

# SITAC Meeting

Monday, September 18, 2017

Pioneer Room, State Capitol



**NORTH DAKOTA**  
INFORMATION  
TECHNOLOGY  
DEPARTMENT

# Shawn Riley

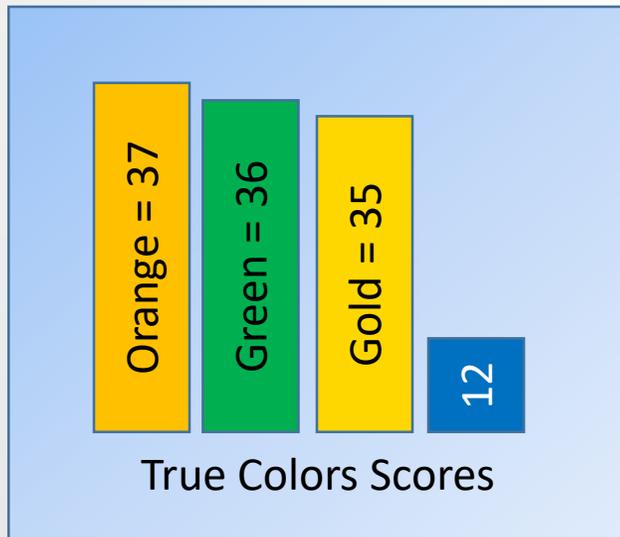
CIO



Shawn - Introduction

# Education / Background

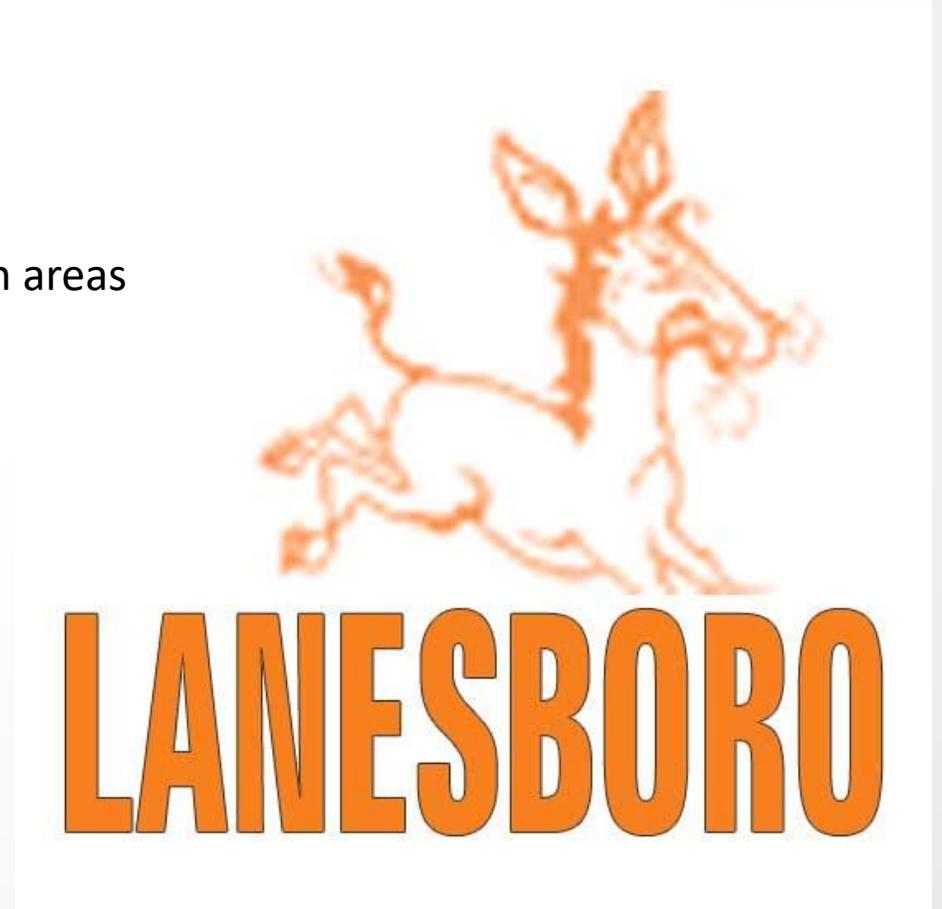
- Graduated Lanesboro High School '97
- Bachelors in IT Administration
- MBA with Healthcare Admin



