Comptroller of Public Accounts – Fiscal Management Division

# CAPPS Governance

Maintaining the Centralized Accounting and Payroll/Personnel System

Table of Contents

# I.  Introduction

The Centralized Accounting and Payroll/Personnel System (CAPPS) is the state of Texas' Enterprise Resource Planning (ERP) solution.

This Governance document identifies the CAPPS Governance framework, structure and processes agreed to by the CAPPS participating agencies.  The Governance Document may only be modified through the CAPPS Governance process identified in the following pages.

Supplementary documentation and/or processes may be created or implemented in order to facilitate the application of CAPPS Governance.

# II. Participation in CAPPS

## A. CAPPS Central (ASP) Agencies

The Texas Comptroller of Public Accounts (CPA) will host and maintain the Central, or Application Service Provider (ASP), instance of CAPPS for the majority of state agencies. The CAPPS Central (ASP) Agencies will utilize the same CAPPS statewide baseline that the CAPPS Hub Agencies are provided. All changes to the CAPPS statewide baseline must be approved by CAPPS Governance as detailed in this document.

An agency is considered a participating agency in CAPPS if they are processing transactions through at least one of the Financials or HR/Payroll modules in CAPPS. Agencies processing transactions through another agency will be considered a part of the agency they are processing transaction through for purposes of CAPPS Governance.

## B. CAPPS Hub Agencies

Agencies that meet certain criteria, including, but not limited to, large agency size, highly complex functionality or have already implemented Oracle/PeopleSoft, may be approved by CPA to operate as a CAPPS Hub Agency. An agency is considered a participating agency in CAPPS if they are approved to operate as a CAPPS Hub Agency and use the CAPPS statewide baseline.

CPA will not host CAPPS Hub Agencies. CAPPS Hub Agencies will obtain a copy of the CAPPS statewide baseline from CPA and implement and maintain a separate instance of CAPPS specific to the Hub agency on the infrastructure of their choice.

## C. CAPPS Implementing Agencies (ProjectONE Agencies)

Agencies that are in transition to use at least one (1) of the CAPPS Financials or CAPPS HR/Payroll modules in CAPPS Central or as a CAPPS Hub Agency, also referred to as ProjectONE agencies, are considered participating agencies in CAPPS. These agencies are governed by the CAPPS Governance detailed in this document. For purposes of CAPPS Governance, "in transition to CAPPS" is defined as actively working with CPA to develop and implement CAPPS.

## D. Agency Size Classification for CAPPS Central

For purposes of CAPPS Governance, CAPPS Agencies will be categorized by size. The sizing categories are defined as follows:

- Large sized CAPPS Agencies – Agencies with 1001 or more Full-Time Equivalent (FTE) employees will be considered large sized agencies.
- Medium sized CAPPS Agencies – Agencies with 101 to 1000 FTE employees will be considered medium sized agencies
- Small sized CAPPS Agencies – Agencies with 100 FTE employees or less will be considered small sized agencies.

An FTE is determined by the FTE Cap noted in the General Appropriations Act at the start of each biennium.

## III.  Governance Defined

Governance is a business-technology term for a method or system of government or management.  In order to efficiently and effectively maintain CAPPS, and all of its associated parts and pieces, this document is a Decision Rights framework.  The Decision Rights framework is the comprehensive structure required to drive decision making across organizations. Governance includes:

- Decisions;
- Decision Rights Model;
- Decision Rights Framework; and
- Roles and Responsibilities.

### A.  Decisions

Decisions will be reached at a level appropriate to the complexity of the reported issue, with adequate oversight, and always with a clear understanding of the State's strategy to achieve the implementation of an ERP system as mandated by the passage of HB3106, 80th (R) Legislative Session.

### B.  Decision Rights Model

The Decision Rights Model is the governing structure that manages decision making for CAPPS.  When required, the approved changes are jointly coordinated with the subject matter experts of affected CPA Statewide systems to facilitate the coinciding migrations of all related changes.  This includes a hierarchy of decision making groups owning the types of decisions, including both regular members and advisory members.  The goals are:

- Strategic Alignment – Design a process that aligns technical strategies with business needs;
- Value Delivery – Ensure that any approved changes are implemented to meet expectations;
- Resource Management – Make the best use of people and equipment;
- Risk Management – Ensure Information Security Office (ISO) compliance across the board; and
- Performance Measures – Measure and report performance.

## IV.  Decision Rights Framework

The Decision Rights framework includes a process that will manage all changes as outlined in the then current CAPPS Service Agreement.  It addresses three key factors:

- The types of decisions to be made;
- How to organize groups or individuals to make effective decisions;
- The management process needed to execute decisions.

### A.  Definitions

#### 1.  Types of CAPPS Decisions

| Decision Type | Definition |
|---|---|
| Guiding Principles | The guiding principles that will set the tone for CAPPS as initially defined by the ERP Advisory Council, or modified throughout the course of the system lifecycle. |
| Strategy | The direction and framework for the implementation and deployment of CAPPS. |
| Determination of whether an agency will be a CAPPS HUB Agency or CAPPS Central Agency | Determination of whether an agency meets the criteria set to allow the use of CAPPS outside of the CPA supported ASP model. |
| How funding will be requested | For agencies not using CAPPS, the decision on who will request funding for implementation and ongoing support from the Legislature. |
| Technical Architecture of combined ASP/baseline | Decisions about the technology infrastructure (platform, database, etc.) and the way in which CAPPS is architected. |
| Application Lifecycle | Determination of when to upgrade the application, tools, and/or portal. |
| Integration Architecture between CPA and state agencies | Decisions related to how data is exchanged between CPA and state agencies including CAPPS Hub Agencies. |
| Information Architecture (i.e. data definitions and file layouts) | Determination of what data elements are needed in order to support statewide reporting and transparency, definitions of data elements and layout. |
| Technical Support | Support on baseline codeline and installation. |
| Functional support | System support and subject matter expertise; governance and oversight of CAPPS. |
| Change Request / Change Control | Process for vetting CAPPS requests to core and non-core modules. |
| Data Retention | Determination of the type of data, length to maintain, and method for archiving. |
| Fiscal Policy | Statutory authority of CPA to set policy for the State.  Often, CAPPS will be the system in which policy is implemented. |

