

# 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.

# eGovernment Series 2: Accountability

**Department of Administration** - State  
Information Technology Services  
Division

- eGov Series Recap
- Background
- IT Reporting and Legislative Role
- Governance Over Strategic Goals



# eGovernment in Montana

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## What is it?

Online applications that provide specific public service

# Multiple Reports Address Varying Areas

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## **Security Consolidation**

Focus on planning and management of consolidation across agencies



## **IT Reporting and Governance**

Review IT project reporting requirements and legislature role and governance structure



## **Funding**

Review funding model for IT innovation

# Objective 1

## IT Reporting and Legislative Role

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## OBJECTIVE

Determine if IT reporting requirements are followed.

## SCOPE

- Review state law pertaining to IT reporting requirements
- Identify which legislative committees receive IT reports and contents
- Analyze IT reporting requirements
- Interview other states on IT project reporting

# IT Applications: Why do we have them and how are they created?

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graph LR; A((Legislature)) --- B((Executive & Judicial Branches)); B --- C((IT Applications & Projects)); C --- D((Services to Citizens));
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Legislature

Executive &  
Judicial  
Branches

IT  
Applications  
& Projects

Services to  
Citizens

**Minimum  
Reporting  
Requirements  
are Met**

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- ✓ **State Strategic IT Plan**
- ✓ **IT Biennial**
- ✓ **Information Technology Board**
- ✓ **Information Technology Activities**
- ✓ **Agency IT Plans**
- ✓ **IT Project Budget Summary**
- ✓ **IT Project Updates**



# Other States Have Robust Project Reporting Structures

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Agency Driven  
Projects

SITSD  
Compiled  
Reports



Involvement  
every  
Project

Weekly  
Updates 300  
Projects



Quarterly  
Updates

Larger IT  
Projects



Portfolio  
Management  
Assistance

Online  
Training &  
Resources

# IT Reporting is Crucial at Two Specific Times

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## Metrics

Service Delivery Satisfaction

Benefits achieved

Resource Management  
Performance Targets Achieved

Percent of projects with appropriate resource allocations

Lessons learned from previous projects



# IT Reporting is Crucial at Two Specific Times

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## Metrics

Number of projects on time and within budget

Percent of stakeholders satisfied with project quality

Number of deviations between expected an actual budget categories

Number of projects needing rework due to quality defects



# Legislator Questions Help Create Understanding

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Does this project align with statewide and agency IT strategic initiatives?

Can this project be consolidated with other IT projects?

**State Strategic IT Plan**

**IT Biennial**

What are the lessons learned from delayed projects?

What benefits have been realized from projects?

**IT Project Budget Summary**

**IT Project Updates**

# IT Project Request and Review Process Can See Improvement

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## Governor's Budget Proposal

Projects > \$500,000



## House Bill 10

Major IT projects

Specific stipulations



## Business Perspective

Understand the need

Cutdown on the IT jargon



## Legislative Finance Committee

Follow up on projects

Benefits and risk review

# RECOMMENDATION

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We recommend the Montana Legislature identify and establish appropriate and achievable IT reporting metrics within statute.

# Objective 2

## Governance Over IT Strategic Goals

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## OBJECTIVE

Determine if SITSD evaluates IT governance and strategic performance.

## SCOPE

- Review state law pertaining to SITSD IT governance responsibilities
- Research IT industry frameworks on governance
- Interview SITSD and agency chief information officers
- Interview SITSD employees on new IT strategic initiatives





“Lead the Nation in Digital Transformation.”



IT  
Investment

Securing  
Data

Digitizing  
Access

**SITSD Has  
Increased  
Interactions with  
Agencies**

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**IT Strategy Planning Conference**

Goals, Objectives, Key Performance Indicators

**Quarterly CIO Meetings**

Updates, Pressing Matters

**Customer Success Managers**

Agency Resource, Increased Interaction

**Enterprise IT Financial Workgroup**

Service rate review

**Quarterly Work Prioritization**

SITSD Work Schedule

# SITSD is Undergoing Internal Changes to Support IT Strategy

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## Improving Communication

Customer Success Managers

Enterprise Architecture Team

Communication Team



## Improving Governance

Enterprise Tool

Governance Structure

Establish Statewide Model

Strategic  
Conference

Key  
Performance  
Indicators

Customer  
Success  
Managers

SITSD Work  
Prioritization  
Meetings

Governance  
Boards

**SITSD Needs a Structured Approach  
to Mitigate Risk of Overloading  
Agencies**

CIO Meetings

IT Investments

Digitizing Access

Enterprise  
Architecture  
Team

Enterprise IT  
Financial  
Workgroup

Securing Data

Communication  
Team

# Strategic Management Helps Ensure IT Transformation

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- ↓ Maintain a standard approach for initiatives
- ↓ Start Initiative
- ↓ Manage Engagement
- ↓ Develop and Maintain Plan
- ↓ Launch and Execute
- ↓ Monitor, Control, Report
- ↓ Manage Quality
- ↓ Manage Risk
- Close Out Initiative

# RECOMMENDATION

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**We recommend that State Information Technology Services Division:**

- A. Define goals, align missions, review responsibilities, and ensure clear coordination for the customer service, enterprise architecture, and communication teams.
- B. Develop a plan to coordinate the statewide initiatives to increase the effectiveness and success.

Department response: **Concur**

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