

TIME AND ATTENDANCE PROJECT GOVERNANCE STRUCTURE

The time and attendance management system (TAMS) project will have an Executive Sponsor, Business System Owner, two Business System Managers, and a Project Manager who will be responsible to promote and facilitate the project and the governance process. This project will have a three-tiered governance structure; which is made up of a Steering Committee, Management Team, and a Project Team, each responsible for one or more major project activities and the success of the project.

Executive Sponsor

The Executive Sponsor is ultimately responsible for the success of the project. The Executive Sponsor will be the Chair for the Steering Committee. The Executive Sponsor of the project is responsible for:

- Setting high-level priorities and resolving statewide issues.
- Approving budget and funding recommendations.
- Ensure Department support for the project.
- On an exception basis, arbitrating conflicts and ensuring timely participation in decisions as required during the project.

Executive Sponsor: Tracy Wroblewski, ODOT Chief Financial Officer

Business System Owner

The Business System Owner represents the organization unit most affected by the change and works with the Executive Sponsor to define strategic vision. The Business System Owner is responsible for:

- Liaison to Stakeholder Group (external business partners)
- Visible leader of the system team and of the project to both the Agency and Stakeholder Group (external business partners)
- Determine governance and need for steering group
- Define and authorize changes in project directions
- Establish business objectives and project justification
- Determine project priorities as they align to strategic vision
- Acquire sufficient financial resources to ensure successful completion of the project
- Participate in the planning and control of the project
- Monitor, evaluate and report on the progress of the project to the executive sponsor based on input from business system manager
- Resolve escalated project disputes and outstanding issues
- Authorize major expenses such as acquisition of material and personnel
- Appoint the business system managers

Business System Owner: Tracy Wroblewski, ODOT Chief Financial Officer

Business System Managers

The System Managers own the project and are responsible for:

- Working with the Steering Committee to:
 - define and manage scope, schedule, and budget;
 - ensure issue and risk management is performed and communicated;
 - ensure action items are responded to in a timely manner;
 - present status reports identifying issues and potential risks;
 - ensure communication plan is defined and executed ;
 - facilitate approval of project deliverables, such as cost benefit analysis, implementation strategy;
 - approve briefing papers are presented to members prior to meetings so decisions can be made.
- Working with the Management Team to:
 - ensure adherence to scope, schedule, and budget;
 - ensure issue management processes are followed;
 - ensure action items are responded to in a timely manner;
 - facilitate reviews of project deliverables, such as cost benefit analysis, requirements, implementation strategy and procurement documents; and document project recommendations for the Steering Team.
- Ensuring project deliverables meet established due dates and budget targets.
- Executing the communication and risk management plans for this project.
- Monitoring and facilitating the issue resolution process.
- Ensuring Department support for the project.
- Chairing the Management Team.
- Communicating with the Legislature, Department of Administrative Services (DAS), Oregon Transportation Commission (OTC) and other key stakeholders regarding project progress.
- Ensure timely participation in decisions or escalation of issues to next level of governance.

System Managers: April Carpenter and Marilyn Sherwood

Steering Committee (Tier 1)

The Steering Committee is chartered to provide executive level governance to the project. This Committee will be responsible for the direction of the project as well as the management of the scope, schedule, and budget. The Committee will consist of individuals representing ODOT, Department of Administrative Services, Department of Agriculture (ODA) / Department of Land Conservation and Development (DLCD) and Department of Environmental Quality (DEQ). DEQ, ODA, and DLCD are partners with ODOT in implementing a new Time and Attendance (TAMS) system. Steering Committee members are authorized to make decisions and commitments on behalf of their agency. Department of Administrative Services will ensure the TAMS project is in alignment with statewide initiatives and includes membership that represents DAS Human Resources, DAS State Controller's Division, and DAS Information Resource Management Division.

The Steering Committee is responsible for:

- Establishing the project’s long-term goals and vision, setting priorities, approving scope, and resolving Department-wide and partner agency issues.
- Communicating, promoting and enforcing the vision for this project throughout the partnering agency organizations.
- Providing resources from their business lines to support and develop the recommendations for this project.
- Reviewing performance and resource utilization of staff, and ensuring that staffing levels are met for this project.
- Monitoring the progress and the organizational impacts of the project.
- Resolving escalated issues in a timely manner.
- Generating timely decisions; supporting the Project Team/Management Team to accomplish the project goals.

Steering Committee Members:

Tracy Wroblewski	(Executive Sponsor / Committee Chair) ODOT Chief Financial Officer
Jason Barber	Oregon Department of Agriculture
Joyce Martinez	DAS Human Resource Information System Project Manager
Connie Sparks	Transportation Development Division Administrative Support Manager
Jim Roys	DEQ Financial Services Manager
Ron Winterrowd	ODOT Information Systems Transportation Application Development Manager
Stefan Hamlin	ODOT Highway Budget Officer
Bret West	DAS – Enterprise Goods and Services
Jane Lee	ODOT Human Resources Chief Officer

Management Team (Tier 2)

The Management Team includes managers from ODOT, DAS, DEQ and ODA. The expectation is that these members are knowledgeable about key infrastructure business processes such as human resource management and payroll as well as division/section business processes. The Management Team will be responsible for monitoring the outcomes from the Project Team such as process improvements, analyses and recommendations. This Team will be responsible for recommending to the Steering Team approval of processes, results, changes to scope, schedule and budget in a timely manner.