## 2. Types of CAPPS Decision Makers

| Decision Maker | Definition |
|---|---|
| CAPPS Executive Committee | The Agency head or their designee for those agencies that are using CAPPS, deploying CAPPS, or CAPPS Hub Agencies that have or are in the process of implementing CAPPS.<br><br>Membership in this body mirrors the representation, elected or designated, at the Steering Committee level. This body is chaired by CPA. |
| CAPPS Steering Committee | The business executive or their designee for those agencies that are using CAPPS, deploying CAPPS, or CAPPS Hub Agencies that have or are in the process of implementing CAPPS.<br><br>Membership in this body is determined through election or designation amongst the participating CAPPS agencies.  This body is chaired by CPA's Director of Fiscal Management. |
| CAPPS User Groups | The Agency designated Subject Matter Expert for those agencies that are using CAPPS, deploying CAPPS, or CAPPS Hub Agencies that have or are in the process of implementing CAPPS.<br><br>Membership in this body is determined through election or designation amongst the participating CAPPS agencies.  These bodies are chaired by CPA's Fiscal Management Subject Matter Experts.<br><br>There is a user group for the following:<br>• Financials<br>• HR / Payroll |
| CAPPS Help Desk | The CAPPS Help Desk provides administrative, production and implementation support. Responsibilities include formal communication, Governance activities, User Productivity Kit (UPK) support, advanced assistance to all CAPPS Central agencies, high-level support to CAPPS Hub Agencies, security administration and oversight, assessing agency implementation readiness, and User Acceptance Test coordination. |
| CPA Executive Management | Oversight group for the ERP initiative.  Includes Comptroller, Deputy Comptroller, Division Directors and other CPA Managers as appropriate. |
| CPA ERP Leadership Group | Representative group of executive leadership from CPA Fiscal Management and CPA Innovation and Technology teams that coordinate efforts to ensure efficient and effective responses from CPA collectively to outside parties. |
| CPA Fiscal Management | This group is responsible for statewide policy decision making and is led by the Director of Fiscal Management. |
| CPA Innovation & Technology (IT) | This group is responsible for overseeing the baseline architecture, codeline, information security and other similar IT-related tasks. |

| CPA Data Integration and Services Committee | This group is responsible for data integration and services within the CAPPS Hub model. <br>• Examples: Single Sign On, Authoritative Source, Identity Management, Data Transformation <br><br>This group is a representative group of CPA and CAPPS Hub Agencies and is led by the CPA Chief Technology Officer or designee. |
|---|---|
| CAPPS Communication and Change Management group | This group is responsible for coordinating external communications for system changes and outages. <br><br>This group is led by CPA's Fiscal Management staff. |
| CAPPS Hub Agency | CAPPS Agencies operating as CAPPS Hubs may choose to involve the following groups in their decision making processes: <br>• *Hub Agency Executive:* The business executive or their designee for those agencies that have or are in the process of implementing CAPPS; not using CAPPS Central but instead using the CAPPS baseline and operating as a CAPPS Hub Agency. <br><br>• *Hub Agency Technical:* The technical experts for those agencies that have or are in the process of implementing CAPPS; not using CAPPS Central but instead using the CAPPS baseline and operating as a CAPPS Hub Agency. <br><br>• *Hub Agency Functional Staff:* The functional experts for those agencies that are integrated with or in the process of integrating with CPA's ASP; not using CAPPS Central but instead using the CAPPS baseline and operating as a CAPPS Hub Agency. |
| State Library | This organization sets records retention policy for the state. |

## 3. Types of CAPPS Decision Participation

| Decision Participation | Definition |
|---|---|
| Accountable | Accountable for making final decisions |
| Recommend | Recommend decisions to Accountable group after consulting with Consulted groups and weighing alternatives |
| Consulted | Consulted for feedback on options before decisions are made, where possible |
| Informed | Informed of decisions once made |

## B. CAPPS Central Decision Matrix

| CAPPS *Central* Decision Matrix | CAPPS Executive Committee | CAPPS Steering Committee | CAPPS User Groups | CAPPS Help Desk | CPA Executive Management | CPA ERP Leadership Group | CPA Fiscal Management | CPA Innovation & Technology | CPA Data Integration and Services Committee | CAPPS Communications and Change Management group | CAPPS Hub Agency (determined by Agency) | State Library |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Guiding Principles | A | R | C | C | C | R | I | I | I | I | C | |
| Strategy | | A | I | C | C | R | R | I | I | I | C | |
| Determine - HUB or Centrally hosted | | I | | | C | A | R | C | I | I | R | |
| How Funding will be requested | | | | | C | R | | | | | A | |
| Technical Architecture of combined ASP/baseline | | | | | I | A | C | R | C | I | C | |
| Application Lifecycle | | C | C | C | | A | R | R | C | I | C | |
| Integration Architecture between CPA and state agencies | | | | | | A | I | R | R | I | C | |
| Information Architecture (data definitions and file layouts) | | | | | | R | A | I | C | I | C | |
| Technical Support | | | | | | | | A | | | C | |
| Functional Support | | | | | | | A | C | | | C | |
| Change Request / Change Control | | A | R | R | | C | R | C | | I | C | |
| Data Retention (for information housed at CPA) | R | R | C | C | | C | R | R | | I | R | A |
| Fiscal Policy | | C/I | C/I | C/I | C | I | A | I | | I | C | |

## C. CAPPS Hub Decision Matrix

| CAPPS *Hub* Decision Matrix | CAPPS Executive Committee | CAPPS Steering Committee | CAPPS User Groups | CAPPS Help Desk | CPA Executive Management | CPA ERP Leadership Group | CPA Fiscal Management | CPA Innovation & Technology | CPA Data Integration and Services Committee | CAPPS Communications and Change Management group | CAPPS Hub Agency (determined by the agency) | State Library |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Guiding Principles | A | R | C | C | C | R | I | I | I | I | C | |
| Strategy | | A | I | C | C | R | R | I | I | I | C | |
| Determine - HUB or Centrally hosted | | I | | | C | A | R | C | I | I | R | |
| How Funding will be requested | | | | | C | R | | | | | A | |
| Technical Architecture of HUB Installation | | | | | | | I | I | C | | A | |
| Application Lifecycle | | | | | | | I | I | I | | A | |
| Integration Architecture between CPA and state agencies | | | | | | A | I | R | R | I | C | |
| Information Architecture (data definitions and file layouts) | | | | | | R | A | I | C | I | C | |
| Technical Support | | | | | | | | I | C | | A | |
| Functional Support | | | | | | | I | | | | A | |
| Change Request / Change Control (Baseline portion of installation) | | A | R | R | | C | R | C | | I | C | |
| Change Request / Change Control (agency specific mods: Core & non-Core affecting Core) | | C | C | I | | C | C | C | | | A | |
| Change Request / Change Control (agency specific mods: non-Core *not* affecting Core) | | | | | | | | | | | A | |
| Data Retention (for information housed at CPA) | R | R | C | C | | C | R | R | | I | R | A |
| Data Retention (for information specific only to agency) | | | | | | | | | | | A | |
| Fiscal Policy | | C/I | C/I | C/I | C | I | A | I | | I | C | |

## D. Roles and Responsibilities

### 1. CAPPS Agencies

The responsibilities for Agencies participating in the CAPPS Governance process are to:

- Review, prioritize and approve changes;
- Ensure internal processes and procedures are adjusted as needed;
- Provide adequate and timely resources for the successful implementation of the approved changes; and
- Participate in the change control process.

## 2. CPA

### a. General

The responsibilities for CPA, as the Application Service Provider, in the CAPPS Governance process are to:

- Provide administrative, production and implementation support of CAPPS;
- Maintain the integrity and security of data;
- Maintain all associated documentation;
- Determine feasibility of requested system changes within the existing CPA Infrastructure and budget;
- Determine compatibility of requested system changes with CPA Infrastructure standards and policies;
- Determine compatibility of requested system changes with CPA Information Security standards and policies; and
- Best utilize resources.

