Learning Content Management Systems
Process Innovation and Control
Governance Standards

Version History

Version #	Date Issued	Primary Author(s)	Description
1	June 28, 2011	Patronya Sanks Robbin Fuqua	Creation of Governance Standards

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LCMS Process Innovation and Control Governance Standards

1 Purpose

This document examines the Learning Content Management System (LCMS) Process Innovation and Control team as primary designers who choreograph deliberate, effective, and engaging user interactions that drive value. The content also defines governance standards for delivering and shaping the future state of LCMS services, processes and system opportunities.

2 Audience

This document is intended for anyone directly related to or impacted by LCMS Process Innovation and Control's (PIC) initiatives which include: Bureau of Professional and Support Services (BPSS) leadership, Information Technology (IT) leadership, Digital Media Branch and vendor contractor.

3 Essence

LCMS PIC supports the strategic direction of the LCMS. In partnership with other ADPH areas, PIC continually lays the foundation for the LCMS future state by identifying, supporting, and delivering processes and system opportunities to enhance the end user's experience.

4 Roles and Responsibilities

Role	Responsibility
PIC Team- Current State	*Providing ongoing support to users* to ensure continued success of implemented processes and system modifications by training, testing and approving documents, courses, etc., and providing rights to end users. Provides input into developing and standardizing LCMS resources.
PIC Team- Future State and Risk Mitigation	*Identifying opportunities to improve the user's experience.* Depending on the focus, results may be driven by a phased approach.PIC also recommends strategic implementations to LCMS operations to ensure current state modifications are in line with the future state direction, and drives integration testing to ensure elevations occur as seamlessly as possible. PIC measures the impact of operational changes and system related projects to LCMS processes (including releases, quality findings, survey results, etc.) and provides input and direction to ensure alignment with the future direction of the system. In addition, PIC documents and maintains the ongoing continuity of business rules. PIC drives system enhancements and business rule integration into current/future state processes.
IT Project Manager	*Focusing on the daily operations of LCMS.* Oversees the overall effectiveness of LCMS to the end user. Provides technical leadership to the team. Identifies and handles current state improvements focused on quality and operational efficiency, such as conducting team meetings, submitting updates, generating software change requests, and requesting system corrections (i.e. work orders). Improvements identified will take into consideration the future direction of LCMS to ensure a seamless transition to our users. Work efforts should be scalable or easily modifiable. IT Project Manager works closely with the LCMS Administrator and the Digital Media Branch.

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Role	Responsibility
LCMS Administrator	*Providing training to the end user,* ensuring that the end user is knowledgeable enough to complete the desired task. Decides if the end user should have certain administrative rights to (i.e. form management, courseware management, etc.). Promotes the effectiveness of LCMS to the Bureau Directors of ADPH. Develops focus and/or user groups to discuss the implementation of future enhancements. Manages change by providing a structured approach during the transition from current state to future state. Provides ongoing support for system enhancement awareness and increased adoption of implemented services by maintaining and updating the bureau's communications and other document management needs and notifying the bureau and end users of changes. Ensures new and updated processes are incorporated into training curriculum to ensure that the user is being trained on the latest enhancements or modifications of LCMS.
Research Analyst III	*Providing technical assistance to users who are having difficulty in creating forms and/or courses.* Maintains overall effectiveness of housed forms and courses by approving all courses and forms. Design and distribute forms and courses in the event the end user cannot master the creation of forms or courses in form and course management. For future state, assists in the development of focus and or user groups. Maintains LCMS procedure repository along with archived process and business decision rationale. Participates in discussions with PIC to determine necessary changes to LCMS. The Research Analyst III is the direct point of contact in the absence of the LCMS Administrator.
Programmer Analyst Quality Assurance	*Minimizing risk associated with new or revised processes.* Participates in the interpretation and establishment of minimum business rules standards for LCMS. Serves as a back up to the Research Analyst III, and provides quality assurance for all LCMS forms and courses prior to publishing. Participates in testing controls, focus and/or user group meetings. Serves as PIC's liaison to the vendor contractor to assist with drafting business requirements to support project implementation efforts and help facilitate the process. Communicates with the vendor contractor for maintenance and other items as needed for LCMS. Ensures new processes are incorporated into quality programs to gauge effectiveness of processes based on quality standards and audits. Provides testing of new processes in LCMS, documents all requests and tests cases and relays those testing results to the PIC team before publication.
Digital Media Branch	*Providing graphic design to enhance the overall look and mobility of LCMS and administering the training program for ADPH employees and partners on the use of the Website Management portal of LCMS.* Trains, assists, and coordinates website editors in developing, creating, and posting public health education, information and survey materials on the Department's website: ADPH.org to assure cost-effective communications with the use of professional quality materials appropriate to various target audiences and the Internet medium. Creates, updates, and maintains training materials (i.e. manuals, videos) on utilizing LCMS, Internet, and on ADPH's uses, functions, content and design style requirements, and policies to assure adherence to the Department's website standards. Provides expertise, graphics, and programming for the design and mobility of LCMS to ensure professional appearance and user-friendliness. Participates in discussions with PIC to determine necessary changes to LCMS.
Vendor Contractor- *DB Consulting*	*Providing software maintenance as described in the Software Maintenance Agreement.* Applies maintenance to LCMS that allows no interruption of servce, bug fixes, and software enhancements that are approved by DB Consulting and Alabama Department of Public Health. Also, participates in discussion with PIC to determine the required maintenance. The vendor has direct communications with the IT Project Manager.

