



EXECUTIVE CHAMBERS
HONOLULU

DAVID Y. IGE
GOVERNOR

December 31, 2019

ADMINISTRATIVE DIRECTIVE 19-03

TO: Department Heads of the Executive Branch
Dr. Christina Kishimoto, Superintendent, Department of Education
Dr. David Lassner, President, University of Hawai'i
Dr. Linda Rosen, Chief Executive Officer, Hawai'i Health Systems Corp.
Hon. Mark Recktenwald, Chief Justice, State of Hawai'i Judiciary
Hon. Scott Saiki, Speaker of the House of Representatives
Hon. President Ron Kouchi, Senate President
Dr. Sylvia Hussey, Chief Executive Officer, Office of Hawaiian Affairs

FROM: Governor David Y. Ige

SUBJECT: Enterprise Governance Committee in Support of the Hawai'i Information Portal and Continued Modernization Efforts

All State jurisdictions, departments, and agencies that are issued pay under the Hawai'i Information Portal ("HIP") payroll system have been live with paychecks issued since January 4, 2019. As expected with modernization, there will be ongoing opportunities to modify or reengineer business processes as well as to expand the functionality of the system, while actively assessing the impact of any changes to the State enterprise, lines of business, and employees.

After this initial payroll modernization effort was completed, the Department of Accounting and General Services ("DAGS") in coordination with the Hawai'i Modernization Initiative ("HiMod") under Enterprise Technology Services ("ETS") recognize that governance across jurisdictions, departments and agencies is required to ensure that data is accurately processed, reported and transmitted timely to all third parties that rely on the HIP system's information.

To this end, an Enterprise Governance Committee ("EGC") was established as the State does not currently have one department that is chartered with this responsibility.

Instead, it is a shared responsibility amongst a few central agencies. Additionally, some jurisdictions operate independently with different human resources systems of record and required data is aggregated in HIP for payroll processing with time and leave administration forthcoming. The EGC will ensure that data standards are evaluated, maintained, or modified for operational, regulatory, and reporting purposes.

The following enterprise data standards will need to be established and maintained as the State stabilizes the HIP system and considers other enterprise modernization initiatives, as this will require data integration and coordination to minimize data duplication and strive for a standardized system of record for the State as a single employer tax identification number:

- Business Process Standards
- Change Management Standards
- Data Governance Standards
- Enterprise Policy Standards
- Identity and Access Management Standards
- Uniform Reporting Standards
- Data Archival and Retention Standards
- Security and Audit Standards

In consideration of the foregoing, the following central agencies serve on the EGC: Accounting and General Services, Budget and Finance, Enterprise Technology Services, and Human Resources Development, and a representative from my office. The HiMod office, as a convening and coordinating entity, will support the discussion, decision-making and implementation of standards for the EGC. This will be in coordination with all jurisdiction and department IT offices as there are enterprise system and infrastructure standards and efficiency gains that may be leveraged and require coordination across all jurisdictions and departments for system enhancements, expansion, and modernization.

The EGC's charter will be to facilitate the establishment, development, and implementation of the enterprise standards and policies referenced above. The committee will be required to establish a process for change requests, ensuring a thorough review and impact to the State as the Employer and other branches of government--judicial and legislative. Additionally, the EGC may extend opportunities to connect with other entities with similar charters that service multiple jurisdictions, departments and employees through its Change Management Board ("CMB").

The CMB will be established to solicit input on investment, operations, and standards reviews whereby recommendations can be made and approved at this level. Decisions that require additional evaluation and decisioning will be presented to the EGC based on the following general criteria and applicable thresholds.

- Change may require significant modifications and/or customization to the system;
- Change may have a significant impact to the vendor contract, managed services operations, licensing or service level agreements;
- Change may require significant resources (e.g., staffing, budget) to implement where the project value exceeds \$100,000;
- Change may require a modification to an existing statute, policy or operational practice impacting all jurisdictions/departments; and
- Change may require further discussion with the appropriate labor unions through a consultation/negotiation process pursuant to statute.

Your department/jurisdiction's participation and cooperation in complying with the provisions of this Administrative Directive is essential in establishing enterprise standards and practices. Questions may be directed to the Hawai'i Modernization (HiMod) Office at ets.erp@hawaii.gov.