### b. CAPPS Governance Coordinator

The CAPPS Governance Coordinator is responsible for the application and administration of the CAPPS Governance process.  The CAPPS Governance Coordinator is the facilitator for changes whether the request is submitted as a technical or functional issue, or whether the requested change is in direct response to a change in strategic direction.

The CAPPS Governance Coordinator responsibilities for changes to CAPPS include:

- Verify that the suggested changes are evaluated and do not violate Fiscal Management's policies and procedures;
- Verify that the suggested changes are evaluated to be technically plausible;
- Facilitate suggested changes through the appropriate governance venue and verify that the change is escalated only when appropriate;
- Coordinate and consult with additional parties (Legal Departments, Contracts, etc…) when appropriate;
- Coordinate communication at all appropriate levels of governance, and
- Verify that the established governance procedures, noted in this document and/or in additional Governance approved documentation, are followed.

## E. Decision Rights Infrastructure

The following graphic illustrates how the CAPPS Governance process combines both bottom-up and top-down approaches to Governance. Typically, business and technical issues start from the bottom of CAPPS Governance and work their way up through the appropriate Governance committees. Strategic Decisions are made at the higher levels of Governance and disseminated down to the other Governance Committees.
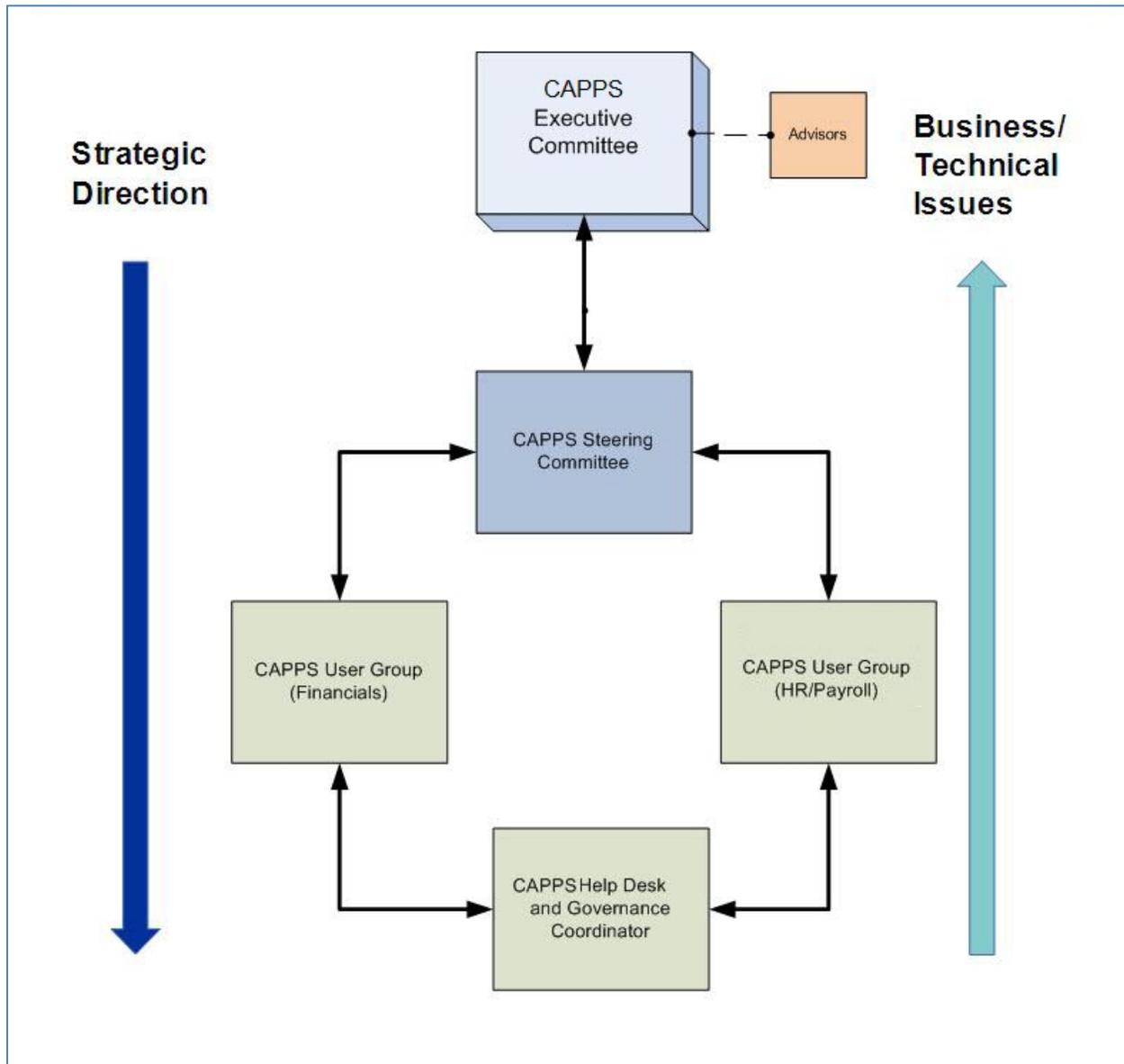


Figure 1: Combines bottom-up and top-down approaches to governance.

