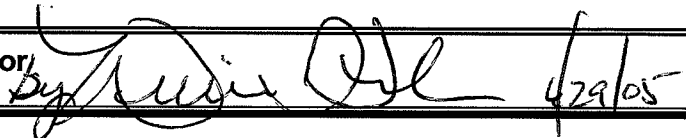


## DAS Statewide Policy

**SUBJECT:** State Information Technology Governance      **NUMBER:** 107-004-040  
**DIVISION:** Information Resources Management      **EFFECTIVE DATE:** 6-29-05

**APPROVED:** Laurie Warner, Acting Director



**POLICY/  
PURPOSE:**

Oregon state law assigns responsibility for enterprise-level Information Technology (IT) management and Information Resources Management (IRM) to the Department of Administrative Services (DAS), and to the DAS Director. This policy delegates that spectrum of IRM and IT-related duties to specific individuals and governance bodies thus creating a comprehensive enterprise IT governance and IRM framework. This policy establishes, assigns roles and responsibilities and sets performance expectations for: the State Chief Information Officer (State CIO); the Information Resource Management Council (IRMC); the Information Technology Investment Review Board (ITIRB); the Chief Information Officer Council (CIO Council); the Chief Information Officer Management Council (CIOMC); the Architecture Advisory Committee (AAC) and Domain Teams. This policy establishes a formal methodology for all subsequent IRM and IT-related policymaking and standard setting. This policy authorizes and promotes the development and implementation of a state technical architecture.

**AUTHORITY:**

ORS 184.305, 184.473 through 184.477, 283.500, 283.505, 283.510, 291.016, 291.018, 291.028, 291.032, 291.034, 291.037, and 291.038.

**APPLICABILITY:**

All Executive Branch agencies.

**DEFINITIONS:**

**“Chief Information Officer (CIO)”** means the person in an agency responsible for developing, managing, maintaining, supporting, and protecting the information resources and Information Technology systems and applications that support agency business processes. The CIO also has an associated obligation to collaborate and participate in enterprise IT initiatives under the auspices of the CIO Council.

**“Enterprise”** means a system comprised of state agencies under the control of the Legislature. Under some circumstances, “enterprise” may include academic institutions as well as federal, regional, and local government.

**“Enterprise Information Resources Management Strategy (EIRMS)”** means a document that embodies the enterprise business and Information Resources Management (IRM) objectives providing a common vision and direction to guide the state and its agencies in the development of more detailed tactical business plans and IRM plans, initiatives and activities.

**“Information Resource Management (IRM)”** means the process for managing the planning, acquisition, installation and use of all information and telecommunications technology in the most integrated, economic and efficient manner possible.

**“Information Technology (IT)”** means all present and future forms of hardware, software, services for data processing, office automation, telecommunication, databases, the Internet, management information systems, and related information, equipment, goods, and services.

## DAS Statewide Policy

**POLICY NAME:** State Information Technology Governance **POLICY NUMBER:** 107-004-040

### GUIDELINES:

- I. **General Policy** — It is the policy of the state of Oregon that a comprehensive enterprise IT governance and management framework exists to:
- Align the state's Information Technology with the business strategy of the state and its agencies.
  - Provide an ongoing means to solicit the broad range of professional expertise and insight necessary to enable high-quality enterprise IT planning and management including, but not limited to, collaborative input from citizens, state leaders, state IT professionals, local and regional government experts, private sector leaders and vendors.
  - Define the accountabilities, roles and responsibilities necessary to create and sustain a comprehensive enterprise IT governance, planning and management framework.
  - Enable new strategic capabilities that allow the state and its agencies to operate efficiently, effectively, economically and sustainably.
  - Identify and manage risk and protect state resources.
  - Appropriately balance the need for coordinated action on an enterprise level and the needs of agencies to act independently.

This policy is intended to support the operation of state agencies by encouraging collaboration at an enterprise level. This policy is not intended to supersede the lawful duties or obligations of agencies.

