South Carolina

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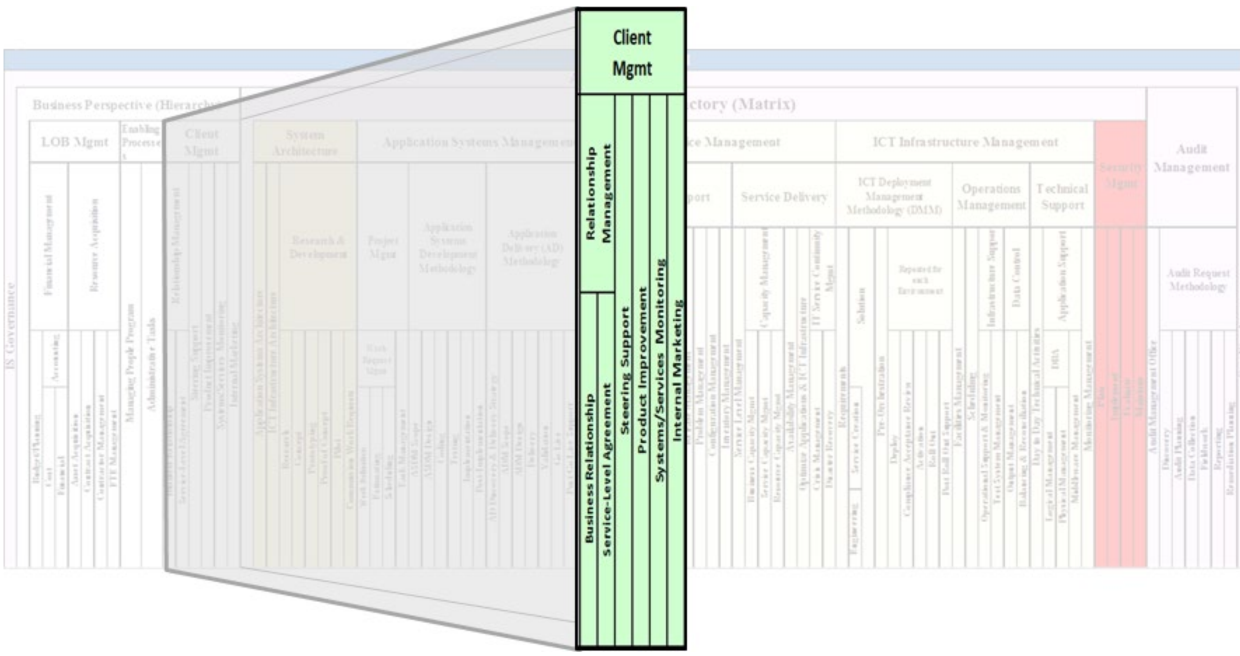
imagination to Implementation
INFORMATION TECHNOLOGY

Client Management



Information Systems Standards Manual

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Chapter 1 Steering Support

1.1 Steering Committees

Steering is an iterative process through which the business communicates a need for I/S to perform work, obtains I/S estimates, and finalizes a decision to proceed with work. The steering process is the responsibility of Client Management. Steering committees assist Client Management and the Line of Business (LOB) Manager in the prioritization of Information Systems (I/S) work and fiscal management of their budget. Steering committees are aligned under the Client Management organizations and each steering committee has a Client Manager assigned. This Client Manager is the key link between the steering committee and I/S. The Client Manager facilitates the actions of the steering committee that is responsible for submitting, authorizing, prioritizing and closing Work Requests. Throughout the Work Request life cycle, the steering committee is kept apprised of changes that might affect the cost or delivery of the work requested.

A steering committee or committee structure exists for each customer segment, with budgeted levels of programming support. Each steering committee can define its own Work Requests, set its own priorities, and manage its budget, which is tracked by hours.

