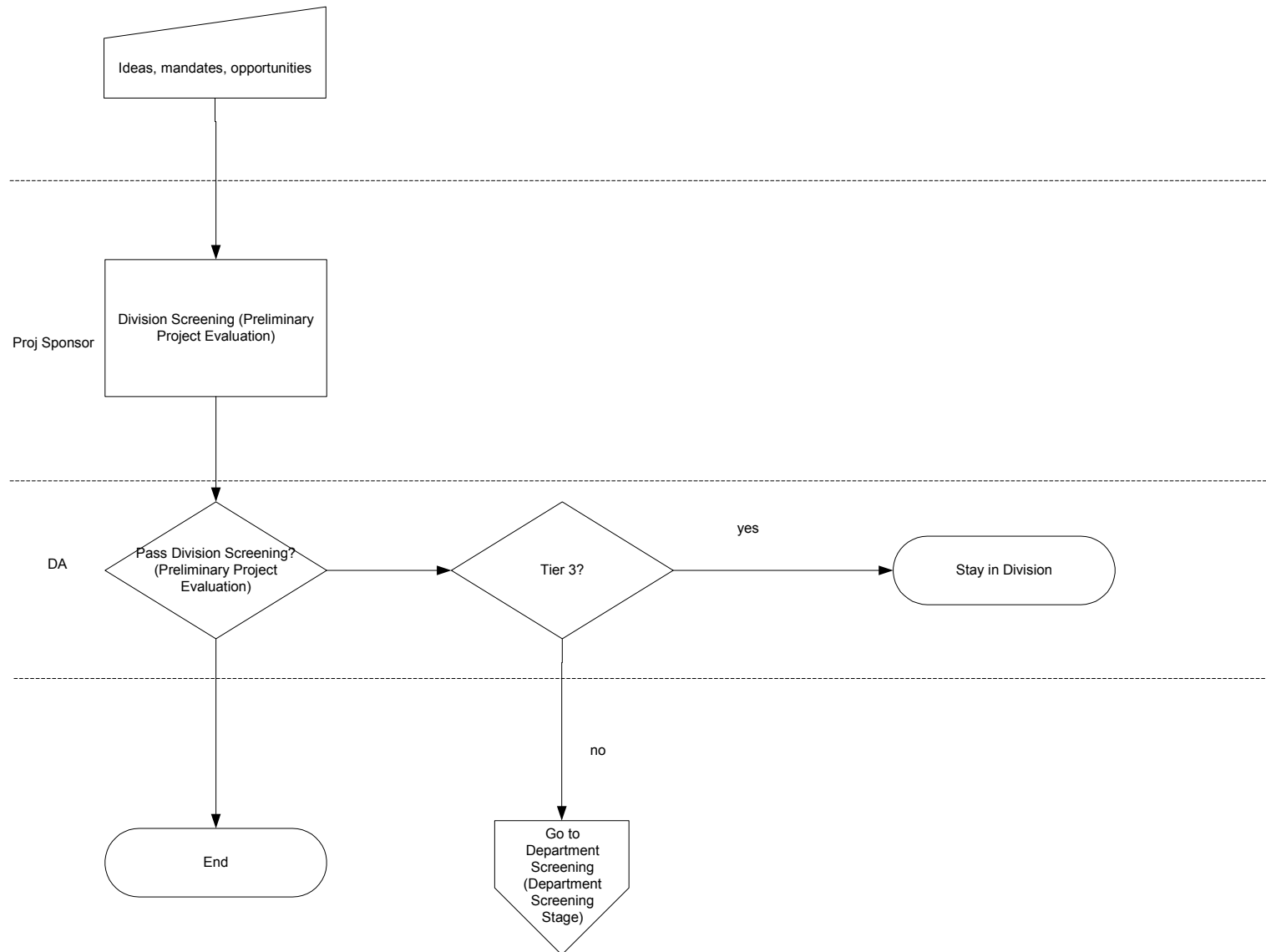




IT Investment Process

Module 2 – Division Screening

May 2003





MODULE 2 – Division Screening

Description	This module discusses the components of the Division Screening stage. The Project Evaluation is explained, including who completes and reviews the form. The module also discusses how project opportunities should be classified and documented using the Project Evaluation form. Finally, you will learn what criteria should be used to request a waiver for a Project Justification and what criteria should be used to approve and pass an opportunity on to the Department Screening stage.
Module Topics	Topic 2.1: Completing the Project Evaluation Topic 2.2: Waiver Eligibility Topic 2.3: Division Screening Approval
Target Skills	Upon completion of this module, you will be able to: <ul style="list-style-type: none">• Complete a Project Evaluation;• Classify Opportunities;• Describe the Eligibility Criteria for a Waiver;• Describe the Division Screening Approval criteria.
Tools Discussed	<ul style="list-style-type: none">• Division Screening Responsibility Flow• Project Evaluation

TOPIC 2.1

Completing the Project Evaluation

The first stage of the IT Investment Process is Division Screening. IT investment opportunities may arise as the result of a new idea, federal/state mandate, or strategic imperative. Most opportunities will be screened as part of the annual budget review although some may be screened as they arise throughout the fiscal year. The beginning of the screening process occurs when a Project Sponsor, within the initiating Division, evaluates opportunities (or projects) using the Project Evaluation form. This form captures the following: alignment with Department, Division and IT strategies and standards, high level benefits and costs, funding, risks, key resources and solution alternatives.