The following graphic illustrates the volume of decisions expected to be made at the various levels of CAPPS Governance. The majority of decisions will be made at the CAPPS Help Desk and CAPPS User Group levels.
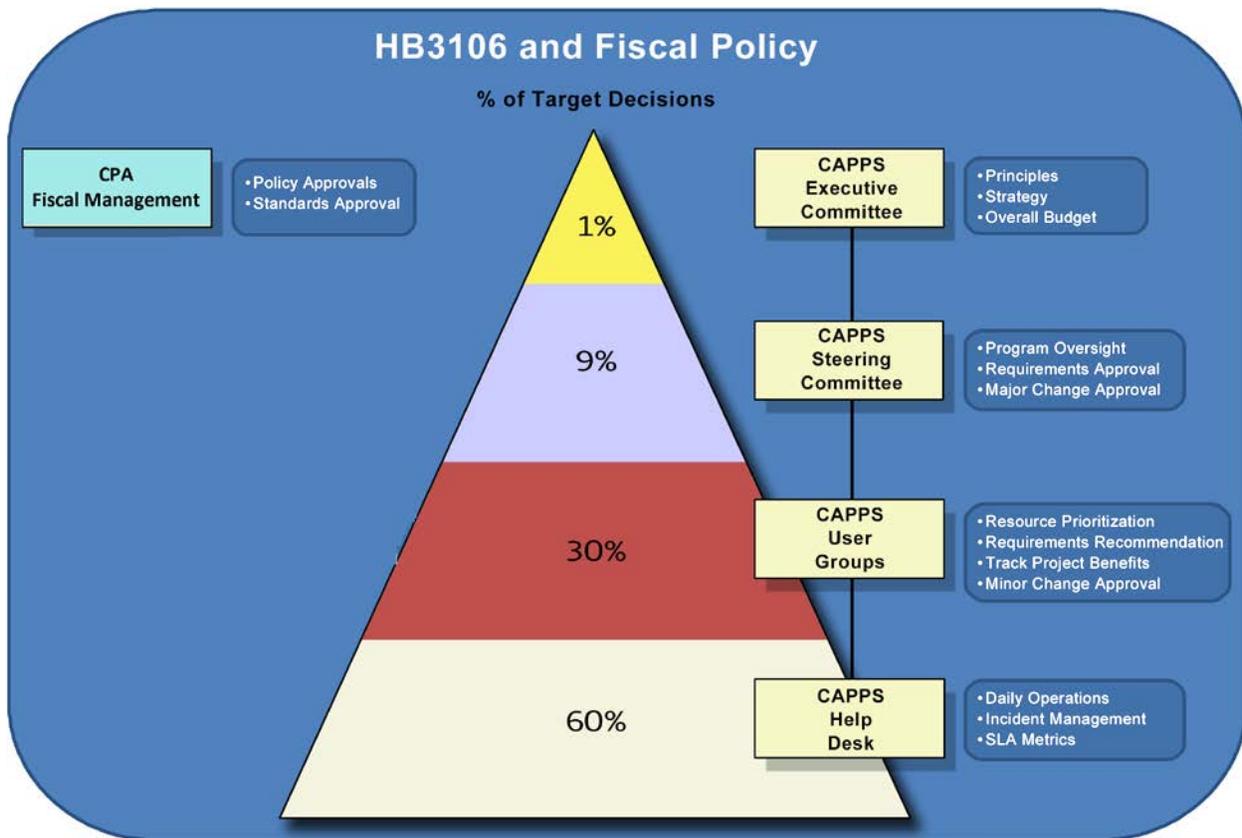


**Figure 2: Decisions are made at the appropriate level of CAPPS Governance. The percentages shown are for illustrative purposes only.**

## F. CAPPS Project (ProjectONE) Work Groups

CAPPS Project (ProjectONE) Work Groups may be formed for each new implementation of CAPPS. ProjectONE Work Groups may be formed by CPA by project implementation, agency implementation, module implementation or other distinction as appropriate.

Among other duties, responsibilities include developing a prototype using the current production system; determining whether system modifications to CAPPS and/or process changes at the implementing agency are needed; and recommending standardization and/or modifications to the User Groups.

ProjectONE Work Groups are intended to be an opportunity for implementing agencies to discuss their business needs with ProjectONE staff and determine what, if any, changes to CAPPS are required while keeping in line with a statewide approach. Decisions made in the ProjectONE Work Groups will be escalated to the respective CAPPS User Group and/or the CAPPS Steering Committee for approval.

CAPPS Governance

1. **ProjectONE Work Group Members**

Work Groups will be comprised of CPA ProjectONE staff and deploying agency subject matter experts.

2. **ProjectONE Work Group Meetings**

Meeting time frames and structures will be agreed to by work group participants.

Participation in ProjectONE Work Groups is limited to implementing agency staff and CPA ProjectONE staff; however, all decisions impacting CAPPS Central will proceed through Governance to the User Group and/or Steering Committee as outlined in this document.

## G. CAPPS User Groups

A Financials User Group will be responsible for changes to CAPPS Financials and an HR/Payroll User Group will be responsible for changes to CAPPS HR/Payroll.

The CAPPS User Groups will be responsible for ensuring that the requested change is:

- Necessary to improve business functionality;
- Fiscally responsible (cost to implement vs. business gains);
- Technically responsible (no degradation of existing services); and
- Verify that changes will not adversely affect their internal processes and procedures.

The CAPPS User Groups' members will have decision-making authority for:

- Basic administrative changes;
- Agency maintenance schedule changes; and
- Any small (less than 50 hours) or medium (between 50 – 160 hours) estimated change where a consensus is easily reached.

For small and medium change requests, a prioritized list of requests will be provided to the CAPPS Steering Committee for review and approval.  User Group approval is sufficient for the CAPPS maintenance team to begin work on these changes. Steering Committee approval must be gained before these changes can be implemented to the production system.  If the Steering Committee does not grant approval (defers or rejects), work on the change request must cease until Steering Committee approval has been obtained.  Steering Committee approval is needed for the CAPPS maintenance team to begin work on large (greater than 160 hours estimated) system changes.

1. **User Group Members**

The CAPPS Financials and HR/Payroll User Groups will each consist of 9 voting members from the participating agencies.  Only agencies participating in CAPPS Financials are able to participate as voting members in the CAPPS Financials User Group.  Only agencies participating in CAPPS HR/Payroll are able to participate as voting members in the CAPPS HR/Payroll User Group.

User Group membership will be determined as follows:

- One (1) Designated representative from CPA's Fiscal Management (FM) division will be assigned as a FM Systems Oversight Member.  This individual will be responsible for verifying that the changes either do not affect other associated systems (mainframe and/or agencies that are transitioning to CAPPS); subsequent Service Requests (SRs) and/or Application Change Requests (ACRs) have been submitted for the applicable systems; and verify that a reasonable technical solution is available.  The FM Systems Oversight Member will involve

ProjectONE representative(s), mainframe system SMEs, contracted staff and a CAPPS representative(s) as deemed necessary. The assigned FM Systems Oversight Member will be the only voting member for FM. The FM Systems Oversight Member will chair the CAPPS User Groups.

- An Elected representative from two (2) of the large sized participating agencies on CAPPS Central.
- An Elected representative from two (2) of the medium sized participating agencies on CAPPS Central.
- An Elected representative from one (1) of the small sized participating agencies on CAPPS Central.
- One (1) Designated representative from the Texas Department of Transportation.
- One (1) Designated representative from the Health and Human Services Commission.
- An Elected representative from one (1) of the remaining participating CAPPS Hub Agencies.

Membership in the User Groups will be evaluated and reauthorized every biennium within three months after Sine Die of the Regular Legislative Session for elected representatives. New membership terms will start on September 1 of the new biennium. Agencies with designated representatives shall appoint a representative and notify the CAPPS Governance Coordinator. All agencies serving on the CAPPS User Groups must notify the CAPPS Governance Coordinator of changes to designated representatives.

Following Sine Die, agencies represented by an elected representative will be asked to submit nominations to the CAPPS Governance Coordinator for the User Group representatives' positions. Only one nomination per agency will be accepted and must be submitted by the Chief Financial Officer, or equivalent position, for the Financials User Group agencies and by the Human Resources Manager, or equivalent position, for HR/Payroll User Group agencies. For the CAPPS Financials User Group, the CAPPS Governance Coordinator will send an electronic survey to the Chief Financial Officers of each applicable, participating agency to vote on the User Group representatives. For the CAPPS HR/Payroll User Group, the CAPPS Governance Coordinator will send an electronic survey to the Human Resources Manager of each applicable, participating agency to vote on the User Group representatives. Agencies will only vote on their respective representative. For example, large sized participating agencies will only vote on the two representatives for the large sized agencies. The individual(s) with the highest vote count will be elected as the representative(s).