The appropriate Client Management organization assigns its staff to help clients manage their steering process. In addition, the staff advocates for the clients helping ensure that the products and services requested are delivered within the agreed upon time schedule and the agreed upon cost, contain the agreed upon functionality, and have the Corporate Law Department involvement for any Work Request requiring contractual or legal advice.

1.1.1 Work Request Initiation

A Work Request is initiated by the business to their designated Client Management.

- The Work Request process begins with the Work Request being defined via the Work Request Management System (***WRMS***).
- All estimates and work schedules require approval of Client Management, who is representing the business and is responsible for the packaging of the estimates to the customers.

Client Management will perform pre-steering activities necessary to evaluate the Work Request, the business' current available budget, and any other factors to determine if the initial Work Request should result in a formal Work Request definition. At this point, Client Management makes an initial determination of whether a change sheet or a project needs to be defined.

NOTE The difference between a change sheet and a project is that employees log their work hours directly to change sheets, which sit under a Level of Effort (LOE). There can be multiple change sheets under an LOE. Employees log their work hours to the project code (p-code). Both LOE and projects have associated cost allocations assigned by I/S Finance. Similarly, the change sheets allocate according to the LOE that they sit under. The p-codes allocate to the specific project to which they are assigned.

Client Managers are authorized to submit requests for the creation of new Work Requests. Client Managers may also designate selected staff members, typically Client Advocates, to submit Work Requests on their behalf. Regardless of whether the Client Manager or their designee submits the request, the Client Manager is accountable.

Work Requests should be submitted with sufficient time prior to Client Advocate activities or prior to initial activities for the Work Request to allow ***WRMS*** administration and I/S Finance to review, approve, load the request into ***WRMS*** and open the request in ***My e-Time***.

1.1.1.1 Change Sheet Creation

Client Management submits a Change Sheet Request with the necessary information via the automated ***SharePoint Online (SPO)*** Change Sheet Request site.

I/S Finance reviews the information submitted by Client Management, makes any necessary changes, and approves the request through ***SPO***. The ***WRMS*** Administrator receives the I/S Finance-approved request and enters the data into ***WRMS***, which in turn defines the change sheet within ***My e-Time*** and ***MPS***. Upon completion of the definition process, an email is automatically generated and sent to a predefined distribution list alerting Client Management that the definition process within ***WRMS***, ***MPS*** and ***My e-Time*** is completed.

1.1.1.2 Project Code Creation

For Work Requests determined to meet project-level requirements, Client Management submits a Project Request and gathers the necessary management approvals via the automated ***SPO*** Project Request site.

I/S Finance reviews the information provided by Client Management, makes any necessary changes, and approves the request through ***SPO***. The ***WRMS*** Administrator receives the I/S Finance-approved request and enters the data into ***WRMS***, which in turn defines the project within ***My e-Time*** and ***MPS***. Upon completion of the definition process, an email is automatically generated and sent to a predefined distribution list alerting Client Management that the definition process within ***WRMS***, ***MPS*** and ***My e-Time*** is completed.

1.1.2 Information Systems Work Request Types

A standard Work Request management workflow process has been defined. The objective of this process is to ensure that the final result meets the requirements and expectations of the requestor while being cost effective for the corporation as a whole.

Each type of Work Request requires a different number and combination of I/S resources (e.g., people, time, equipment) to produce the requested product.

Work Requests performed by I/S can be grouped into one of the following types.

1.1.2.1 System Development Work Requests

A System Development Work Request can be described as:

- A request for modification or improvement to an existing product, or the development of a new product.
- A technically oriented request to expand, upgrade or optimize infrastructure hardware or software components that require application changes or both.
- A request for other services from the I/S department for Application Delivery.

The system development life cycle methodologies for these are described in *Application Systems Management > System Development Methodologies* and *ICT Infrastructure Management > Deployment Management Methodology*.