Short list of other education areas

- Servant Leadership
- RISEN
- Heartmath
- NLP
- Service Excellence
- CISSP
- PMP
- LEAN
- Websphere
- Java
- C# .Net

....and many others



# Short list of Career

Career Development

1995

- Started my own company at the age of 16 which we built to 12 employees. Sold to Charter Communications in 1997

1997

- Graduated high school and 2-year college in the same week.
- Worked for Dairyland Power in La Crosse on nuclear power systems

1999

- Started at IBM – Global Services with lots of travel
- Led one of the first whitehat teams for IBM
- Joined MCHS Austin as the manager of the help desk. My role expanded over time.

2004

- Started traveling to Asia/Pacific discussing health care
- Finished Bachelors degree

2007

- Became Chief Technology Officer over Austin, Albert Lea medical centers
- Became interim Chief Information Officer over Owatonna clinics

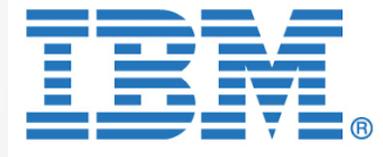
2011

- Joined Mayo Clinic enterprise as Information Management Officer to lead the MCHS IT Convergence project
- Oversaw technology operations for 19 hospitals and 72 clinics
- Finished Master's Degree

2014

- Took over as leader of IT Operations Management for Mayo Clinic
- Director of Network & Infrastructure Renewal Projects

2017 – Started at ITD!



# Family

4 Sept, 2001

- Became guardian of 2 brothers and 1 sister
- I have 1 additional sister

4 Jan, 2003

Married my wife, Michelle, and started another family...



Rachael is now 14, Alex is 12, and Ben is 11

# When I am not at work

Minnesota Department of  
**Education**



# Jeff Quast

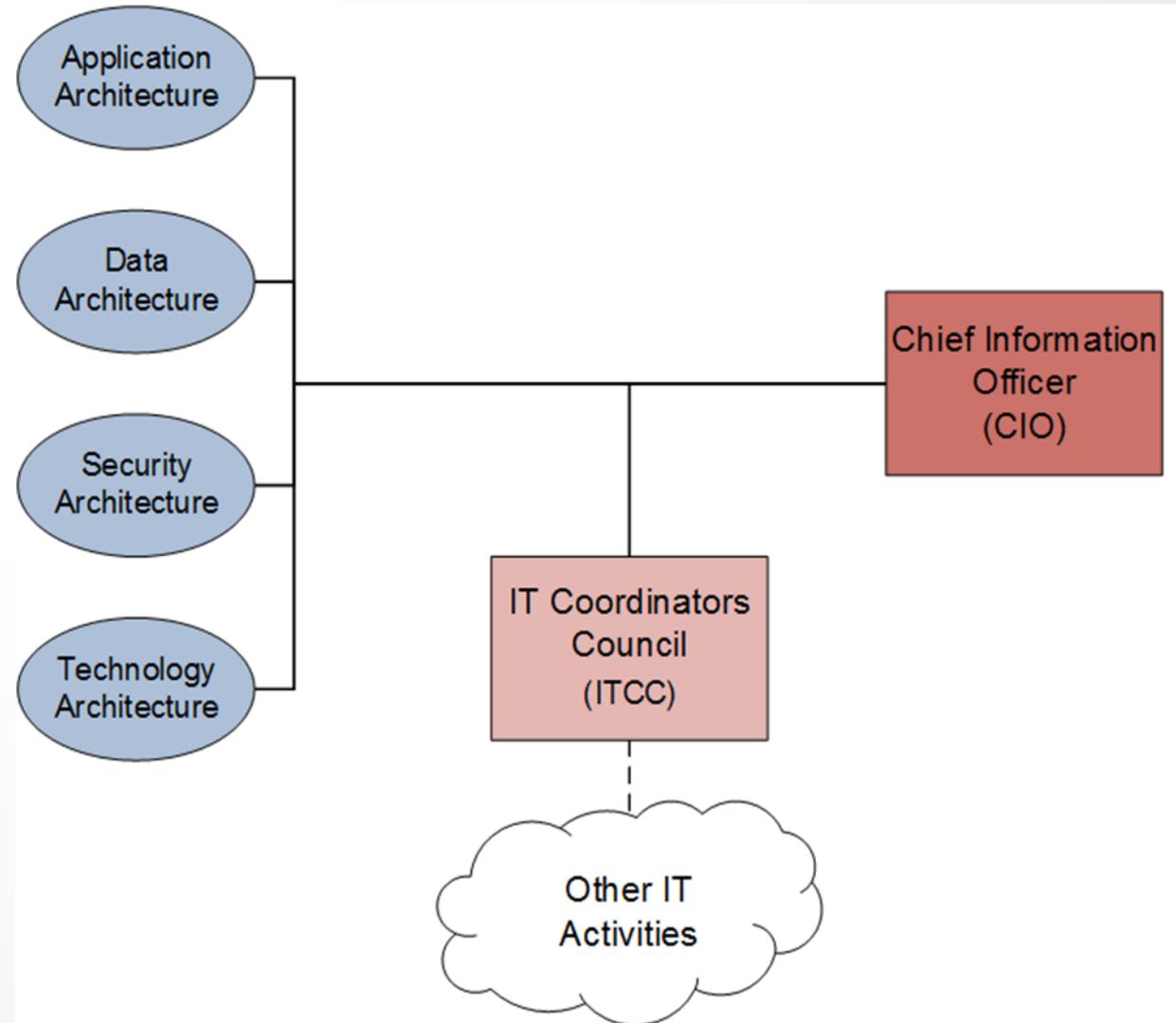
Enterprise Architecture  
Program Administrator