- II. **State CIO** — The State Chief Information Officer (State CIO) provides the central point of accountability, leadership, vision and coordination for enterprise IT and IRM. The State CIO is created to:
- **Enterprise Processes** - Design and implement the full-spectrum of processes necessary to govern, plan, manage, oversee, evaluate and implement a statewide IT enterprise including, but not limited to: business and IRM strategic planning; a statewide technical architecture and standards; blended business and information and telecommunications resource management planning, budgeting, funding; enterprise-wide investment management and quality assurance; IT asset inventory and management; centralized or shared Information Technology and telecommunications infrastructure and service provisioning; IT procurement; IT security; and statewide and agency IT performance standards and measurements.
  - **Enterprise Objectives** - Solicit, confirm and publish overarching state business objectives for the state's information and telecommunications technology communities.
  - **Enterprise Governance** - Provide governance for enterprise IT coordination, planning, decision-making, oversight and policy development. Create an enterprise IT governance and management framework.
  - **Enterprise Tracking / Reporting** - Coordinate, facilitate, track and report to the state's IT stakeholders the status of all enterprise IRM and IT governance and management, projects, initiatives and deliverables.
  - **Enterprise Communications** - Develop and implement an enterprise-level IT communications and management support infrastructure including enterprise focused information sharing capability.
  - **Enterprise Policy** - Create the policies, standards and practices necessary to carry out the directives of the Governor and Legislature as they pertain to IRM and IT, and

## DAS Statewide Policy

**POLICY NAME:** State Information Technology Governance **POLICY NUMBER:** 107-004-040

implement the Enterprise Information Resource Management Strategy and CIO Council Portfolio of Activities.

- **Enterprise Initiatives** - Act as the sponsor for enterprise IT initiatives including, but not limited to, research, identification and development of enterprise opportunities, business case development, proof-of-concept efforts, development of formal decision packages, and implementation of emerging or prototypical enterprise capabilities.
- **Enterprise Coordination** - Create a central point of coordination for the state's information and telecommunications technology enterprise including higher education, K-12, local and regional governments and the private sector.
- **Technical Assessment** - Establish and maintain a technical assessment capability through which to evaluate information and telecommunications technologies and management practices.

**III. Information Resource Management Council** – The DAS Director shall appoint an Information Resource Management Council pursuant to ORS 291.038 to:

- Conduct an ongoing review of state government IT operations from an enterprise perspective.
- Improve the performance of state government by identifying enterprise opportunities for innovation.
- Provide the means to involve the state's other IT communities around the state's overarching business objectives.
- Provide guidance at the highest level of state strategic planning to subsequently inform all other enterprise IT planning and management processes.

**IRMC Membership** - The IRMC is comprised of those senior state, local and regional government and private sector leaders necessary to meet the objectives of this policy and ORS 291.038(1). Members are appointed by the DAS Director. Members of the IRMC shall receive no compensation for their service on the council.

**IV. Information Technology Investment Review Board** – The DAS Director may appoint an Information Technology Investment Review Board comprised of state agency leaders to:

- State the common business objectives for enterprise IRM and IT planning, budgeting and funding.
- Provide collaborative business-level sponsorship and governance of enterprise IT initiatives and projects.
- Provide sponsorship for and affirm CIO Council and CIO Management Council actions.
- Align common agency business processes to create additional efficiency, effectiveness and economy of state government.
- Provide collaborative business-level input into the enterprise IT investment management process.

**ITIRB Membership** — ITIRB members are appointed by the DAS Director as necessary to achieve the objectives of this policy. Members of the ITIRB shall receive no compensation for their service on the board. Costs associated with ITIRB membership are borne by the member's agency.