1.1.2.2 Litigation Data Preservation Work Requests

A Litigation Data Preservation Work Request is a request related to a legal matter and specific to a business unit/area. When a legal matter is received, there are several activities performed to ensure that the actions and responses are processed in a timely manner. Each effort is unique and sensitive in nature. An I/S team is formed and works with Client Management, the Corporate Law Department, and the impacted business areas. The team leverages the existing BlueCross BlueShield of South Carolina I/S system development methodologies to preserve the data and to later release it.

1.1.2.3 Audit Request Work Requests

An Audit Request Work Request is a request to support an independent evaluation of risk and related to an identified set of IT software/hardware components, processes or procedures. The life cycle methodology for this is described in *Adaptive Change > Audit Management > Audit Request Methodology*.

1.1.2.4 Research and Development Work Requests

A Research and Development Work Request is a request to investigate new technology, client business functionality, or I/S processes for IT products or services.

The life cycle methodology for this is described in *Systems Architecture > Research and Development*.

1.1.2.5 Request for Solution Work Requests

A Request for Solution (RFS) Work Request is any request for a solution received from I/S Management, internal clients or external customers, or a prospect that is approved by Client Management through the steering process. This may include a Request for Proposal (RFP); Request for Information (RFI); Request for Quote (RFQ), which will include a Rough Order of Magnitude (ROM) for release to an external entity; Sole Source Bid; Marketing Strategy; or Vendor Evaluation.

The process for managing the RFS is described in *Client Management > Internal Marketing > Request for Solution Work Requests*.

1.1.2.6 Other Work Requests

A Work Request that does not involve application or infrastructure development or maintenance but involves a defined set of deliverables and requires oversight, coordination and cost accounting is an "Other" Work Request. These Work Requests will need to be reviewed on a case-by-case basis to determine the work steps that are appropriate for the effort. As a general rule, these Work Requests will still follow the existing process for Steering Support, Work Definition, Estimating, Scheduling and Closure, with applicable artifacts produced, which are stored in ***SharePoint Online (SPO)***.

Approval to initiate an "Other" Work Request must be obtained from I/S Governance via email to IS-QA-PROCESS-MGMT prior to Client Management authorization of the effort.

Once the approach is determined, the Project Manager must request I/S Governance approval for the approach by email to IS-QA-PROCESS-MGMT. This email request should specify the approach to be taken, including artifacts required to meet the purpose of the Work Request as well as any other significant information for managing the effort.

There are no standard artifact requirements for an "Other" Work Request. Applicable artifacts will be determined by the Work Request team based on the specific requirements of the Work Request, but at a minimum, the artifacts should include the following:

- Statement of the work to be done to meet the business needs identified in the Work Definition Document
- Task list
- Status Reports
- Any other artifact required to meet the business needs identified in the Work Definition Document

Examples of this type of Work Request can include the annual budgeting process, process improvements or event planning, such as the annual I/S Gathering or United Way campaign.

Chapter 2 Internal Marketing

2.1 Request for Solution Work Requests

A Request for Solution Work Request (RFS) is any request for a solution received from Information Systems (I/S) Management, internal clients or external customers, or a prospect that is approved by Client Management through the steering process. Refer to *Client Management > Steering Support > Steering Committees*.

There are several types of Request for Solution (Table 2-1):

Types of Request for Solution

Request	Description
Official Solicitation of a Bid	Request for Proposal (RFP), Request for Information (RFI), or Request for Quote (RFQ). An RFQ may include a request for a Rough Order of Magnitude (ROM) (labor or cost or both) to fulfill an external request. Websites announce opportunities for contracting services. This is open for a competitive bid.
Sole Source Bid	Proposal request submitted for a direct bid. A Sole Source contract implies that there is only one person or company that can provide the contractual services needed, and any attempt to obtain bids would only result in one person or company being available to meet the need.
Marketing Strategy	Revenue opportunities that offer I/S solutions to meet the market demand. • New Products — Entry into new niche markets (Health Care, Life, etc.) • Contract Renewals — Extension of existing business • Marketing Strategy — Expansion of functionality to support new business
Vendor Evaluation	Assessment of a third-party vendor solution based on criteria (e.g., industry research and trends, business requirements, technical requirements, references, price quote, and security evaluation).