David Y. Ige
Governor, State of Hawai'i

Jan 10, 2020

Date

Attachment: Executive Governance Committee (EGC) Charter

State of Hawaii

Hawaii Information Portal Executive Governance Committee (EGC) Charter

July 8, 2019





Control Sheet

Version History

Version	Amendment/Reason	Date
1.0	Initial Draft	8/30/18
2.0	Program Management Office Modifications	9/12/18
3.0	Recommended Modifications (EGC) Members	11/8/18
4.0	Recommended Changes – New Comptroller and Chief Information Officer	2/25/19
5.0	Recommended Changes – Charter for review at initial EGC meeting to be held on 5/1/19	4/22/19
6.0	Recommended Changes from State CIO	4/30/19
7.0	Recommended Changes from 5/1/2019 EGC Meeting	5/6/19
8.0	Finalized Charter	7/8/19

Document Approval

The signatures of the people understand and approve the purpose and contents of this document. By signing this document, said people agree to this as the formal charter statement to begin work described herein, and commit the necessary effort.







Role	Name	Signature	Date
Governor's Administrative Director	Keith Yamamoto	 Keith Yamamoto (Jul 23, 2019)	Jul 23, 2019
State Budget & Finance Director	Robert Yu (delegated)		Jul 8, 2019
State Human Resources Director	Ryker Wada	 Ryker J. Wada (Aug 5, 2019)	Aug 5, 2019
State Comptroller	Curt Otaguro	 Curt Otaguro (Jul 8, 2019)	Jul 8, 2019
State Chief Information Officer	Douglas Murdock	 Douglas Murdock (Jul 19, 2019)	Jul 19, 2019
Enterprise Program Manager - Hawaii Modernization Initiative	Leila Kagawa	 Leila Kagawa (Jul 8, 2019)	Jul 8, 2019



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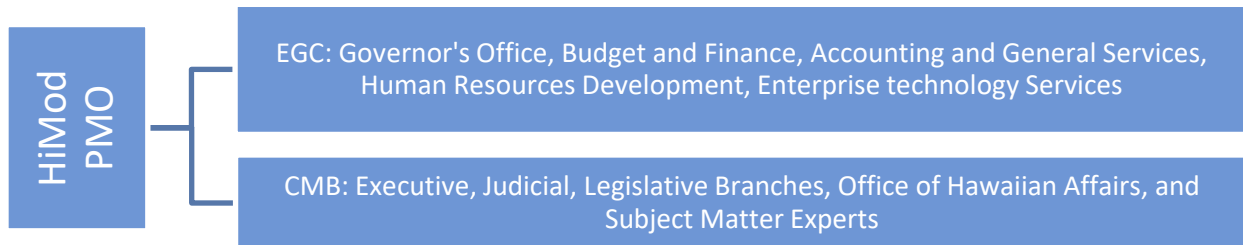
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Overview

The Hawaii Information Portal (HIP) Executive Governance Committee (EGC) is part of an integrated governance and program management approach which will manage and coordinate activities for all State of Hawaii enterprise programs.

At the highest level, the HIP EGC’s role is to provide the vision, strategy and direction for enterprise programs. The EGC is comprised of State of Hawaii central departments. The Change Management Board’s (CMB) role is to propose changes to enterprise programs that will serve to improve the cost-effectiveness and efficiency of lines of business and make requests to the EGC. The CMB is comprised of State of Hawaii departments, jurisdictions, and agencies, and relevant Subject Matter Experts. The Hawaii Modernization Initiative Program Management Office’s (PMO) role is to facilitate the evaluation, decision-making process, and communication at both the EGC and CMB levels, and to execute of the decisions of the EGC.



1.0 Purpose of the Executive Governance Committee (EGC)

1.1 Scope and Role of the EGC

The EGC will provide oversight of HIP, which includes all investment, maintenance and operations related to establishing, enabling or enhancing the platform. HIP’s program scope includes:

- Platform shared components and services leveraging components implemented as part of the program;
- Business process reengineering and any other systems supporting the integration of the HIP statewide enterprise system;
- All investments and M&O that leverage HIP funding;
- Policy and Process Considerations & Impact; Communications; Organizational Change Management; and others as identified by the EGC; and
- Service to all State of Hawaii Departments, Jurisdictions, and Agencies that encompass the State of Hawaii as a legal entity.

