POLICY MEMORANDUM	
Title:	**Large IT Project Executive Decision-Making Board**
Policy Number:	*PM-17-001*
Issued by:	Office of Planning and Budget, Georgia Technology Authority, and Department of Administrative Services **Effective Date: TBD**
Synopsis:	Policy for the cost effective implementation and management of agency projects that involve a substantial information technology system ("IT") component.

PURPOSE

To establish the decision-making authority for large IT initiatives/projects (hereafter referred to as "IT Projects") within the state enterprise. This policy will also ensure that the IT Projects are properly managed and implemented through established governance and oversight processes that enable agency business outcomes and achieve the State's interest. These governance processes are warranted through identified standards and guidelines referenced in this policy. This policy sets forth and reemphasizes this Authority's responsibility to outline and advocate sound technology management principles for the enterprise.

Large IT Projects generally share common characteristics:

- They are complex and difficult to properly procure.
- They are inherently risky due to long planning horizons and complex interfaces typically associated with them.
- Decision making and planning are often multi-actor processes with competing and conflicting interests.
- The project scope or ambition level often changes significantly over time.
- Vendor management is often difficult and underestimated.

This complexity often results in, miscalculations about costs, unrealized benefits, and risks result in cost overruns and/or benefit shortfalls to the State, or even project failure. Industry best practices suggest instituting additional levels of oversight and governance for large, complex projects, with the goal of enhancing risk awareness and mitigation. Increased awareness

requires information and data, which in turn support sound decision making and lead to better managed IT Projects.

SCOPE and AUTHORITY
Information Technology Policies, Standards and Guidelines
Legislative Authority: O.C.G.A. §45-12-73, §50-5-51, §50-5-55, §50-5-57, §50-5-59, §50-5-64, §50-5-67, and §50-25-4

POLICY
This policy provides the framework and procedures to be followed by state agencies (for purposes of this policy, "agency" or "agencies" shall include all state departments, institutions, boards, bureaus, and agencies; excluding the Board of Regents.) regarding the planning, implementation, and management of Large IT Projects. It is the responsibility of each agency head to ensure that the provisions of this policy are adhered to in a manner to ensure that all Large IT Projects are managed in accordance with the terms of this policy.

1. The "Large IT Project Executive Decision-Making Board," with one voting member from GTA, OPB and DOAS ("Permanent Members") with two additional members from the agency(ies) of the IT Project. If the project involves more than two agencies, the Permanent Members will select the agencies to participate as members of this council.

2. This governance policy will apply to all large IT Projects defined as (a) an IT Project investment valued equal to or greater than ten (10) million dollars over a five-year period or (b) projects where the Permanent Members of the Large IT Project Executive Decision-Making Board select a project for inclusion due to its significant importance to the State (hereafter referred to as "Large IT Projects").

3. The Executive Decision-Making Board will have the ultimate decision making authority for Large IT Projects.

4. All information technology acquisitions, upgrades or expansions to existing solutions, and associated agreements that surpass the set threshold must receive the review and approval of the Permanent Members.

5. The Permanent Members may lessen these requirements and/or grant waivers from this policy.

6. The Commissioner of DOAS, the Director of OPB, and the Executive Director of GTA have each agreed and shall jointly establish standards and procedures to implement this combined policy.

7. DOAS agrees that as a matter of practice, it will not delegate purchasing authority for these Large IT Projects to an agency; any request for delegated purchasing authority would first be brought to the Permanent Members of this council for discussion.

8. It is the intent of this policy that OPB, DOAS and GTA team members be involved in a substantive way during the project's lifecycle to include, but not limited to, business case review, detailed budget development process, and all aspects of the solicitation process, including award scoring methodology, contract negotiation, project implementation plans, project management office design and staffing, vendor management review, organizational change management plans, and the transition/integration to program management.

DEFINITIONS

IT Project: An implementation based on the production, storage, and communication of information (data) using computers, applications and microelectronics.

Large IT Project: A Project that includes a substantial information technology system component used to produce, transmit and store information (data) using computers, applications and microelectronics.

Substantial Information Technology Component: Either (i) an IT project investment valued equal to or greater than ten (10) million dollars over a (5) five-year period; or (ii) a project identified by the Large IT Project Executive Decision-Making Board as an IT project with significant importance for the State including new projects and/or upgrades or expansions to existing solutions.

Agency: This policy provides the framework and procedures to be followed by state agencies (for purposes of this policy, the term "agency" or "agencies" shall mean all offices, divisions, council, agencies, departments, boards, bureaus, commissions, institutions or other entities of this state; however, such term shall not mean the Board of Regents or its institutions).

Information System: A combination of hardware, software, infrastructure and trained personnel organized to facilitate planning, control, coordination, and decision making in an organization.

Application: A program designed to perform a specific function directly for the user or, in some cases, for another application program. Examples of applications include word processors, database programs, Web browsers, development tools, drawing, paint, image editing programs, and communication programs.