**V. Chief Information Officer Council** — The Chief Information Officer Council is required to act strategically as an enterprise body and is comprised of Information Technology professionals

## DAS Statewide Policy

**POLICY NAME:** State Information Technology Governance **POLICY NUMBER:** 107-004-040

primarily from within Oregon state government, but may include members from other governmental jurisdictions and the private sector within Oregon. The CIO Council:

- Acts as the primary point of agency collaboration in the development and implementation of enterprise IT and IRM strategies and initiatives.
- Creates long range consistency and sustainability in technology planning and implementation of enterprise IT governance and management.
- Approves all major enterprise initiatives.
- Sponsors, supports and endorses the IT strategic planning process.
- Plans and implements a statewide technical architecture and associated standards.
- Develops and implements enterprise IT initiatives and policies.

**CIO Council Membership / Obligations of Membership** - The CIO Council should have broad membership and include most agency CIO's. CIO Council members are appointed by the head of each agency. The CIO Council Chairperson may also appoint members from state government, other governmental jurisdictions and the private sector in Oregon as necessary to accomplish the purposes of this policy. Members of the CIO Council shall receive no compensation for their service on the CIO Council. Costs associated with CIO Council membership are borne by the member's agency. Membership may require the commitment of additional agency staff resources in support of member obligations. Examples include, but are not limited to: research; work conducted by one or multiple state agencies which may benefit all state agencies; subject matter expertise; program or initiative sponsorship and facilitation by one agency on behalf of all or many agencies; and resources provided in support of state government-wide initiatives.

**CIO Council Officers** — The following are officers of the CIO Council:

- **CIO Council Chairperson** – The CIO Council Chairperson serves a one-year term of office after completing a one-year term as Vice Chairperson.
- **CIO Council Vice Chair Person** - The CIO Council selects the Vice Chairperson.
- **Officers Upon Formal Authorization of the CIO Council** - Notwithstanding the selection process for CIO Council Officers listed in this section, the current Chairperson and Vice Chairperson at the time of implementation of this policy are expected to fulfill the terms of their office previously agreed by membership, and in the case of the Vice Chair Person their subsequent fulfillment of a term as Chairperson.

**VI. Chief Information Officer Management Council (CIO Management Council)** - The CIO Management Council provides the direct leadership, oversight and decision-making required to fulfill the objectives established in the Enterprise Information Resource Management Strategy and the approved portfolio of CIO Council activities. The State CIO shall act as the Chairperson of the CIO Management Council. The CIO Management Council shall develop, plan, implement and manage the enterprise portfolio of activities authorized by the CIO Council. The duties of the CIO Management Council include, but are not limited to:

- Strategy development.
- Comprehensive enterprise planning.
- Formulation of state IT-related policy based on the input and subsequent endorsement of the CIO Council.
- Evaluation, designation and prioritization of future shared services candidates and enterprise initiatives.
- Management and oversight of enterprise initiatives and emerging shared services.

**DAS Statewide Policy**

**POLICY NAME:** State Information Technology Governance **POLICY NUMBER:** 107-004-040

- Sponsorship of action undertaken in response to recommendations of CIO Council workgroups.

**CIO Management Council Reporting** - The CIO Management Council shall, under direction of the State CIO, determine the content of and issue an annual report on the status of Oregon's IT enterprise.

**Membership** — Members of the CIO Management Council are as follows: the CIO's of the Oregon Department of Human Services, the Oregon Department of Transportation and the Department of Administrative Services (State CIO) are standing members; the CIO Council Chairperson; and four members of the CIO Council are appointed by the CIO Council Chairperson and shall normally serve a term of one year but that term may be extended as appropriate given the status of CIO Management Council activities.