Table 2-1 Types of Request for Solution

Official solicitations for a bid (RFP, RFI, or RFQ) involving technology should follow the RFS process (Figure 2-1). Draft proposals initiated through the RFS process in anticipation of a release of an RFI or RFP, should comply with RFS deliverables. If a ROM involving labor, cost, assumptions, and a proposed technical solution is released to an external entity prior to the initiation of an RFS work effort, the assumptions and technical solution for an RFP, RFI or RFQ should be provided at the RFS work effort kickoff. Due to time constraints for submitting a final proposal response, any RFS deliverables not completed prior to the submission of a bid, may be completed through the RFS process following the Executive review.

NOTE All vendor evaluations will follow the Vendor Alert process to determine if the work goes through the Research and Development (R&D) or RFS process.

The RFS process is designed to be flexible and fluid to include or exclude steps based upon each unique request. The Work Request to carry out the RFS process is initiated following the standard steering process. A Project Manager is assigned to coordinate the day-to-day activities for completing the Work Request. Iterative steps of the RFS process typically result in a technical solution (approach/assumptions), Concept Diagram, detailed level estimate, cost, and written response to support official solicitation of bids (RFP, RFI or RFQ), Sole Source Bids, Marketing Strategies and Vendor Evaluations. The RFS process has oversight provided by the Commercial Project Management Office (PMO). PMO Process Oversight provides management reporting on the RFS portfolio of work across all Lines of Business and is considered a member of each RFS Work Request core team.

Roles on the RFS team are assigned based on the description of work and perform the same type of duties as other work types. An Enterprise Architect and a member of the I/S core team are engaged at the initiation of each RFS. RFS deliverables are confirmed at kickoff. The PMO provides project management, engages team members, establishes a schedule and milestones, produces work effort documentation and communicates status.

At the completion of an RFS, the Enterprise Architect approves the RFS technical solution and reviews the final cost prior to the Line of Business Manager and CIO review.