Nothing is specifically excluded from the scope of the HIP enterprise system unless approved by the EGC.



As part of the governance and program management structure, the EGC’s role is primarily to ensure projects align with the State’s business delivery objectives and aide in resolving escalated risks. The table below establishes the responsibilities of each body that takes part in governing and managing the program. In addition to the EGC and CMB, Agency Operations has a role in ensuring the integrity of the underlying recommendations of the CMB and the decisions of the EGC.

Program Activities	EGC	CMB	Agency Operations
<i>Define Program Scope, Goals, Decision Auth.</i>	Decide on definitions, scope of work, goals, and performance measures	Advise EGC	Advise CMB
<i>Staff the PMO and Enterprise or Agency Projects</i>	Identify, sponsor and assign resources	Advise EGC on requirements and apply resources once allocated	Advise CMB on resource requirements
<i>Staff the Enterprise or Agency Projects within the Program</i>	None	None	Designate key subject matter resources based on the project initiative
<i>Make decisions on additional investments or changes to investments</i>	Decide (within authority)	Decide (within authority); escalate all else; Execute process and confirm compliance	Support CMB by framing decision options and impacts to the Agency or State Enterprise
<i>Manage Risks and Issues</i>	Mitigate/Resolve escalated issues within performance measure criteria	Mitigate/Resolve (within authority); escalate all else; Execute process	Suggest Mitigation/Resolution options Communicate status back to the Agency or State Enterprise
<i>Monitor Project and Program Performance</i>	Evaluate Performance (including, but not limited to, implementation vendor, IV&V vendor, Project Management Team, and Project Operations Team; Program Go/No-Go decisions	Report Performance to EGC (clear analysis of impact on Program, alternatives, and recommendations); Execute process (consolidate reports)	Advise CMB on report; Communicate status back to Agency or State Enterprise
<i>Stakeholder Management</i>	Oversee communications with State partners, third-party agents and others	Support and manage communications with State, partners, third-party agents and others across the program team	Support communications to Agency or State Enterprise stakeholders



The RACI table below establishes the responsibilities of each body responsible for governing and managing the program:

Governance Element	Governance Objective	EGC	CMB	Agency Operations
Program Mission, Goals and Priorities	Establish Core Mandates to ensure achievement of Business Imperatives and alignment with Statutory and Regulatory Requirements	R	C	A
PMO Core Project Structure and Plans	Establish Integrated Program Plans and Roadmap ensuring integration and coordination of core projects	R	A	I
PMO Controls and Reporting	Ensure adherence and compliance to Standards and Requirements for the State Enterprise system	I	R, A	C
Oversight of Projects Performance	Ensure each project is achieving Project Goals and Objectives, and measures; coordination of effectiveness across projects	C, I	R	A
Project Management, Performance and Reporting	Establish and implement key project objectives aligned to program, business and policy mandates	A	R	C
Project Issues, Risks and Decisions	Identify, mitigate, elevate and resolve Project Issues and Risks; Implement and effectuate decisions	R	A	C, I
PMO Issues & Risks	Identify, mitigate, escalate and resolve Program Issues and Risks	R	A	C, I
Coordination and Integration of Projects' Workstreams	Ensure coordination of key projects and their dependencies and interdependencies	C, I	R	A

RACI Roles:

R = Responsible (who does the work)

A = Accountable (who makes the decision about the work to be done and is ultimately responsible)

C = Consulted (who provide opinions/feedback)

I = Informed (who received information)

1.2 Executive Governance Committee Responsibilities

In providing the vision, strategy and direction for the program, the EGC's primary responsibilities include:

- Defining and guiding transformation and making all necessary decisions required to implement the vision;
- Approving, establishing and overseeing project investments to deliver the business benefits and approving any significant changes to project parameters (includes all contract change order proposals);



- Chartering any bodies (e.g., PMO) required to help deliver the program charter and vision;
- Making strategic execution decisions, ensuring fidelity to decisions and mitigating risks;
- Establishing a singular body across the project and ensuring fidelity to the governance structure; and
- Resolving risks/issues escalated by the PMO Program Manager and reviewing all high priority and high impact risks and issues.

