



Improve IT Operations and Development Policies and Processes (IT02)

Project Charter
MLT Approve 7/5

SECTION 1: Project Summary

Concept Definition	Improve IT processes and procedures to increase IT effectiveness in support of TxDOT employees.		
Program	IT Modernization	Project Lead(s)	ITSM - Aileen; other related efforts will have appropriate Project Leads assigned
Exec. Sponsor	Louis Carr	Sponsor	Judy Skeen

SECTION 2: Vision Alignment

Problem	Current IT Policies, Procedures, and Standards need revision and are not currently enforceable.		
Goal	<p>Improve efficiency of IT by reducing service delivery times, and improving overall system availability.</p> <p>Design and create process, procedures, and standards that will be in conformance with Industry standards as they apply within the TxDOT environment.</p>	Measurable Benefit Target	<p>Standard and enforceable processes and procedures</p> <p>Measureable operational service levels</p> <p>Repeatable development methodology</p> <p>Disciplined IT environment</p>
Scope	<p>Includes:</p> <ul style="list-style-type: none"> - Implementation of ITSM tools - Establishing a Process Engineering Group - Develop an IT policy inventory, and document, implement and enforce IT policies. - Develop an IT process inventory, and document and implement IT process improvements. - Implement IT Operational Excellence capabilities (process ownership, performance tracking, improvement planning, policy / process management, etc.) 		<p>Excludes:</p> <p><u>Establishing an Information Resource Advisory Team</u></p> <p><u>Developing IT long term strategic plan</u></p>
Associated Goals / Visions / Recommendations	Source / ID#	Text	
	137	Develop a plan to fill gaps in information technology policies, procedures, and standards and execute this plan to develop appropriate documentation.	
	136	Review information technology policies, procedures and standards for completeness, currency, quality, accuracy, and appropriateness to identify gaps and problems and to identify a needed body of documentation.	
	138	Implement revised information technology policies, procedures, and standards across the organization, including training on policies, procedures, and standards – and requiring compliance.	
	139	Provide appropriate enforcement authority to ensure compliance with policies, procedures, and standards.	

SECTION 3: Execution Detail

Related Efforts / Risks	<p style="text-align: center;">See Risks below.</p> <p>The Improve IT Service Desk Management Upgrade project is directly related to this project. The CD and CV phase of that effort will evaluate the various tools available for selection to implement the first part of this project as it relates to processes and procedures.</p>				
Tailoring		Org Impact	Project Size	Complexity	Execution Risk Rating
		Yes	Large	High	Low
Forecasted Milestone Schedule	Phase Completion Tollgate	Date	<p>Approach Overview:</p> <ul style="list-style-type: none"> - Establish an IT process engineering group to develop and maintain the required documentation for implementation of the appropriate processes, procedures, standards and templates. - Develop an inventory of IT policies, processes, guidelines, templates and standards, and determine the gap between these and known industry standards as a best fit for TxDOT. - Implement IT Operational Excellence capabilities (process ownership, performance tracking, improvement planning, policy/process management, etc., to ensure TxDOT IT gains and maintains a high maturity level to best service TxDOT. 		
	Concept Definition	08/24/11			
	Concept Validation	11/30/11			
	Design	03/30/12			
	Build	06/30/12			
	Implement	12/30/12			

Team Members				
Team Members	Name	Role	Name	Role
	Louis Carr	Executive Sponsor	Steven Williams	Development, Change Management
	Judy Skeen	Sponsor	Suzy Blaschke	Regional Representative
	Aileen Wade	Project Manager	Tonya Keneda	Divisional Representative
	Mark Evans	Security/Configuration Management	There will be some other project leads designated for various parts of this effort	Project Leads
	Keith Davis	Help Desk	TBD	Team members will change during the execution of this project.
	Alex Roberson	Networks		
	Ann Hotze	Representative for Judy Skeen		
Barbara Harckets	Databases			

SECTION 4: Change Management Assessment

Audience	Impact	Stakeholder	Concern(s)
TSD	Medium	All	Change in culture
DDOR IT personnel	Medium	All	Change in culture

Section 5: Risk

Rating	Definition	Mitigation
Low	Available dedicated staff for this effort.	PM can be a part time position, but assign a full time team to do the research and proposed future options. Assign minimum of three permanent qualified resources - one for Incident & Problem Management, one for Configuration, Release and Change Management, and one for Service Desk Management.
Medium	Staff that is knowledgeable of ITIL Framework and CMMI methodologies	Send select team members to formal training in ITIL, CMMI and COBIT.
Low	DDOR pushback due to time line of implementation and learning curve of IT resources	Go for quick wins in Incident and Problem management, and establish single entry point for all IRR work in IT. Repetitive communications with DDOR's on progress.

Notes

A process engineering group needs to be set up as a permanent structure for the duration of this project and should continue after the effort to maintain and continue to improve the processes. Likewise, this organization can serve as the IT compliance group for the CIO.

Benefit Synopsis

This project will help enhance performance within the IT environment for TxDOT to meet or exceed industry standards. This effort will increase efficiency & effectiveness and decrease time to market for IT application development and modification efforts. This will decrease service down time, help establish meaningful Service Level Agreements (SLA) and improve the disaster recovery capabilities within IT. Process standardization will enable better and more efficient use of IT resources by allowing them to be flexible in assignments between DDOR support areas. Standard processes will allow employees to better understand what their assignments are and what is expected of them on a repetitive basis.