In the event of a tie, a second vote amongst the applicable agencies will be taken. If the vote remains a tie, the vote will be escalated to the current Steering Committee for a vote. If the result remains a tie, the decision will be escalated to the Executive Committee.

Voting members may only be elected/designated in accordance with the member criteria noted above which may result in vacant voting positions. For example, if only one agency qualifies as a medium sized participating agency in CAPPS, then that agency will occupy one medium sized agency voting position and the other medium sized agency voting position will remain vacant until another medium sized agency participates in CAPPS. Vacant positions may be filled mid-biennium if an eligible agency joins CAPPS during that time. If a member abdicates their seat a new vote will be taken amongst applicable, participating agencies using the same election process as described above.

Agencies joining CAPPS mid-biennium will be represented by currently elected members, assuming there is not a vacancy.

## 2. User Group Meetings

Meetings will be held monthly at a recurring time as determined by the members, as needed, to discuss requested changes.  A meeting agenda and materials members will be asked to vote on will be provided at least three business days prior to a scheduled meeting to allow voting members to gather input and feedback. A conference number will be made available for either voting members or any interested agency employees.  A large conference room or auditorium will be reserved for meetings when possible. Additional meetings may be scheduled with at least 3 business days notice.  Emergency meetings may also be called but must be conducted in a manner allowing audio or web participation.

Participation in the CAPPS User Group Meetings is open to all state agency employees. Voting will be limited to the elected or designated voting representatives.

# H. CAPPS Steering Committee

The CAPPS Steering Committee is responsible for:

- Maintaining congruity between current project implementations and CAPPS system maintenance;
- Granting final approval for all CAPPS system changes; and
- Verifying that suggested prioritization has adequately accounted for state and federal mandates and CPA policy requirements.

If a system change is approved through CAPPS Governance and a CAPPS agency (or agencies) requests the implementation of the change be expedited, the CAPPS Steering Committee may request the CPA to obtain cost estimates from the maintenance vendor when the work effort cannot be accomplished through the current prioritization of existing change requests.  In these instances the CAPPS agency or agencies requesting the additional services may be required to provide sufficient funding for the additional services needed.

## 1. Steering Committee Members

The CAPPS Steering Committee will be comprised of nine (9) members from the agencies participating in CAPPS Financials and/or CAPPS HR/Payroll. Members will be determined in the following way:

- One (1) Designated representative from CPA's Fiscal Management, who will serve as Chair of the Steering Committee;
- An Elected representative from two (2) of the large sized participating agencies in CAPPS Central;
- An Elected representative from two (2) of the medium sized participating agencies in CAPPS Central;
- An Elected representative from one (1) of the small sized participating agencies in CAPPS Central;
- One (1) Designated representative from the Texas Department of Transportation;
- One (1) Designated representative from the Health and Human Services Commission; and
- An Elected representative from one (1) of the remaining participating CAPPS Hub Agencies.

Membership in the committee will be evaluated and reauthorized every biennium within three months after Sine Die of the Regular Legislative Session for elected representatives.  New membership terms will start on September 1 of the new biennium.  Agencies with designated representatives shall appoint a

representative and notify the CAPPS Governance Coordinator.  All agencies serving on the CAPPS Steering Committee must notify the CAPPS Governance Coordinator of changes to designated representatives.  CPA's Fiscal Management representative will chair the CAPPS Steering Committee.

Following Sine Die, agencies represented by an elected representative will be asked to submit nominations to the CAPPS Governance Coordinator for the Steering Committee representatives' positions.  Only one nomination per agency will be accepted and must be submitted by the Chief Financial Officer or Human Resources Manager or equivalent position.  The CAPPS Governance Coordinator will send an electronic survey to the individual that submitted a nomination from each applicable, participating agency to vote on the Steering Committee representatives.  Agencies will only vote on their respective representative.  For example, large sized participating agencies will only vote on the two representatives for the large sized agencies.  The individual(s) with the highest vote count will be elected as the representative(s).

In the event of a tie, a second vote will be conducted amongst the applicable agencies.  If the vote remains a tie, the vote will be escalated to the entire current Steering Committee.  If the result remains a tie, the decision will be escalated to the Executive Committee.

Voting members may only be elected/designated in accordance with member criteria noted above which may result in vacant voting positions.  For example, if only one agency qualifies as a medium sized participating agency in CAPPS, then that agency will get one medium sized agency voting position and the other medium sized agency voting position will remain vacant until another medium sized agency participates in CAPPS.  Vacant positions may be filled mid-biennium if an eligible agency joins CAPPS during that time.  If a member abdicates their seat a new vote will be taken amongst applicable, participating agencies using the same election process as described above.

Agencies joining CAPPS mid-biennium will be represented by currently elected members, assuming there is not a vacancy.

### 2.  Steering Committee Meetings

Meetings will be held monthly at a recurring time as determined by the members, as needed, to discuss requested changes. A meeting agenda and materials members will be asked to vote on will be provided at least three business days prior to a scheduled meeting to allow voting members to gather input and feedback.  A conference number will be made available for members or their designees.

Participation by other agency staff in CAPPS Steering Committee meetings is limited to those individuals requested to attend by the Steering Committee members.  Only elected or designated members will have the ability to vote.

## I.  CAPPS Executive Committee

In order for CAPPS to be implemented at a statewide level, as directed by the 80th Legislature, the goal of the committee is to invoke a statewide thought process when making system decisions. It is imperative that the committee keep stakeholders involved and informed regarding all system changes so practical business decisions can be made that are technically and financially responsible.

The CAPPS Executive Committee is responsible for evaluating that all system related changes are in alignment with the statewide strategy.  In addition, the CAPPS Executive Committee is the highest (final) escalation decision point in the resolution of unresolved issues for system enhancements. CPA will be responsible for reporting to the CAPPS Executive Committee as requested.

1. **Executive Committee Members**

The CAPPS Executive Committee will be comprised of a person designated by the Agency Head of the agencies serving on the Steering Committee for a total of nine (9) members. The Executive Committee member cannot be the same member serving on the Steering Committee. CPA will chair the CAPPS Executive Committee.

2. **Executive Committee Meetings**

The CAPPS Executive Committee should meet:

- No later than 30 days prior to any regularly scheduled Legislative Session to be briefed on any request being made of the Legislative Budget Board or Legislature in relation to CAPPS;

- No later than 30 days following Sine Die of any Legislative session as to any legislation passed that would affect the CAPPS environment;

- Within 10 business days of notification of an audit of the CAPPS environment; and

- Other meetings will be held as needed.

All meetings may be held via a conference call number made available by CPA. Participation in the CAPPS Executive Committee meetings is limited to those individuals requested to attend by the CAPPS Executive Committee member.

## J. CAPPS Advisors

The CAPPS Executive Committee will solicit input from oversight agencies and others as appropriate. Advisors may include designated executives from:

- State Auditor's Office;

- Department of Information Resources – Texas Chief Technology Officer;

- Department of Information Resources – Texas Chief Information Security Officer;

- Department of Information Resources – Texas Cyber Security Coordinator;

- Department of Information Resources – Statewide Electronic Resources and Information (EIR) Accessibility Coordinator;

- Legislative Budget Board;

- University of Texas System; and

- Texas A&M University System.