2.0 EGC Structure

2.1 Membership

- Governor’s Representative, State Budget & Finance Director, State Comptroller, State Human Resources Director and State Chief Information Officer
- Facilitator – PMO Program Manager, or delegate

Additionally, other individuals may be invited to EGC meetings to provide additional background information as required. These may include:

- CMB Members, including Subject Matter Experts for specific enterprise functions
- Legal Counsel
- Procurement Specialists
- Consultants

2.2 Decision Making Rights

Part of the EGC’s responsibilities is to oversee and provide appropriate controls and change management for enterprise programs and projects. The table below provides the decision-making rights regarding the project parameters for each body in the program governance structure.

All decisions shall be unanimous. If there cannot be a unanimous decision and the members reach an impasse, the issue shall be taken to the Governor’s office for resolution and/or final decision.

A member’s abstention shall be treated as agreement.

2.3 EGC Meetings

2.3.1 Meeting Schedule and Process

The EGC will meet every month. Emergency decisions can be made and/or finalized via email, coordinated by the Program Management Office.

2.3.2 Attendance

Members must attend or notify the PMO Program Manager of the temporary delegate if they cannot attend.



2.3.3 Meeting Agenda

The PMO Program Manager will establish the agenda and distribute it and any materials that need to be reviewed beforehand. The standing agenda items include:

- Review prior action items and minutes
- Review items for approval
- Review items for information, and project status reports
- Approve new projects/investments/funding mechanisms
- Roundtable

As needed, other items will be included in the agenda including:

- Perform project milestone/gate reviews
- Program health check and survey results

2.3.4 Decision Making Procedure

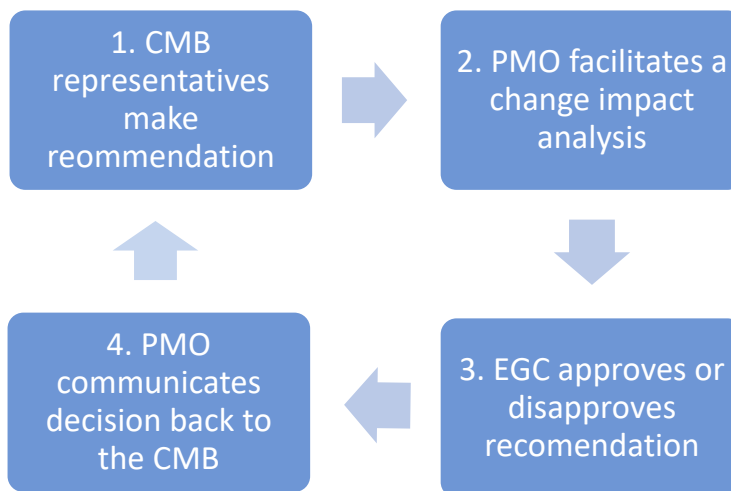
It is the PMO Program Manager’s responsibility to identify any decisions that are made in the EGC meeting and record that they are to either approve, disapprove, or table an item. This process needs to include the documentation and logging all decisions impacting the State enterprise program.

The EGC can conduct decision making through email, if necessary.

For emergency decision making, EGC members will be emailed with a short description of the issue. The title of the email needs to identify the issue as an emergency, and when a response is due. The EGC members shall respond with “reply to all.” When EGC members are not available they may designate a proxy.

When the CMB makes a recommendation to the EGC, the PMO will perform a change impact analysis and take both the recommendation and change impact analysis to the EGC for a decision.

