

CNIC Steering Committee Operating Principles for the CNIC Project

CNIC Steering Committee Operating Principles:

The key objectives of the CNIC project are to reduce costs while maintaining or improving service levels through consolidation of the state's computing and networking infrastructure. The ultimate purpose of this or any enterprise technology strategy is to effectively and efficiently support the business requirements of state agencies.

The CNIC Steering Committee plays a critical role in the governance process in Phase II of the CNIC Project by providing technical expertise and collaborative leadership to the CNIC Governing Board and the CNIC Project Management Office (PMO). The committee provides a critically important role by proactively vetting solutions, resolving scoping decisions, resolving agency technical issues and promoting effective communications among the twelve agencies.

The Steering Committee has developed the following principles to address project management, operating objectives, and guidelines to determine and manage the overall scope of the CNIC project:

- A. All communications relating to the committee areas of responsibility must be reviewed and coordinated by the committee; and must be consistent across agencies.
- B. No outside lobbying from the CIOs.
- C. CIOs must become experts on the project and the process to properly provide the necessary leadership to their agencies.
- D. All decisions must be collaborative and not unilateral; once decision is made, the committee must support it within their agencies.
- E. The committee will use formal communications and decision processes.
- F. Consistent communications need to be delivered to agency staff on a timely basis
 - Meeting minutes will be captured, kept and reviewed at every meeting, approved in subsequent meetings and distributed as necessary to agency staff.
 - The mechanism for approving committee decisions will be formalized and agreed to (e.g. motion, second, vote). Simple majority decides, etc.
 - Recognition of the Chair and appointment of an alternate.
 - Responsibilities of the Chair and others (e.g. providing for minutes to be taken including vote results, scheduling and agendas) will be defined.
 - Membership will be defined. Formalize membership across agencies. Consider having 'primary' or 'voting' member (one per agency) and 'advisory' or 'participant' level.
 - Review other committee processes/rules of order and adopt to leverage existing processes.
- G. CIOs will take responsibility, accountability and ownership of their roles on the project and the ongoing data center.
- H. Call out any assumptions and vet them within the team before drawing conclusions.

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Operating Principles for the CNIC Project**

- I. Make sure context of information is understood before reacting to it.
- J. Work with the project PMO team first to understand and vet issues, then with committee. If committee cannot resolve issue, then it can be escalated to CNIC Governing Board.
- K. Decisions need to be made quickly and effectively. The ability to make decisions in a timely fashion is critical to the success of this project. In order to be able to expedite issue resolution, a formal process for classifying and resolving issues must be adopted and communicated. The definition of this process will also provide equal consideration to all issues and create a level of predictable response expectations. A similar process may already exist for funding requests. An example of a model is shown below, providing four levels of issues and response times:

| Level | Description | Example | Response Time |
|--------------|----------------------------|--|----------------------|
| 1 | Critical / Emergency | Issue that may have financial or legal impacts | 24 Hours |
| 2 | Standard Issue | Issue requiring a yes/no decision assuming supporting details have been provided | 72 Hours |
| 3 | Rebuttal to Issue Response | A re-submission of a previous issue/decision with additional supporting details | 48 Hours |
| 4 | Review / Selection | Issue that may require research or validation | 2 Weeks |

- Issues must be submitted and classified by level type in the header of the document or e-mail requesting resolution or decision.
- The committee must decide the process required to support the model and the mechanics on how it will support the model.