These members would not vote on system changes, but instead would counsel the CAPPS Executive Committee on the best direction or approach based on the State's current direction.

## K. CAPPS Voting Guidelines

These guidelines apply to all CAPPS Committees and User Groups.

- Members may designate another person from their agency to participate and vote in their absence during any voting cycle.

- Voting will be conducted by verbal declaration for members, or their designees, present during meetings.

- Voting will be conducted via an electronic survey with a deadline, in lieu of meeting or in addition to meeting, if agreeable to all voting members.

- Votes that are not submitted by the deadline will not be considered.

- Tabulations will be shared with the Voting members.

- Approval is based on a majority (defined as 51% or more) of those participating in the vote.

Agencies that are in transition to CAPPS will be granted voting rights for CAPPS System Governance in accordance with the criteria set forth in this document.

1. **Voting Options**

CAPPS Voting Groups will have the option of approving, deferring or rejecting any requested change.

- Approved – the requested change will be managed via the Software Development Life Cycle (SDLC) for implementation into the current production and baseline environments.

- Deferred – the requested change will not be implemented at the current time, but will be kept available for future consideration.

- Rejected – the requested change will not be implemented in the current production environment or baseline environment and will not be kept available for future consideration.
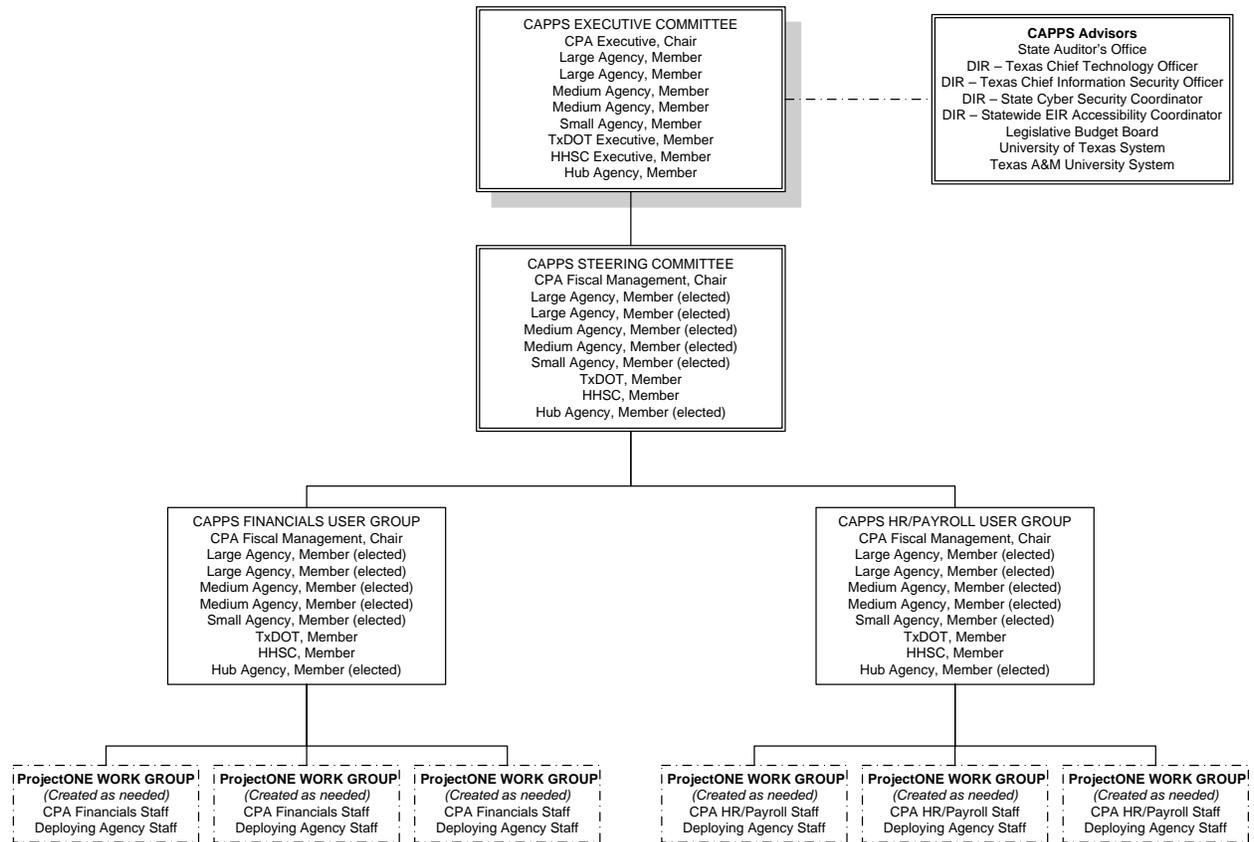
2. **Escalation**

Any User Group member may ask the CAPPS Governance Coordinator to escalate an issue to the CAPPS Steering Committee.

Any Steering Committee member may ask the Steering Committee Chair to escalate an issue to the CAPPS Executive Committee.

## L. CAPPS Governance Hierarchy

This diagram assumes that all participation criteria has been met and all seats are filled.

# CAPPS
## Governance Hierarchy

**CAPPS EXECUTIVE COMMITTEE**
CPA Executive, Chair
Large Agency, Member
Large Agency, Member
Medium Agency, Member
Medium Agency, Member
Small Agency, Member
TxDOT Executive, Member
HHSC Executive, Member
Hub Agency, Member

**CAPPS Advisors**
State Auditor's Office
DIR – Texas Chief Technology Officer
DIR – Texas Chief Information Security Officer
DIR – State Cyber Security Coordinator
DIR – Statewide EIR Accessibility Coordinator
Legislative Budget Board
University of Texas System
Texas A&M University System

**CAPPS STEERING COMMITTEE**
CPA Fiscal Management, Chair
Large Agency, Member (elected)
Large Agency, Member (elected)
Medium Agency, Member (elected)
Medium Agency, Member (elected)
Small Agency, Member (elected)
TxDOT, Member
HHSC, Member
Hub Agency, Member (elected)

**CAPPS FINANCIALS USER GROUP**
CPA Fiscal Management, Chair
Large Agency, Member (elected)
Large Agency, Member (elected)
Medium Agency, Member (elected)
Medium Agency, Member (elected)
Small Agency, Member (elected)
TxDOT, Member
HHSC, Member
Hub Agency, Member (elected)

**CAPPS HR/PAYROLL USER GROUP**
CPA Fiscal Management, Chair
Large Agency, Member (elected)
Large Agency, Member (elected)
Medium Agency, Member (elected)
Medium Agency, Member (elected)
Small Agency, Member (elected)
TxDOT, Member
HHSC, Member
Hub Agency, Member (elected)

**ProjectONE WORK GROUP**
*(Created as needed)*
CPA Financials Staff
Deploying Agency Staff

**ProjectONE WORK GROUP**
*(Created as needed)*
CPA Financials Staff
Deploying Agency Staff

**ProjectONE WORK GROUP**
*(Created as needed)*
CPA Financials Staff
Deploying Agency Staff

**ProjectONE WORK GROUP**
*(Created as needed)*
CPA HR/Payroll Staff
Deploying Agency Staff

**ProjectONE WORK GROUP**
*(Created as needed)*
CPA HR/Payroll Staff
Deploying Agency Staff

**ProjectONE WORK GROUP**
*(Created as needed)*
CPA HR/Payroll Staff
Deploying Agency Staff

# V. CAPPS Hub Compliance Requirements

CPA has made every effort to coordinate the CAPPS Consolidated Application Control Environment (CACE) Approach with Oracle's major release schedule in order for CAPPS Hub Agencies to minimize the cost of CAPPS to the Hub Agency.  The CACE Approach is designed to allow Hub and Central instances of CAPPS to minimize costs and more easily stay current with Oracle/PeopleSoft updates, statewide interface changes and statutory requirements from legislative changes.