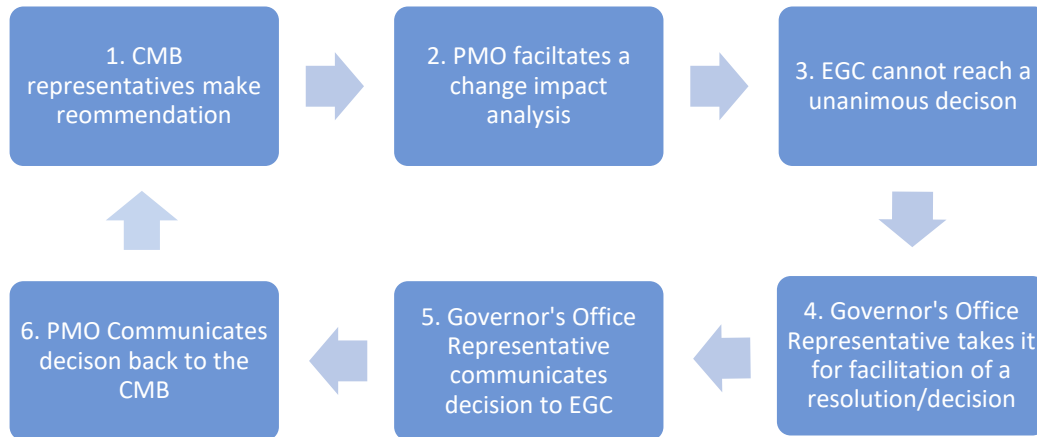
Decision Making Procedure for Facilitation between CMB and EGC





When the Governor’s Office reviews an impasse, the Governor’s Office’s Representative will facilitate the resolution process and final decision.

Impasse Procedure



2.3.5 Tools Utilized

An agenda and meeting recap will be provided by the PMO Program Manager before and after every EGC meeting. Additionally, the PMO Program Manager will track and consolidate monthly status reports for each project and provide a list of risks/issues escalated to the EGC. These will be presented to the EGC in a standard format to be defined by the PMO Program Manager with guidance from the EGC.

The PMO Program Manager will provide minutes after each EGC meeting and distribute to all members. The minutes will include, at a minimum:

- All decisions made by the EGC
- A summary of topics brought to inform the EGC

Additionally, as appropriate, the following tools/documents will be provided:

- Quarterly Program Health Checks and Surveys; any applicable metrics
- Change Requests
- Project Proposals/Project Charters



3.0 Change Management Board (CMB)

3.1 Membership

The CMB representatives will be identified based upon specific subject matter knowledge to support State enterprise programs and projects.

- Membership will include one representative from each of the following jurisdictions:
 - Each executive branch department, including the Department of Education and the University of Hawaii;
 - The judicial branch;
 - The six legislative branch departments;
 - The Office of Hawaiian Affairs; and
- Other key Subject Matter Experts (SMEs) may include functional, business, operations and technical resources who may provide the necessary background, analysis and data to adequately confirm the request. SMEs and other advisors to enterprise projects and programs for specific enterprise functions may include the Accounting Division Administrator, Payroll Operations Manager, Human Resources Operations Manager, and Employment and Labor Compliance Manager.

3.2 Change Request Process

Any CMB member may make a change request. Change requests will be made in writing by a CMB member via an online request form. The PMO will intake and process all change requests and will identify the key stakeholders, beneficiaries, or users who may be impacted by the change.

The PMO will facilitate a change impact analysis for each change request. The change impact analysis will be performed by SMEs. The criteria included in the change impact analysis must cover all the following components, as necessary or applicable, including but not limited to:

- Data standardization and governance;
- Operational assessment and impact;
- Business process modifications and impact;
- System maintenance assessment and impact;
- Security and audit assessment and impact;
- Statutory and regulatory compliance and impact;
- Costs and impact of alternative solutions;
- Union/labor assessment and impact;
- Data retention/archival assessment and impact;
- Vendor implementation or internal State implementation assessment and impact; and
- Technical impact and dependencies on other systems.

The PMO will record each change request and the corresponding change impact analysis and prepare it for EGC's review and decision.



3.3 CMB Meetings

The PMO will convene a monthly CMB meeting. Meetings may be more frequent if necessary, for example to discuss a change related to compliance with a statute or regulation. (See Emergency CMB Process.) Attendance at the CMB meeting will be open to any interested CMB member and need not require a quorum. Meeting agendas will be posted online on a password protected site for review by CMB members and will list all changes to be considered during an upcoming meeting.

When a change is presented during a meeting, the PMO will facilitate a discussion between all interested parties including SMEs and individuals who prepared the change impact analysis. The PMO will record the CMB's change request and corresponding change impact analysis and queue them for review and approval/disapproval at a future EGC meeting.