative terms described in Article 1, Section 1.2, on page 6 of this document.

Voting Members

The role of each Change Advisory Board voting member is to:

- Represent and make decisions/commitments for their area of representation.
- Attend scheduled meetings on time.
- Maintain focus on agenda items.
- Review available material before meeting and be prepared to discuss and vote on it.
- Leverage appropriate managers/staff to present proposals and/or aid in discussion.
- Ensure the decisions are consistent with the Charter's guiding principles.
- Make recommendations to SCEIS management regarding changes in business scope and schedule.
- Review and make decisions on project-related business issues.
- Help to facilitate communication supporting decisions related to the business areas they represent.

- Communicate Change Advisory Board direction, activities and decisions to their respective senior management groups and the SCEIS user community.

Change Advisory Board **Advisors (Advisory Members)**

The role of each of the Change Advisory Board advisor is to:

- Attend Change Advisory Board meetings.
- Provide information related to their areas of expertise.
- Review available material before meeting and be prepared to discuss it as advisors.
- Leverage their subject matter expertise in researching information.
- Communicate Change Advisory Board direction, activities and decisions to their respective organizations and SCEIS user community.

SCEIS Team

Responsibilities include:

- Accept and compile a list of system change requests (system modifications and enhancements). Verify all requests are complete and all necessary information is provided to the Change Advisory Board.
- Provide analysis of requested changes to include the estimated level of effort, value to the state, risk level, implementation schedule and cost.
- Schedule meetings and send notices.
- Reserve room for Change Advisory Board meetings, print copies if necessary, issue and print meeting agendas.
- Attend Change Advisory Board meetings as needed.
- Record and publish meeting minutes/notes.
- Manage projects to implement approved system changes.
- Maintain a Change Advisory Board Action and Decision log (including preapproved maintenance/upgrades).
- Maintain a library of material submitted to the Change Advisory Board.
- Create metrics for Change Advisory Board to review for continual process improvement.
- Track the status of a change (e.g., building, testing, completion, etc.).
- Maintain the SCEIS Change Calendar/Schedule.
- Initiate post-implementation reviews for implemented changes when needed.
- Release notices related to changes.

Article 2: Meetings

Section 2.1 – Meetings

The SCEIS Change Advisory Board will meet on a regular basis, according to a schedule to be determined by the members. In addition, special meetings may be called as needed to discuss new project proposals or progress/issues on specific projects already underway.

Regular meetings are mandatory for all voting members and are used to conduct enterprise decision making business. Change Advisory Board advisors will be invited to meetings based on agenda items and needs.

Special meetings may be scheduled as agreed upon by members or as deemed necessary by the Chairperson. Typically, these meetings are used to address time-sensitive items such as major project change controls, or critical time-driven issues. Special meetings should focus on addressing single items of importance and bringing said item(s) to a completed decision point.

Section 2.2 Meeting Notices

Meeting notices for all regular meetings for the whole calendar year are distributed at the beginning of each calendar year to all Change Advisory Board voting members active at the time of distribution. Every attempt will be made to provide a minimum of five (5) working days advance notice for additional or special meetings. All meeting notices are developed and distributed using the State of South Carolina standard appointment scheduling tool (Outlook) to ensure that the notices appear on the members' schedules. If a meeting is canceled, each member will be called to be advised of the cancellation.

All Change Advisory Board meetings are public meetings. Meeting notices will be posted on the SCEIS website and through other appropriate channels.

Section 2.3 Communications

Supporting documentation on matters to be considered at a Change Advisory Board meeting should be distributed to members for review at least five (5) working days in advance of the scheduled meeting. Notification also will include the time and place of the meeting and other essential information.

Section 2.4 Meeting Quorum

Before the Change Advisory Board can conduct business at a meeting, a quorum is required. (For the purposes of this Charter, a quorum means the minimum number of voting members who must be present at the meeting before business can be transacted.) For the Change Advisory

Board, a quorum exists when at least six (6) voting members or their designated voting alternates are present at the meeting.

Section 2.5 Voting

A quorum of six (6) Change Advisory Board voting members is required to conduct a vote. A voting item is approved if the majority of the members present (more than 50%) vote to approve the item. Only 'for' or 'against' votes will be considered (i.e., members cannot abstain). The meeting minutes will note the vote (i.e., for, against) of each member present. Members absent from a meeting will be noted as not participating in the vote. On a tie vote the motion/change request is not approved.

Section 2.6 Meeting Minutes

Minutes are recorded at each meeting and will be made available to all participants within a reasonable timeframe following the meeting. Minutes will record key discussion points of all motions and decisions, as well as any required action items.

At each meeting, the SCEIS Change Advisory Board will review and comment on minutes from the preceding meeting, and vote to adopt/approve them. All meeting minutes will be posted to the SCEIS website (<http://sceis.sc.gov/>) after the SCEIS Change Advisory Board has voted to adopt/approve them.

Section 2.7 Adjournment

The Chairperson adjourns each meeting at either the completion of business (as determined by the agenda) or when reaching the scheduled end time of the meeting. The Chairperson and/or committee members will determine the scheduling of unfinished business by consensus prior to adjournment.

Article 3: Order of Business

Section 3.1 Project Governance

Once a project is approved by the SCEIS Change Advisory Board and initiated, SCEIS will act as the project governance body for the project, providing support and guidance to the project team members. The SCEIS team will:

- Manage all day-to-day project activities.
- Review and size business-related project deliverables (i.e. business requirements).
- Review and size project change controls related to scope, risk and issues.

- Ensure effort and expenditure are consistent with the project sponsor's expectations.
- Resolve conflicting priorities and resource allocations.

SCEIS project managers will present updates regularly, during Change Advisory Board meetings.

Article 4: Amendments to the Change Advisory Board Charter

Suggested amendments to the SCEIS Change Advisory Board Charter must be submitted in writing at least five (5) working days before the meeting in which they are to be discussed. Amendments to the Charter will be adopted by the SCEIS Change Advisory Board membership if approved by 2/3 of the full voting membership.

Amendments to the Change Advisory Board Charter may be implemented by the SCEIS Executive Oversight Committee. The SCEIS Executive Oversight Committee must approve all amendments to the SCEIS Change Advisory Board Charter. Amendments to the Charter will be adopted by the SCEIS Executive Oversight Committee if approved by 2/3 of the membership.

SCEIS Enhancement Management Process

1. Identify need and prepare Enhancement Request
 - a. This is the initiating and controlling document for the process
2. Agency Management or designate approval
 - a. Required for request to be estimated and proposed for inclusion in existing request list
3. Sizing analysis
 - a. To be completed by SCEIS subject matter experts
 - b. Estimate time and cost to complete enhancement
 - c. Make recommendations and suggest alternatives as appropriate
4. Review by Change Advisory Board based on benefits, cost, risks and priorities
 - a. Add new requests to existing request list
 - b. Prioritize existing request list and approve slate of active requests for development
 - c. Drop from existing request list requests that have little or no merit based on business criteria
5. Design, build, test, implement
 - a. Approval required for the enhancement design
 - b. Review and testing are necessary in order to approve enhancement for implementation into production
 - c. Implementation sign-off
6. Closeout enhancement
 - a. Complete all required documentation and reviews
 - b. Report to Change Advisory Board on completions
 - c. Archive in central repository

SCEIS Enhancement Request Process Flow

