

Good Afternoon



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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

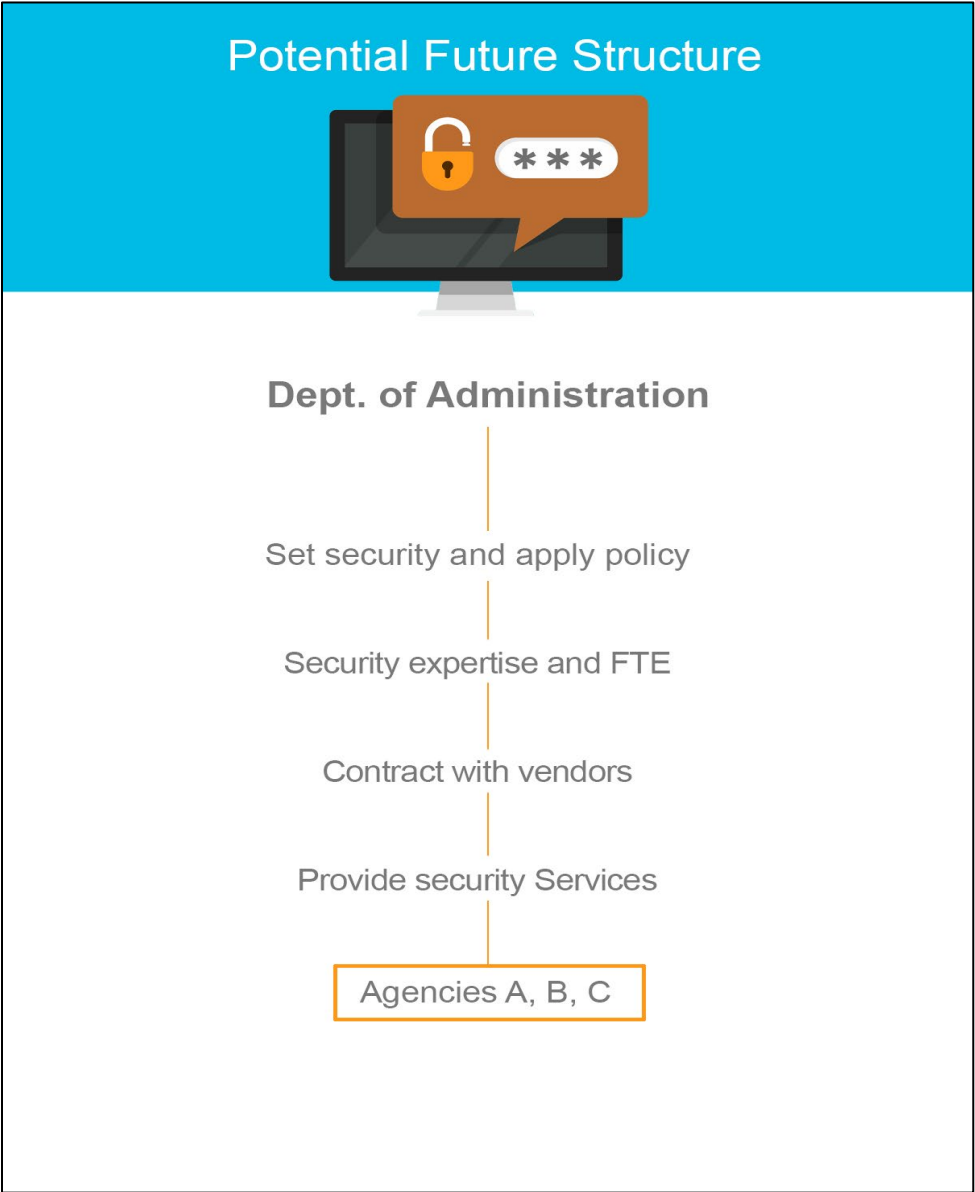
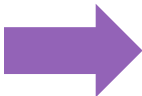
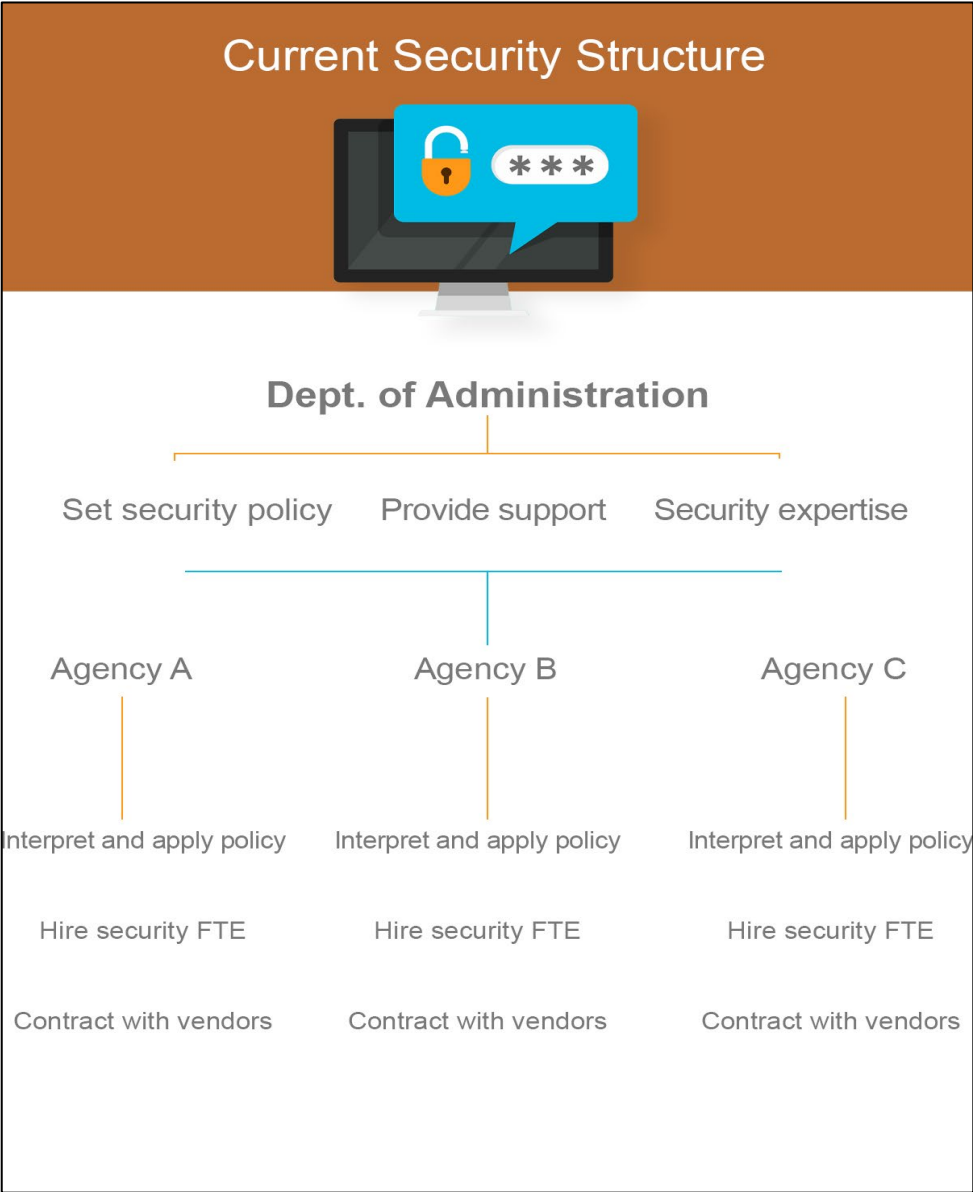
OBJECTIVE