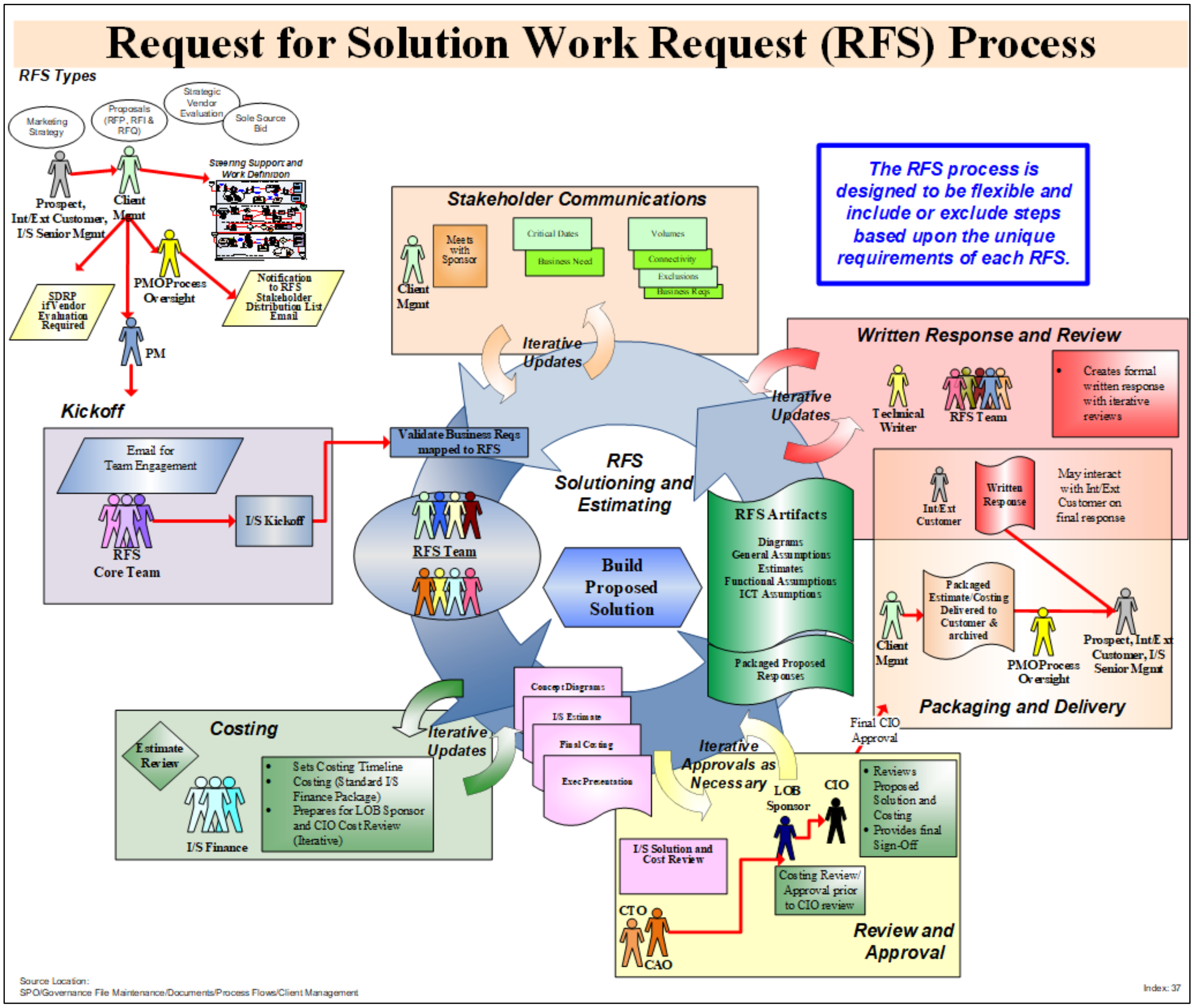

Figure 2-1 Request for Solution Work Request (RFS) Process

2.1.1 RFS Areas of Responsibility

As shown in Figure 2-2, once the Steering Committee approves the Work Request for the RFS, Client Management initiates the RFS process, provides a high-level description of work/business requirements, engages Process Oversight, and establishes a work effort with pre-authorized hours, start work date (SWD), and estimated completion date (ECD) in the Management Practices System (***MPS***).

Once approval to proceed is provided, Process Oversight sends an initial notification alert to RFS Stakeholders announcing the work to be performed in preparation for core team member assignment. Process Oversight provides weekly executive status updates, provides consulting support to all Lines of Business, and facilitates awareness sessions and critical process improvement reviews.

PMO assignment is made based on the Line of Business area requesting the RFS. The Project Manager coordinates team engagement and conducts a kickoff meeting, in preparation to begin work on the proposed solution. Iterative reviews are scheduled with the Enterprise Architect, Line of Business Manager and CIO as frequently as needed, leading up to a final review and approval. RFS documents are produced, which are stored in ***SharePoint Online (SPO)***.

The I/S Finance Department participates in setting the timeline for completing the final cost. The final cost is based on input from the I/S Labor estimate, internal cost and technical assumptions in order to produce a finance package. The Line of Business Manager provides the final approval of all cost. Line of Business Managers must approve exceptions to pre-release cost, solution, or both prior to a CIO review.

An Executive Review is held with the CAO, CTO, Line of Business Manager and CIO to review the proposed solution and receive a final sign-off prior to releasing the final cost and proposed solution to internal or external customers.