This information will help to prioritize work and allocate resources for DWD's projects.



Strategic Alignment

URLs for Division Strategic Plans are:

<http://dwdworkweb/dwd/strategicplan.htm>

http://dwdworkweb/asd/pdf/asd_strategic_plan_12-11-01.pdf

<http://dwdworkweb/er/wwdocsp.htm>

http://www.dwd.state.wi.us/dvr/strategic_plan_2001.htm

http://dwdworkweb/dws/pdf/strategicplan2001_061901.pdf

<http://dwdworkweb/ui/Org/StratPlns/division.htm>

http://dwdworkweb/wc/2001-2003_strat_plan.htm

As part of the project evaluation process, the project is classified into one of three tier levels based on cost, hours and risk. The tier level drives whether the project will need to be reviewed further by the CIO Office and/or the ITSC when approved by the Division Administrator.

Refer to the Project Evaluation form.

Tier 1 projects (which require Project Justification) meet one of the following criteria:

- Projects that are categorized as high risk in the Project Evaluation. High Risk is defined as having identified the existence of 1 or more risks in the Risk Profile section of the Project Evaluation Form.
- Projects that are estimated to cost more than \$200,000.
- Projects that are estimated to require more than 3500 hours of IT effort.

Projects that are between 500-3500 hours, less than \$200,000 and low risk are categorized as Tier 2. Tier 2 projects also require Project Justification.

Projects that are less than 500 hours, less than \$200,000 and low risk may be endorsed at the Division level and do not require a Project Justification (Tier 3).

For any project, the amount of information to be provided varies by the size of the project. A small project does not require the same level of detail as a project that is large in scope.



Topic 2.2

Waiver Eligibility

In extenuating circumstances (e.g., the law has mandated a project to be implemented quickly and the Project Team does not have the time to complete a Project Justification), the Project Sponsor may request a waiver for the Project Justification requirement. Waiver requests are reviewed and approved by the CIO Office in the Department Screening stage. These unusual situations are reviewed carefully and may be discussed with the ITSC if deemed necessary.

Topic 2.3

Division Screening Approval

For each project, the Project Evaluation form is submitted to the Division Administrator. The Division Administrator decides if the project will progress beyond the Division Screening stage. The following Project Evaluation Approval guidelines are provided for Division Administrators:

- *Potential funding source(s) have been identified.*
- *The project is aligned with at least one Departmental and one Division strategy.*
- *The project meets IT standards, or the project justification is expected to create a compelling business case for a new standard.*
- *Project benefits outweigh the costs.*

If the Division Administrator approves the project, the next step is dependent on the tier level. Tier 1 and Tier 2 projects are passed to the Department Screening stage. If endorsed in Department Screening, Tier 1 projects require a Project Justification and ITSC approval. If endorsed in the Department Screening, Tier 2 projects require a Project Justification and CIO approval. Tier 3 projects are not submitted for Department Screening. Tier 3 projects do not require a formal Project Justification and progress to the Commit/Launch stage.

END OF MODULE 2.

CONTINUE to Module 3.



Division Screening Stage Tools-Project Evaluation

Description	<p>The Project Evaluation documents the following information:</p> <ul style="list-style-type: none">• Project Overview: Description, Schedule, High-Level Resource Requirements, Size (Section 1);• Alignment with Divisional and Departmental strategies, as well as IT standards and strategy (Section 2);• High-Level Cost-Benefit Analysis (Section 3);• High-Level Risk Analysis (Section 4);• Potential Funding Sources (Section 5);• Project Classification (Section 6);• Project Alternatives (Section 7);• Waiver Request Information, if applicable (Section 8);• Project Justification Study Estimate (Section 8);• Approval Information (Sections 9-11). <p>Section 2 of the Project Evaluation differs for each Division. Be sure to use the appropriate template. Section 2 lists individual Division strategies.</p>
Timeframe	<p>Whenever a new idea, mandate or opportunity for a project originates</p>
Owner	<p>The Project Sponsor is responsible for completing Sections 1-8 of the Project Evaluation during the Division Screening stage.</p> <p>The Division Administrator is responsible for completing Section 9 of the Project Evaluation.</p> <p>The CIO Office is responsible for completing Sections 10-11 of the Project Evaluation during the Department Screening stage.</p>
Reviewer	<p>The Division Administrator reviews and approves the Project Evaluation, once the form is completed by the Project Sponsor during Division Screening.</p> <p>If the Division Administrator approves a project that is classified as Tier 1 or Tier 2, the Division Administrator forwards the Project Evaluation to the CIO Office for review.</p>
Inputs	<p>Ideas, mandates or opportunities.</p>