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



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

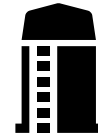
Define metrics of success

Consideration of impact to current systems

Value is Co-Created between SITSD & Agencies



Establish & Enhance
Relationships



Eliminate
Organizational Silos



Identify Services

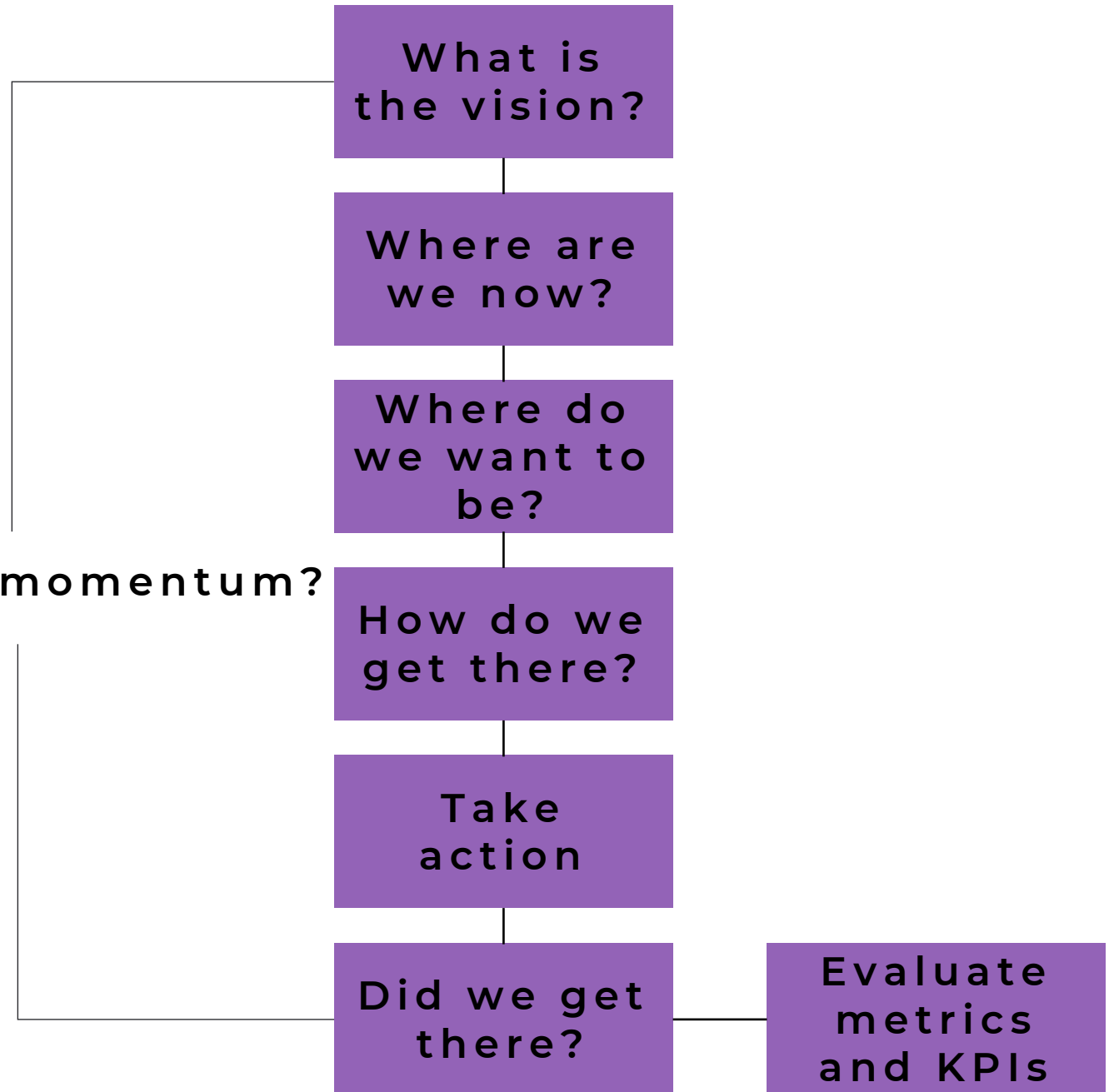
Organizational Change Management

Activity	Helps to Deliver
Creation of a sense of urgency	Clear and relevant objectives, willing participants
Stakeholder management	Strong and committed participants
Sponsor management	Strong and committed leadership
Communication	Willing and prepared participants
Empowerment	Prepared participants
Resistance management	Willing participants
Reinforcement	Continual Improvement

Value Needs to be Maintained

Continual improvement
involves multiple steps

How do we keep momentum?



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**