

Technology Governance Framework Project

Management Committee 9-26-18



Technology Governance Project

Need for Technology governance engagement was identified.

- Number of sole-sourced IS procurements has greatly increased
- Previous Audit findings supported need for review
 - COOP policies and standards
 - IS not being involved in the beginning phases of technology projects
 - Password and password administration issues

Technology Governance Project

Technology governance was identified as a way to address issues:

- Implementing standards would increase effectiveness of IS efforts:
 - Backup and restoration standards support business continuity and disaster recovery
 - Threat and vulnerability management standards support technology security
- Designating roles and responsibilities for technology purchases would promote IS involvement earlier in the process.

Technology Governance Project

- Elert & Associates was selected as Technology Governance consultants.
 - Consultants understand that security, data management, and compliance are key factors in Technology Governance
 - Consultants knowledgeable in industry leading practices for Technology Governance
- Deputy Regional Administrator is Project Sponsor
- Program Evaluation and Audit is facilitating the engagement
- CIO is on the Project Team

Technology Governance

Technology governance at the Metropolitan Council is not functioning as well as it should.

Symptoms of ineffective technology governance include:

- Perception that technology costs are too high
- IS service levels are not consistently being met
- Innovation and business agility being limited by technology
- Duplication or overlap in systems or resources

Top Challenges

Identified Challenges:

- Decision-making processes not clear
- Need for processes to collect and deliver relevant feedback
- Lack of an Enterprise Strategic Plan
- Lack of transparency of overall technology resources and spending

Purpose of Technology Governance

Technology Governance is the structure and processes implemented to ensure technology delivers value to the organization.

Value is measured in terms of:

- alignment with the business (IS is working on things important to the business);
- realization of benefits from the technology functions, projects, and services; and
- minimization of risk from technology activities.

Project Milestones

- Consultant document review: March - June
- Stakeholder interviews and focus groups: March - April
 - Over 100 key stakeholders were consulted
 - Two sets of onsite focus groups and interviews
- Presentations and feedback gathered: May - August
 - Multiple iterations of technology governance framework were reviewed
 - Final recommendation is under review by Enterprise Services Planning Team

What is in the Technology Governance Framework?

- Technology Principles
- Technology Standards

Regional Administrator and Executive Technology Steering Committee will:

- Convene governance structure groups
- Approve Technology Principles
- Approve Technology Procedures and Standards

Technology Governance Policy

- Policy is intended to delegate authority for enacting the framework to ESP Team
- Policy enacts the highest level of the governance structure.
- Policy is meant to allow versatility in enacting framework
- Versatility need to keep the framework up to date with evolving technology landscape

Next Steps

- Received Recommended Technology Governance Framework: 9/5
- Operationalization & Measurement: Sept 2018 – April 2019
 - Final adoption of the framework – October 2018
 - Creation of a technology strategic plan – Oct 2018 – Jan 2019

Questions?