

Managing Information Technology Portfolios Standards

Purpose: To provide specific direction for carrying out the Managing Information Technology Portfolios policy.

Effective Date: October 1, 2011

See Also: [Appendix A](#) [Appendix D](#)
[Appendix B](#) [Appendix E](#)
[Appendix C](#) [Appendix F](#)

STANDARDS

1. The required content of each section below represents the minimum information that must be included in each agency's portfolio. Agency executives may choose to include additional information at their discretion.

1.1. Agency Portfolio Overview

1.1.1. The Agency Portfolio Overview provides a high level description and analysis of the agency IT portfolio. The portfolio overview addresses the following topics: portfolio support of the agency's mission; summary of IT plans, proposals, and acquisition process; an enterprise view of information technology infrastructure; IT challenges and opportunities faced by the agency; high-level view of current and future IT investments; and a description of the agency's prioritization process for selecting IT projects. (see [Appendix B](#) for details)

1.2. Agency Strategic Business Plan

1.2.1. The Agency Strategic Business Plan is prepared in accordance with the biennial budget instruction issued by the Office of Financial Management (OFM). A copy of, or hyperlink to, that submittal will suffice to provide the data required in this section.

Note: Agencies with separately elected officials are not required to prepare a Strategic Business Plan.

- The Agency Strategic Business Plan helps ensure that current and proposed technology investments are aligned with the agency's vision for the future and directly support its business processes.
- The summary information included in the plan duplicates the information that each agency must currently provide in conjunction with its biennial budget proposals.

1.3. Agency Technology Infrastructure

1.3.1. This information defines the current inventory of systems, defines their functionality, describes the architecture and provides the core of IT capacity in the current period. It also addresses operating environment requirements including planning related to IT security and disaster recovery and business resumption.

- An agency's technical infrastructure is a platform for future technology investments and a constraint limiting the investments that can be cost-

effectively pursued. This section of the portfolio provides a convenient reference for executives engaged in planning and managing their agency's use of IT.

- 1.3.2. In addition to providing the infrastructure information described above, Agency Technology Infrastructure includes an inventory of specific components in the agency's IT infrastructure. The required inventory information is itemized in [Appendix C](#).
- 1.4. Technology Investment/Project Summaries
 - 1.4.1. The Technology Investment/Project Summaries are based on documentation routinely required for effective project management. The information is a summary of key information extracted from project documentation, including but not limited to project feasibility study reports, and project quality assurance plans.
 - 1.4.2. Project managers are responsible for the project itself and for related documentation. Such documentation -- feasibility studies, investment plans, implementation plans, project plans, risk assessment and mitigation plans, quality assurance (QA) plans and project status reports, as appropriate -- are included in agency portfolios by reference. Agencies are not required to submit them with the portfolio. The portfolio model assumes that projects, investments, acquisitions and assets have current documentation available and accessible for use by agency executives, IT personnel, QA professionals, OCIO staff, and those acting on behalf of the ISB. This section also provides the opportunity to document formal project acceptance by key stakeholders.
 - 1.4.3. The Technology Investment/Project Summaries information is comprised of a summary analysis of each current project and technology investment, including when applicable, information about web-based transactional applications, as required by the IT Security Policy and Standards.
 - 1.4.4. The required information is itemized in Appendix D.
- 1.5. Planned Investments/Projects
 - 1.5.1. Planned Investments/Projects provides an opportunity for agency executives to view IT investment alternatives in context, rather than as isolated projects. The contents of the portfolio are drawn from documents that have already been created by each agency in conjunction with its regular management processes.
 - 1.5.2. Each investment in IT must be viewed in relation to:
 - Its impact on the business of the agency - as represented by the Agency Strategic Business Plan and included with the portfolio.
 - Its impact on the agency's technical environment - the Agency Technical Infrastructure.
 - Its priority as measured against current investments and other proposed investments, and other proposed investment included in the portfolio.
 - The impact, if any, on the statewide IT infrastructure.
 - 1.5.3. The Planned Projects/Investments information is comprised of a summary analysis of each project and proposed technology investment, including when applicable, information about web-based transactional applications, as required by the IT Security Policy and Standards.

- 1.5.4. The required information is itemized in [Appendix E](#).
- 1.6. Annual Technology Investment and Project Reviews
 - 1.6.1. Annual Technology Investment and Project Reviews consists of a review and update of each ongoing level 2 and 3 investment or project, and a post-implementation review of any level 2 or 3 investment or project completed since the previous annual update. This information can also be considered the historical portion of the portfolio, and is the logical section for submitting copies of the required annual portfolio certification as well as security and disaster recovery certification letter(s) from the agency head.
 - 1.6.2. The project review of each ongoing level 2 and 3 investment or project is performed as part of the annual update of the IT portfolio. The purpose of the review is to compare expectations for the investment or project as documented in the original investment analysis and project plan, and compare the assessment of project risk against the actual course and results of the project. The review should also reflect the status of the project(s) prior to undertaking the annual portfolio update.
 - 1.6.3. For projects that have completed since the last annual portfolio update, the agency must include a post-implementation review. The review should assess the causes and impacts of any significant reductions in benefits, increases in one-time or continuing costs, problems with project management, or increases in project risk during the course of the project. It must document practices and procedures that lead to project successes and make recommendations for applying them to similar future projects, and make recommendations for improving the planning, management, and quality control of future, similar investments or projects.
 - 1.6.4. In addition to documenting the post-implementation reviews in, the results of the project review included with the Technology Investment/Project Summaries information. This must be updated to show: the current status of the project, actual project costs and benefits, and a reevaluation of the risk level of the project. The review should also be maintained with the project records and a copy should be submitted to the OCIO on request or if required to do so in the approved project plan.
 - 1.6.5. The appropriate information must be updated to show any change in the scope of the investment and/or revised costs and benefits over the expected life of the IT asset resulting from the project.
 - 1.6.6. The requirements for completing the post implementation reviews are itemized in [Appendix F](#).

DEFINITIONS

Portfolio: Demonstrates the relationships between and among current and planned investments and allows agencies to manage investments in IT as one would manage a portfolio of investments of assets such as real estate or financial instruments (for example, a stock portfolio).

REVISION HISTORY

Date	Action taken
October 2011	Standards reformatted for migration to Office of Chief Information Officer.
April 2002	
May 1999	Standards adopted.

CONTACT INFORMATION

For questions about this policy, please contact your OCIO Information Technology Consultant.

APPROVING AUTHORITY

Chief Information Officer
Chair, Technology Services Board

Date