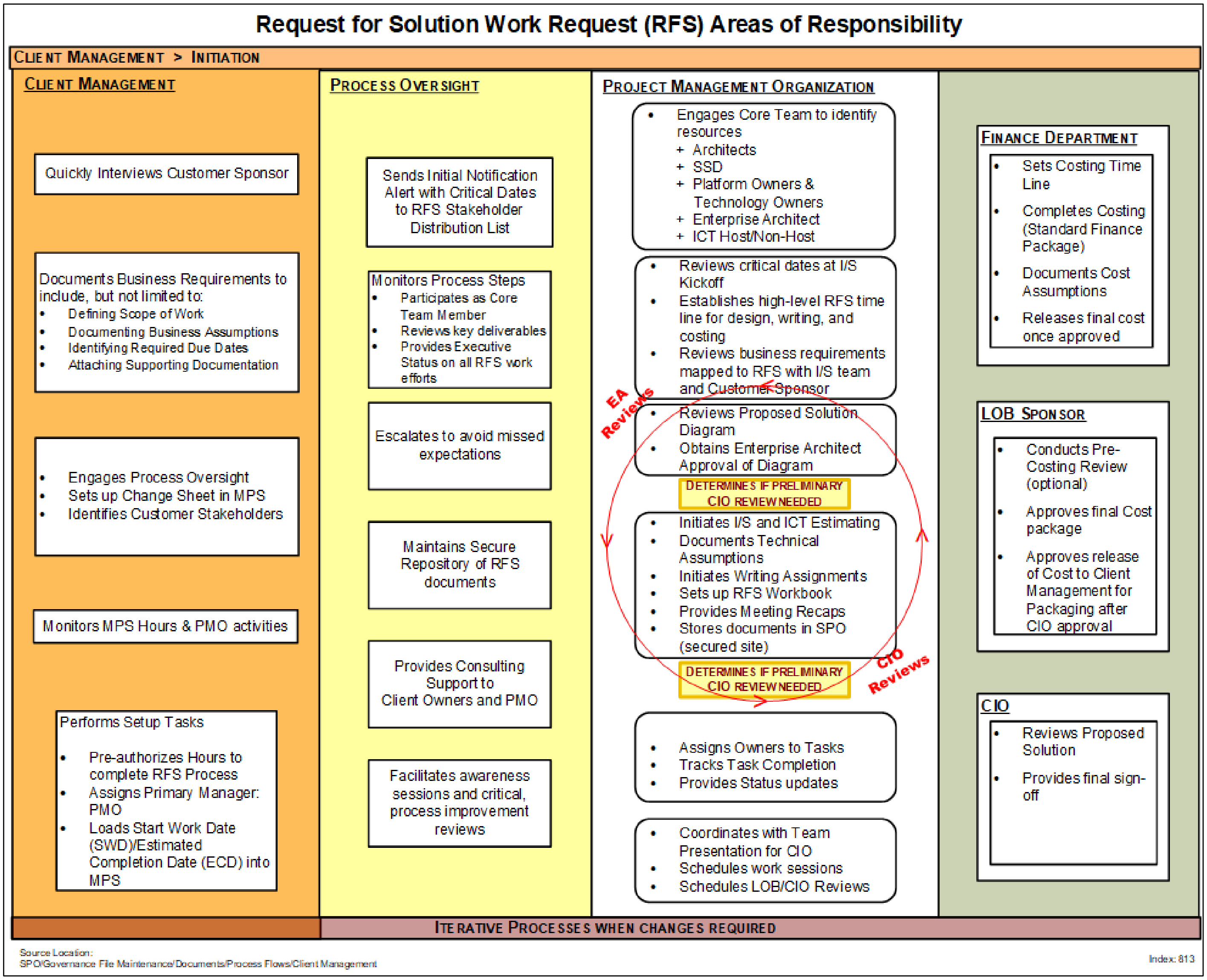

Figure 2-2 Request for Solution Work Request (RFS) Areas of Responsibility

The *PMO RFS Handbook* is available on the I/S Lighthouse. All RFS team members are encouraged to review this handbook when assigned to support an RFS.