

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



Table of Contents	
Table of Contents	Error! Bookmark not defined.
Description	3
Authority.....	3
Appeals.....	4
Charter.....	4
Name.....	4
Purpose.....	4
Mission	5
Guiding Principles	5
Articles of Charter	6
Article 1: Membership.....	7
Article 2: Meetings.....	10
Article 3: Order of Business.....	11
Article 4: Amendments to the Change Advisory Board Charter	122
SCEIS Enhancement Management Process	13

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 (EOC) 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 EOC 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 assist with the prioritization of 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.

To ensure that the SCEIS Team has the flexibility to complete small, mandated and time sensitive requests, only change requests estimated to require 100 or more hours of work will be submitted to the CAB for review and action. Change requests estimated to require less than 100 hours will be submitted to the CAB as information only.

The CAB will approve and assist in determining the priority of change requests for projects and system enhancements requiring greater than 100 hours of work. Change requests approved by the CAB requiring in excess of 450 hours of work must also be submitted to and approved by the EOC. All CAB documentation and findings related to these change requests will be provided to the Executive 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 SCEIS so as to assign them a priority necessary to achieve implementation within any legislative deadlines. A status of these projects and system enhancements will be provided to the EOC and CAB at monthly meetings in order to monitor progress and, if necessary, to identify corrective actions (i.e., to approve realignment of priorities) needed to ensure completion by legislative deadlines.

Appeals

Decisions made by the CAB (i.e., to defer a change request for more information, to assign a low priority to a change request, etc.) may be appealed to the Executive Oversight Committee by the requesting agency.

The decision of the Executive Oversight Committee concerning these appeals shall be the final administrative decision.

The agency must submit a written request to appeal a decision by the CAB to the Chairperson of the Executive Oversight Committee within 30 days after the CAB has acted on the original request. The request must contain documentation detailing why the agency disagrees with the decision by the CAB. The Chairperson of the CAB must submit a response to the appeal from the agency. The Executive Oversight Committee will review the appeal and the response at its next scheduled meeting or, if the change is considered time sensitive by the agency, may schedule a special meeting to review the appeal. Representatives from the agency and the CAB must be present at this meeting to answer questions and address any concerns by members of the Executive Oversight Committee.

Charter

Name

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

Purpose

The SCEIS Change Advisory Board reviews, approves, and assists with prioritizing 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. In order to accomplish this:
 - Users will be able to initiate a Request for Change (RFC) using a web based form provided by SCEIS on its website.
 - If it is determined that a helpdesk ticket needs to become a RFC, the SCEIS team will instruct/assist the User in completing the appropriate RFC form and the ticket will be closed.
 - All Requests for Change (RFC) submitted to SCEIS will be given a unique RFC number for tracking purposes. New requests will be added to the RFC Master Lists which will be updated by the SCEIS Team and shared with the Change Advisory Board and the SCEIS user community.
 - RFCs will receive a preliminary review by the SCEIS Team within 30 calendar days of receipt and assigned a status. Within 60 calendar days of receipt, the SCEIS Team will complete a SCEIS Project Evaluation Form and add the request to the calendar for presentation to the CAB.
- Ensure that decisions are consistent with GAAP and GASB provisions as interpreted by the Comptroller General, as well as any other applicable state or federal provisions.
- Ensure that decisions are consistent with the State of South Carolina business and strategic direction and South Carolina and federal laws.
- 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
State Treasurer's Office Representative
Comptroller General's Office Representative
Office of Human Resources Representative
State Purchasing Office Representative
State Budget Office Representative
User Group Appointment 1 (Finance area)
User Group Appointment 2 (HR area)
User Group Appointment 3 (MM area)
SCEIS Community At-Large

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. A list of the current Change Advisory Board members will be made available on the SCEIS Website and updated as membership changes. (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
SC General Assembly Senate Appointment
SC General Assembly House Appointment
SC Governor's Office Appointment
Division of Technology Operations Director (DTO)
SCEIS Program Director

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. A list of these members is available on the SCEIS website.

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.

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.

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.
- Provide list of all change requests to the CAB.
- Maintain an updated master list and the status of change requests to be shared with the Change Advisory Board and the SCEIS user Community.
- Communicate the status and age of change requests to the CAB and requestors on a predetermined basis.
- Engage requestors throughout the change/development process, providing updates, if possible, via email to the requestor/requesting agency at each stage of the review and approval process.
- Where appropriate, engage the User Community and Subject Matter Experts for input including comments and recommendations on specific change requests prior to submission to the CAB
- 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 contacted 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 designee 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

