Good Afternoon

Hunter McClure – Senior Information Systems Auditor

I joined the information systems audit team in 2017 from UM with a Bachelors degree in Management Information Systems. I've previously completed work on Unmanned Aerial Systems, Child Care Systems, and Unemployment Insurance Systems.
Department of Administration
eGovernment Series:
Security Consolidation

- Background
  - Change in Audit Approach

- Scope & Objective

- Security Consolidation
  - Best Practices
  - Frameworks
  - Lessons Learned

- Recommendation
eGovernment in Montana

What is it?

Online applications that provide specific public service
... provide standardized, strategic, secure, and state-of-the-art information technology to advance the efficiency and delivery of government service.
### MT eGovernment Notable Changes

#### 2019
- **Contract Expiration**
  - eGovernment third-party services contract expires
  - Separate vendors for single sign-on, application development & payment processing

#### 2020
- **SITSD Increased Role**
  - SITSD manages transaction fund & maintaining previous eGov vendor applications

#### 2021
- **Change in Government**
  - New administration takes over and implements new strategic initiatives
Change in Administration Leads to a Change in Audit Approach

New Statewide IT Strategic Plan
Focus on improving structure of online services

New Objectives & Approach
Align with statewide strategic goals to improve eGovernment and implement prospective analysis

Audit Report Series
Align with SITSD timeline
Address following risks:
- High Dollar Initiatives
- Enterprise Security Risks
- Undefined Collaboration Framework
Security Consolidation
OBJECTIVE

Determine if SITSD’s security consolidation and management will improve Montana’s security posture.

SCOPE

- Review state law pertaining to SITSD authority over state IT
- Research IT industry frameworks on governance and IT service delivery
- Interview SITSD and agency chief information officers
- Research other states consolidation efforts
Current Security Structure & How Consolidation Could Impact It

Current Security Structure

Dept. of Administration

- Set security policy
- Provide support
- Security expertise

Agency A: Interpret and apply policy, Hire security FTE, Contract with vendors
Agency B: Interpret and apply policy, Hire security FTE, Contract with vendors
Agency C: Interpret and apply policy, Hire security FTE, Contract with vendors

Potential Future Structure

Dept. of Administration

- Set security and apply policy
- Security expertise and FTE
- Contract with vendors
- Provide security services

Agencies A, B, C
DLI Consolidation Causes Confusion

**June 2021**

- **DLI Assessment**
  - SITSD & third-party assessment
  - Centralize DLI IT personnel under SITSD

**January 2022**

- **DLI Consolidation**
  - Notify state employees
  - Not part of state strategy

**February 2022**

- **State Consolidation Delayed**
  - Personnel constraints
  - Confusion amongst agency CIOs
National Guidance for Security Consolidation

Multiple Approaches to Consolidation
Legislation, Executive Action, Strategic Planning

Best Fit Approach
Blended Framework

Formal Agreements
MOU or SLA

Communication
PR Campaign and People

Fundamental Takeaway
Improved Cybersecurity Agility, Effectiveness, and Efficiencies
Management & Governance Help Guide
Consolidation

**Consistent Management Approach**
Define and communicate new roles and responsibility

**Strategy**
Connect security consolidation to overarching strategy

**Human Resources & Relationships**
Structured approach to ensure optimal development of human resources
Manage agency relationships to ensure mutual trust

**Quality & Security**
Define metrics of success
Consideration of impact to current systems
Value is Co-Created between SITSD & Agencies
<table>
<thead>
<tr>
<th>Activity</th>
<th>Helps to Deliver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creation of a sense of urgency</td>
<td>Clear and relevant objectives, willing participants</td>
</tr>
<tr>
<td>Stakeholder management</td>
<td>Strong and committed participants</td>
</tr>
<tr>
<td>Sponsor management</td>
<td>Strong and committed leadership</td>
</tr>
<tr>
<td>Communication</td>
<td>Willing and prepared participants</td>
</tr>
<tr>
<td>Empowerment</td>
<td>Prepared participants</td>
</tr>
<tr>
<td>Resistance management</td>
<td>Willing participants</td>
</tr>
<tr>
<td>Reinforcement</td>
<td>Continual Improvement</td>
</tr>
</tbody>
</table>
Value Needs to be Maintained

Continual improvement involves multiple steps

How do we keep momentum?

- What is the vision?
- Where are we now?
- Where do we want to be?
- How do we get there?
- Take action
- Did we get there?

Evaluate metrics and KPIs
Key Performance Indicators Can Help Ensure Success

Improve Security Posture/Cost Avoidance
- Strengthen IT Security
- Reduced Complexity
- Improved Support
- Knowledge Transfer

Potential Cost Savings
- Economies of Scale
- Reduced Operational Costs
- Enterprise Applications
- Centralized Infrastructure
- Reduced Hiring Competition
RECOMMENDATION

Create a statewide security consolidation strategy that includes:

A. Communication and change management plan,
B. Key performance indicators and measurable goals for success, and
C. Newly identified roles and responsibilities

Department response: Concur