**VII. Enterprise Information Resource Management Strategy** – The CIO Council develops, approves, implements and publishes a biennial Enterprise Information Resource Management Strategy (EIRMS). Development of the EIRMS shall be coordinated with the state's biennial planning and budgeting process. The State CIO shall support the CIO Council by coordinating the strategic planning process, providing professional expertise in developing drafts for CIO Council and stakeholder review, and publishing and disseminating the draft and final versions of the EIRMS. The IT Investment Review Board shall be responsible for providing the enterprise and agency-specific business objectives necessary to inform development of the EIRMS and to guide all subsequent enterprise IT planning, budgeting, funding requests and action. The IT Investment Review Board shall endorse and prioritize the strategies contained in the EIRMS. The approved EIRMS shall be submitted to the DAS Director and agencies of state government to inform the biennial planning and budgeting processes and to provide a common frame of reference for all enterprise IRM and IT governance and management. Agencies shall align agency-specific IRM and IT plans and budget proposals with the EIRMS. The CIO Management Council shall act at the direction of the CIO Council to balance the need for continuous progress toward achievement of the strategic objectives contained in the EIRMS against agency-specific requirements or considerations.

**VIII. Statewide Technical Architecture and Standards** — The CIO Council develops, implements and publishes a state government-wide technical architecture and associated standards. Statewide Technical Architecture and Standards are established to:

- Provide benefit for the enterprise as a whole.
- Bring order to technology planning, development and implementation across state government in keeping with the strategic objectives set forth in the Oregon Enterprise Information Resource Management Strategy.
- Prescribe the design guidelines and preferred technical approaches for Oregon state government.
- Decrease the variety and amount of hardware and software necessary to operate state government IT thus driving efficiency in purchasing, licensing, maintenance and total cost of ownership.
- Reduce the variety of skills required by state government IT professionals allowing greater flexibility in staff deployment.
- Promote greater information sharing and interoperability within the enterprise leading to operational efficiency and improved service delivery.

## DAS Statewide Policy

**POLICY NAME:** State Information Technology Governance **POLICY NUMBER:** 107-004-040

- Provide a common glossary of IT-related terms and definitions.

**Publishing** - The State CIO is accountable for publishing and disseminating the Statewide Technical Architecture and Standards.

**Applicability** - The Statewide Technical Architecture and Standards applies to technology planning and procurement by state agencies.

**Architecture Advisory Committee** — The CIO Council Chairperson may assign at least five CIO Council members to the Architecture Advisory Committee. The CIO Council Chairperson may appoint the Chairperson of the Architecture Advisory Committee who shall normally serve a term of one year but that term may be extended as appropriate given the status of architecture-related activities. The purpose of the Architecture Advisory Committee is to ensure that the development of the Statewide Technical Architecture and Standards is coordinated, follows a formal process and achieves the objectives described in this policy.

**Domain Teams** — The CIO Council Chairperson may establish standing or temporary, subject-specific Domain Teams to achieve the objectives of the CIO Council, the development and implementation of a comprehensive Statewide Technical Architecture and Standards, and this policy. The CIO Council Chairperson may appoint a Lead for each Domain Team. The CIO Council Chairperson may appoint CIO Council members or others to Domain Teams to meet the objectives of this policy.

### **Architecture / Standards Development and Approval**

1. If the Architecture Advisory Committee determines that a proposed portion of the Statewide Technical Architecture and Standards contains no substantive unanticipated implications, the CIO Council Chairperson shall publish those practices.
2. If the Architecture Advisory Committee determines that a proposed portion of the Statewide Technical Architecture and Standards does contain substantive unanticipated implications, that determination shall be reported to the CIO Council Chairperson and the State CIO for subsequent consideration by the CIO Management Council. Upon subsequent approval of the proposal by the CIO Management Council, the CIO Council Chairperson shall publish those practices.

- IX. State IT Policy Development** - Statewide IT policy development is initiated and coordinated by the State CIO in response to observed needs or enterprise strategies. The CIO Management Council reviews and assists in developing state IT policy. The CIO Council reviews and endorses state IT policy. State IT policy is then implemented after approval by the DAS Director. The State CIO prepares and presents state IT policy briefings to the ITIRB, CIO Council, CIO Management Council, DAS Director and other stakeholders.
- X. Strategic Reinvestment** - As the ITIRB, CIO Council and CIO Management Council create improvements in the efficiency and effectiveness of the state's technology infrastructure, they must make recommendations for reinvestment of savings and develop the business case for those enterprise and agency-specific investments.