The Management Team is responsible for:

- Supporting the project’s long-term goals and vision, and adhering to priorities as defined in the project scope.
- Communicating, promoting and enforcing the vision for this project throughout the partnering agency organizations.
- Validating Project Team’s work plan and schedule, and providing direction and support to ensure the success of the project objectives.

- Validating and recommending for approval of process changes, analyses and final deliverables to the Steering Team.
- Resolving project issues in relationship to scope, resources, or schedule in a timely manner. If unable to resolve, the Management Team will assist in preparing issue presentation to the Steering Committee.
- Providing appropriate business unit resources (expertise and time) for system implementation, including requirement validation, system testing and training.
- Ensuring business processes, policy and procedure are updated, approved and available at areas of use to support changes in business practices resulting from implementation of the system.

Management Team Members:

April Carpenter	ODOT Budget Services, System Owner (Team Co-chair)
Marilyn Sherwood	ODOT Financial Services, System Owner (Team Co-chair)
Tracy Wroblewski	ODOT Chief Financial Officer
Stefan Hamlin	ODOT Highway Budget Officer
Seth Lewis	DAS Payroll
Amber Bending	ODOT Payroll Manager
Robin Bjurstrom	ODOT Transit/Rail
Mark Cadotte	ODOT DMV Representative
Jim Roys	DEQ Representative
Jason Barber	Oregon Department of Agriculture
Jeff Labhart	ODOT Region 4 Business Administrative Manager
Joe Bonawitz	ODOT Financial Services
Clay Flowers	ODOT Financial Services
Jeff Flowers	ODOT Active Transportation Section
Kathy Johnson	ODOT Information Systems Program Coordinator
John Cossu	ODOT Project Manager

Project Team (Tier 3)

The project team includes employees from various businesses throughout ODOT, ODA, DEQ and DAS who are knowledgeable on systems and the business processes they support. It is expected that a project team member will spend 25% or more of their time directly working on the project. The project team is responsible for working together in collaboration to produce quality project deliverables by established timelines. The project team is directed by the project manager.

Project Team Members:

Sheryl Mills	DMV Representative
Courtney Brooks	DEQ Representative
Seth Lewis	DAS Representative
Jason Barber	Oregon Department of Agriculture
Tracy Wroblewski	ODOT Chief Financial Officer
Marilyn Sherwood	System Manager

April Carpenter	System Manager
Kathy Johnson	ODOT Information Systems Program Coordinator
Victoria Hawley	ODOT Information Systems Data Analyst
Tracy Posey	ODOT Human Resources Business Analyst
Lea Anne Brooks	ODOT Information Systems Application Development
John Cossu	Project Manager

TEAM MEETINGS SCHEDULES

The Steering Committee will meet on a regular basis, no less often than every two months. However, during the initial scoping this group will meet at least monthly. Meetings will also be called on an as-needed basis to address matters where the timing of a decision or action is critical. The Management Team will meet on a regular basis, no less often than monthly, and more frequently to deal with issue escalation.

The System Managers, Project Manager and Program Coordinator will attend these meetings. The System Managers will determine the agenda and materials to be prepared for meetings. Supporting documentation for action items requiring a decision will be targeted and sent to the applicable Team one week prior to the meeting for their review and comment. The Team members will address/resolve items of the project in a timely manner.

The Project Manager will publish meeting minutes within five business days of Team meetings. These minutes will document decisions made, issues raised, and the status of action items assigned. In addition, the Project Manager will prepare a separate document on decisions made and actions taken. The document will indicate which members were present at the meeting, each member's position on the decision, or action, and preferences of members not in attendance, if applicable.

COMMITTEE / TEAM DECISION PROCESS

The Committee / Teams will strive for consensus decisions with a majority quorum of voting members present. However, if a consensus cannot be reached, a vote will be taken of those members present. Based on the complexity and/or timing requirements of a decision, the System Managers may choose to solicit input from absent members before or after meetings in order to establish a quorum. In these cases, the votes of the absent and attending members will be counted together and the resulting decision will be certified.

Important decisions/recommendations will need to be made by the Committee / Teams over the life of the project and these decisions will often need to be made on tight time schedules. For this reason, attendance at these meetings needs to be a clear priority for all members. If a member is unable to attend, a representative designated by the committee member should attend and be prepared to vote the absent member's position and preferences relative to decisions to be made and/or actions scheduled to be taken during the meeting.

Decision making process will be in a two-tiered approach.

First Tier: The process used by the committee / team will strive for consensus, with a majority quorum of committee members present.

Second Tier: The process will be to follow the Issue Escalation Process.

Issue Escalation Process

As the Teams strive for consensus decisions, issues can be raised which will cause the team to not move forward. If this occurs, the team will be required to meet weekly through the issue resolution process. If a decision cannot be reached within a two week period, the issue will be moved to the next level of governance for resolution. This process continues through the Steering Committee. If the issue is still not able to be resolved, the Co-Chairs (System Managers) and the Executive Sponsor will determine the appropriate action necessary.

The following is an issue escalation tree:

Issues Identified	Escalated to:	Facilitated by:
Project Team	Management Team	Project Manager
Management Team	Steering Committee	Co-Chair (System Managers)
Steering Committee	Executive Sponsor/ Co-Chair (System Owner)	Steering Chair (Executive Sponsor)