CAPPS Hub Agencies must adhere to the CAPPS CACE Approach.  The following sections identify actions CPA will take if the CAPPS Hub Agency fails to adhere to the CAPPS CACE Approach.

## A. Release Packs

As noted in the CACE document, CPA will provide Release Packs on a monthly basis.  Some exceptions to this schedule may be made based on other CAPPS activity (Fiscal Year End, code freezes for major upgrades, etc…).  Release Packs will incorporate Oracle/PeopleSoft delivered patches, updates and CAPPS Governance approved statewide baseline changes. CPA will provide CAPPS Hub Agencies support for three (3) releases of the baseline.  This includes the current Release Pack and the two (2) prior Release Packs.

Hub Agencies are encouraged to stay current with the most recent Release Pack; however, failure to stay within (2) Release Packs of the current Release pack will result in the following:

*Phase I:* After three (3) consecutive Release Packs have not been implemented in the CAPPS Hub instance, CPA will take the following actions:

- CPA CAPPS functional support, technical support and codeline delivery will be suspended until the CAPPS Hub Agency is on a current version of the Release Packs. Any new agency specific Support Requests (SR) entered will be put on hold.
- A formal notification will be sent to the Hub Agency Information Resources Manager (IRM), or equivalent, to notify them of the CAPPS Hub Agency's "non-compliant" status.

*Phase II:* After six (6) consecutive Release Packs have not been implemented in the CAPPS Hub instance, CPA will take the following actions:

- A formal notification will be sent to the CAPPS Hub Agency Executive Director to notify them of the CAPPS Hub Agency's "non-compliant" status.  The IRM of the non-compliant CAPPS Hub Agency will be copied on this notification.

*Phase III:* After 12 consecutive Release Packs have not been implemented in the CAPPS Hub instance, CPA will take the following actions:

- CAPPS Governance voting privileges will be revoked until the Hub Agency is compliant.
- A formal notification will be sent to the Quality Assurance Team (QAT) to notify them that the CAPPS Hub Agency is out of compliance with CAPPS CACE standards.
  - *NOTE: QAT is comprised of representatives from the Legislative Budget Board (LBB), the State Auditor's Office (SAO), and the Department of Information Resources (DIR).*
- A formal notification will be sent to State Leadership notifying them that the CAPPS Hub Agency is out of compliance with CAPPS CACE standards.  CPA will provide information on the various options and associated costs for bringing the non-compliant CAPPS Hub Agency into compliance.  The options provided to State Leadership may include bringing the Hub Agency in to CAPPS Central and removing their CAPPS Hub status.  The

Executive Director and the IRM of the non-compliant CAPPS Hub Agency will be included on this notification.

- o *NOTE: State Leadership includes the Governor's office and the members Legislative Budget Board.*

At any point during the period of non-compliance CPA may elect to:

- Notify the State Auditor's Office of the CAPPS Hub Agency's non-compliance.

Hub Agencies performing a Major Release Upgrade will be considered compliant on Release Pack requirements as long as they have implemented the latest Release Pack of the major release of CAPPS they are currently using.

**Sample Release Pack Timeline:**

*Dates provided in the table below are for example purposes only. Release Packs may be released on days other than the first of the month.*

| Date | CPA Release Pack Releases | Hub Agency Action | Hub Agency Status | CPA Action |
|------|---------------------------|-------------------|-------------------|------------|
| Dec. 1, 2013 | **Release Pack 0 released to *CAPPS Hub Agency XYZ*.** | ***CAPPS Hub Agency XYZ* implements Release Pack 0 in their CAPPS Hub instance at this time.** | **Compliant** | **No action at this time.** |
| Jan. 1, 2014 | **Release Pack 1 released to *CAPPS Hub Agency XYZ*.** | ***CAPPS Hub Agency XYZ* chooses not to implement in the CAPPS Hub instance at this time. *CAPPS Hub Agency XYZ* remains on Release Pack 0.** | **Compliant** | **No action at this time.** |
| Feb. 1, 2014 | **Release Pack 2 released to *CAPPS Hub Agency XYZ*.** | ***CAPPS Hub Agency XYZ* chooses not to implement in the CAPPS Hub instance at this time. *CAPPS Hub Agency XYZ* remains on Release Pack 0.** **NOTE: If *CAPPS Hub Agency XYZ* does not update prior to Release Pack 3 being released they will be considered non-compliant.** | **Compliant** | **No action at this time.** |
| Mar. 1, 2014 | **Release Pack 3 released to *CAPPS Hub Agency XYZ*.** | ***CAPPS Hub Agency XYZ* remains on Release Pack 0.** | **Non-Compliant** | **Phase I actions will be taken by CPA.** |
| Apr. 1, 2014 | **Release Pack 4 released to compliant CAPPS Hub Agencies. *CAPPS Hub Agency XYZ* will no longer receive Release Packs as a part of Phase I action taken by CPA.** | ***CAPPS Hub Agency XYZ* remains on Release Pack 0.** | **Non-Compliant** | **CPA may choose to report CAPPS Hub Agency Non-Compliance to SAO.** |

| May 1, 2014 | Release Pack 5 released to compliant CAPPS Hub Agencies. | *CAPPS Hub Agency XYZ* remains on Release Pack 0. | Non-Compliant | CPA may choose to report CAPPS Hub Agency Non-Compliance to SAO. |
|---|---|---|---|---|
| June 1, 2014 | Release Pack 6 released to compliant CAPPS Hub Agencies. | *CAPPS Hub Agency XYZ* remains on Release Pack 0. | Non-Compliant | Phase II actions will be taken by CPA. |
| July 1, 2014 – Dec. 1, 2014 | CPA distributes Release Packs 7 – 12 to compliant CAPPS Hub Agencies on the first of each month. | *CAPPS Hub Agency XYZ* remains on Release Pack 0. | Non-Compliant | CPA may choose to report CAPPS Hub Agency Non-Compliance to SAO. |
| Jan. 1, 2015 | CPA distributes Release Pack 13 to compliant CAPPS Hub Agencies. | At this time *CAPPS Hub Agency XYZ* has <u>not</u> implemented the last 12 Release Packs. | Non-Compliant | Phase III actions will be taken by CPA. |

## B. Major Upgrade Releases

CPA will work with the vendor supporting CAPPS and CAPPS Governance to project a multi-year schedule of planned major upgrade releases to the Oracle/PeopleSoft product and when it will be published to the CAPPS Hub Agencies. CPA will maintain two versions of the CAPPS baseline environments: one set of environments with the current production version and a second environment with the previous major release to provide legislative support for CAPPS Hub Agencies.