5 Business Planning Process

The LCMS PIC team will support the business planning process by providing the vendor contractor with recommended system enhancements and operational improvement recommendations driven by the user's experience and based on assessment methodology.

6 Process Initiative Governance

6.1 Purpose

The LCMS PIC Initiative Governance Standards provide the framework and controls surrounding the identification and implementation of process and system opportunities that will enhance the user's experience.This will provide consistency during each initiative's lifespan and ensure the user's voice is heard and heeded.

The following illustrates high-level Process Governance:

Stage 1	Stage 2	Stage 3	Stage4	Stage 5	Stage 6
Walk the Experience (Initiation)	**Opportunity Assessment (Planning)**	**Internal Research/Analysis/ Pilot Planning (Design)**	**Research Design/ Customer Research (Pilot)**	**Approval**	**Transition**
Key Events or Deliverables:					
Develop process scope designed to eliminate an existing gap, pain point and/or to mitigate risk.	Identify objectives goals and success measurement criteria (i.e. metrics).	Conduct assessments and develop requirements/ specifications in preparation for pilot phase.	Test functionality through pilot to identify additional opportunities, determine successes, and eliminate roadblocks.	Finalize pilot results (successes, opportunities, etc.) and metrics for final approval prior to transition.	Prepare process for full implementation.
Stage Authority/involvement:					
PIC	PIC	PIC/Developer	PIC/Developer	Developer	Developer

6.2 Standard

All initiatives will follow the same six stages and it is the responsibility of the PIC leadership to ensure all initiatives are conducted in accordance with the Governance Standards.The PIC team will maintain all documentation in accordance with these standards and shall review and communicate all stages with the developer and other person(s) with vested interest.

The Governance Model is intended to have the following characteristics:
- Adopts the voice of the user and strives to build a favorable user experience

- Provides control points
- Provides flexibility to permit innovation
- Provides a level of consistency
- Creates scalability to fit small and large initiatives

6.2.1 Governance Stages
Stage One – Walk the Experience
(Initiation)

During this stage, the initiative scope—including the user's voice and desired user experience—has been identified and its priority relative to other initiatives is established. Though the team will have already adopted the customer's perspective, this stage will host a detailed walk through the user experience. The current state will be questioned and challenged, and areas of best practice and improvement will be identified.

A member of the PIC team will be designated as the Point of Contact (POC) in order to centralize all requests for information, communication and other items related to the initiative. The scope will be approved by PIC leadership prior to Stage Two.

6.2.2 Stage Two – Opportunity Assessment
(Planning)

During this stage, PIC identifies key opportunities to address, establish the objective(s), goals, and success measurement criteria of the initiative. This analysis includes recommendations for changes to current state and lays the foundation for future state enhancements. A proposal is drafted by the PIC team with input from leadership. The proposal should include milestones to include communications, updates, and date approval should be obtained.

6.2.3 Stage Three – Internal Research/Analysis/Pilot Planning
(Design)

The design stage is an extension of the planning phase. In this phase, PIC will seek the voice of the user in decided avenues, assessing survey results, etc. This stage refines the requirements necessary to pilot during stage four. Fact gathering and further analysis will be done at this stage to ensure all gaps and pain points identified during the current state analysis are eliminated.

6.2.4 Stage Four – Research Design/Customer Research
(Pilot/Implementation/Communications)

In this stage, thoughts and ideas gathered in Stage Three will be validated and presented to the developer. Once approval has been obtained at the beginning of Stage Four, the developer will implement the test phase. The PIC team will proceed with initiating the Pilot Stage. Pilot may occur through proto-type testing, proof of concept, or pilot with selected participants. Success criteria will be monitored closely to ensure success of initiative and communicated to leadership and the developer according to the predetermined schedule. PIC will track all issues, risks, and opportunities, as well as proposed and realized resolutions associated with initiative. Roadblocks will be reviewed and addressed upon identification to minimize impact and risk. Communication will be distributed to all impacted parties.

6.2.5 Stage Five – Approval

According to the predetermined schedule, all success criteria, risks/opportunities, resolutions and final recommendations will be finalized and presented to the developer for approval to adapt process changes that resulted from the initiative.This presentation will occur at the conclusion of the pilot stage.

6.2.6 Stage Six – Transition

After approval has been obtained to adapt process changes, the POC from PIC will coordinate with the developer to transition process changes resulting from the initiative. A transition meeting will be held with the developer to formally transition the initiative and to discuss any outstanding issues, risks, next steps and expectations in advance to allow for adequate planning and resource allocation. Results from PIC review/analysis regarding system driven initiatives will be provided to the developer to formalize requirements following the project governance standards.

7   End Stage Deliverables

Process changes will be transitioned to PIC team. Finalized documentation will be stored in a centralized repository for historical purposes. Here, we will seek the voice of the user again—post-metrics—to ensure our deliverable is in keeping with the user's needs and expectations.