After the release of a major upgrade from Oracle/PeopleSoft, CPA will develop a CAPPS Major Upgrade Pack for sharing with CAPPS Hub Agencies within 18 months.  CAPPS Hub agencies are required to implement the CAPPS major upgrade pack within 24 months of it being shared with the CAPPS Hub Agency.

*Phase I:* If a CAPPS Major Upgrade Pack has not been implemented into the CAPPS Hub instance by the 25th month after its release to the CAPPS Hub Agency, CPA will take the following actions:

- CPA CAPPS functional support, technical support and codeline delivery will be suspended until the CAPPS Hub agency is on a current version of the Major Upgrade Pack. Any new agency specific Support Requests (SR) entered will be put on hold.
- A formal notification will be sent to the Hub Agency IRM and Executive Director to notify them of the CAPPS Hub Agency's "non-compliant" status.

*Phase II:* If a CAPPS Major Upgrade Pack has not been implemented into the CAPPS Hub instance by the 30th month after its release to the CAPPS Hub Agency, CPA will take the following actions:

- CAPPS Governance voting privileges will be revoked until the Hub Agency is compliant.
- A formal notification will be sent to the Quality Assurance Team (QAT) to notify them that the CAPPS Hub Agency is out of compliance with CAPPS CACE standards.
  - o *NOTE: QAT is comprised of representatives from the Legislative Budget Board (LBB), the State Auditor's Office (SAO), and the Department of Information Resources (DIR).*

- A formal notification will be sent to State Leadership notifying them that the CAPPS Hub Agency is out of compliance with CAPPS CACE standards. CPA will provide information on the various options and associated costs for bringing the non-compliant CAPPS Hub Agency into compliance. The options provided to State Leadership may include bringing the Hub Agency in to CAPPS Central and removing their CAPPS Hub status. The Executive Director and the IRM of the non-compliant CAPPS Hub Agency will be included on this notification.
  - o *NOTE: State Leadership includes the Governor's office and the members of the Legislative Budget Board.*

At any point during the period of non-compliance CPA may elect to:

- Notify the State Auditor's Office of the CAPPS Hub Agency's non-compliance.

**Sample Major Upgrade Release Timeline:**

*\*Dates provided in the table below are for example purposes only.*

| Date | CPA Major Upgrade Pack Releases | Hub Agency Action | Hub Agency Status | CPA Action |
|------|--------------------------------|-------------------|-------------------|------------|
| Jan. 1, 2014 | Oracle/PeopleSoft releases a Major Upgrade Version. | No action needed at this time. | Compliant | No action at this time. |
| Jan. 1, 2014 – June 30, 2015 | CPA will develop CAPPS Major Upgrade Pack (Pack A) for sharing with *CAPPS Hub Agency XYZ*. | No action needed at this time. | Compliant | No action at this time. |
| Jul. 1, 2015 – June 30, 2017 | CPA shares Major Upgrade "Pack A" with *CAPPS Hub Agency XYZ* on July 1, 2014. | *CAPPS Hub Agency XYZ* must implement Major Upgrade "Pack A" during this timeframe. | Compliant | No action at this time. |
| Aug. 1, 2017 | n/a | *CAPPS Hub Agency XYZ* has not implemented "Pack A" by this time (Aug 1st being the start of the 26th month after the release of "Pack A" to CAPPS Hub Agencies). | Non-Compliant | Phase I actions will be taken by CPA. |
| Jan. 1, 2018 | n/a | *CAPPS Hub Agency XYZ* has not implemented "Pack A" by this time (Jan 1st being the start of the 31st month after the release of "Pack A" to CAPPS Hub Agencies). | Non-Compliant | Phase II actions will be taken by CPA. |

## C. Core Module Changes

In order to be consistent with the application of fiscal policy and statewide reporting, all changes to the CAPPS Core modules, or changes impacting Core modules, must be approved by CAPPS Governance as detailed in the CAPPS Governance document.

CAPPS Hub Agencies may implement CPA approved Core module changes to its own instance of CAPPS; however, these changes will not be included in the CAPPS statewide baseline unless approved through CAPPS Governance. To verify CAPPS Hub Agencies remain in compliance with statewide requirements,

participating CAPPS Hub Agencies must submit to CPA through Governance, detailed functional descriptions of all agency approved change requests to Core modules prior to such change being migrated into the Hub Agency instance of production.  Though not required, CPA encourages CAPPS Hub Agencies to share changes to Non-core modules through Governance for the benefit of all CAPPS Agencies.

CPA will provide oversight of the CAPPS Hub Agency instances in order to verify basic CAPPS functionality is working properly and compliance with statewide requirements are met.  CPA oversight of CAPPS Hub Agency instances will include:

- CPA rejection of Hub Agency approved changes that adversely affect CAPPS functionality and statewide requirements;
    - CPA will provide a high-level, initial review of each submitted change within a short timeframe. The purpose of the initial review is to alert the CAPPS Hub Agency to any immediate concerns or missing information.
    - Following the initial review, a detailed review of the documentation submitted will be completed within 30 days of receipt.
    - CPA recognizes a CAPPS Hub Agency may need to implement changes in an abbreviated timeframe due to extenuating circumstances or statutorily mandated deadlines. In these cases, the Hub Agency will notify CPA of its intention to proceed with the submitted changes prior to the completion of CPA's review. However, the CAPPS Hub Agency recognizes that it may be required to alter its solution at the conclusion of CPA's review.  Notifications must be submitted through written communication to CPA's Director of Fiscal Management from an Executive level member of the Hub Agency and describe the extenuating circumstance or statutorily mandated deadline.
    - Additionally, for large volumes or highly complex changes, CPA and CAPPS Hub Agency may agree on an extended review period.
    - The appeal of a CPA rejection may be submitted to CPA's Director of Fiscal Management from an Executive level member of the Hub Agency.
- System-wide audits;
- Quarterly tests of pre-defined transactions in the Hub environment; and
- Full view access to CAPPS Hub System via on-line inquiry and Query by select CPA support and oversight personnel.

## D.  CPA Approved Exceptions

CPA recognizes that CAPPS Hub Agencies may have internal initiatives or priorities that will affect their ability to adhere to the timelines noted in the CACE Approach document.  In certain circumstances, a CPA approved exception can be obtained and prevent a CAPPS Hub Agency from being considered non-compliant even if they are not operating within the required timelines.  CAPPS Hub Agencies that need to request a CPA approved exception may request this through a memo to the Director of Fiscal Management from the CAPPS Hub Agency IRM.