# Enterprise Architecture (EA)

A collaborative, consensus building alliance among agencies for aligning technology with business goals and for designing, implementing, and maintaining the underlying infrastructure to support information sharing and resource optimization.

Enterprise Architecture (EA) interweaves business and IT together. It consists of the **vision, principles, and standards** that guide the purchases and deployment of technology within the enterprise.



# EA Standards & Guidelines

- E-Services Privacy Best Practices - rescinded
  - Was outdated, relevant information will be in E-Services Privacy Standard
- Records Migration Standard - updated
  - Mostly minor housekeeping, and a Digital Archival Standard is being developed in conjunction with the Digital Preservation Working Group
- Email Standard - updated twice
  - Once to move list of suspicious attachment types to the Email SLA
  - Once to require agencies to have an 'All Staff' distribution group

# EA Standards & Guidelines

- Physical Access Standard - updated
  - Datacenter visitors are logged and escorted
- E-Services Security Standard - updated
  - Now includes a reference to the Encryption Standard for secure collection of information
- Data Classification Guidelines document - created
  - Version One is published and revisions are already being drafted

# EA Initiatives

- Application Architecture
  - SaaS, Cloud First, Mobile First, Agile
- Data Architecture
  - Unified Data Platform, Data Lake, Data Classification
- Security Architecture
  - End Point Protection, MFA, End User Education, Citizen ID
- Technology
  - IaaS, PaaS, Cloud Gateway, Cloud Storage, Mobile, IoT
- ITCC
  - Unified Shared Service, Statewide Branding, Citizen Engagement

# Justin Data

Division Manager, Enterprise Services  
Project Management Office



# SITAC-Ranked Project Funding

## General Funds

- 1 Dept. of Corrections and Rehabilitation Electronic Health Records
- 2 Information Technology Dept. State Interoperable Radio Network (SIRN)
- 3 Office of the Secretary of State E-Voting Tabulators
- 4 Dept. of Human Services Child Care Licensing System
- 5 Office of the Secretary of State E-Poll Books

## Special Funds

- 1 Dept. of Transportation Real-ID
- 2 Workforce Safety and Insurance Claims and Policy System Program, Phase 3
- 3 Job Service North Dakota Unemployment Insurance Modernization
- 4 Dept. of Transportation Drivers License Rewrite
- 5 Dept. of Trust Lands Trust Lands Replacement System
- 6 Workforce Safety and Insurance Extranet
- 7 Dept. of Transportation Traffic Data Editing and Analysis
- 8 Workforce Safety and Insurance Oracle Reports Replacement

## Federal Funds

- 1 ND Health Information Network and Dept. of Human Services Care Coordination
- 2 Dept. of Health Electronic Benefits Transfer (EBT) System for Women, Infants, Children (WIC)
- 3 Dept. of Public Instruction NDFoods 2.0



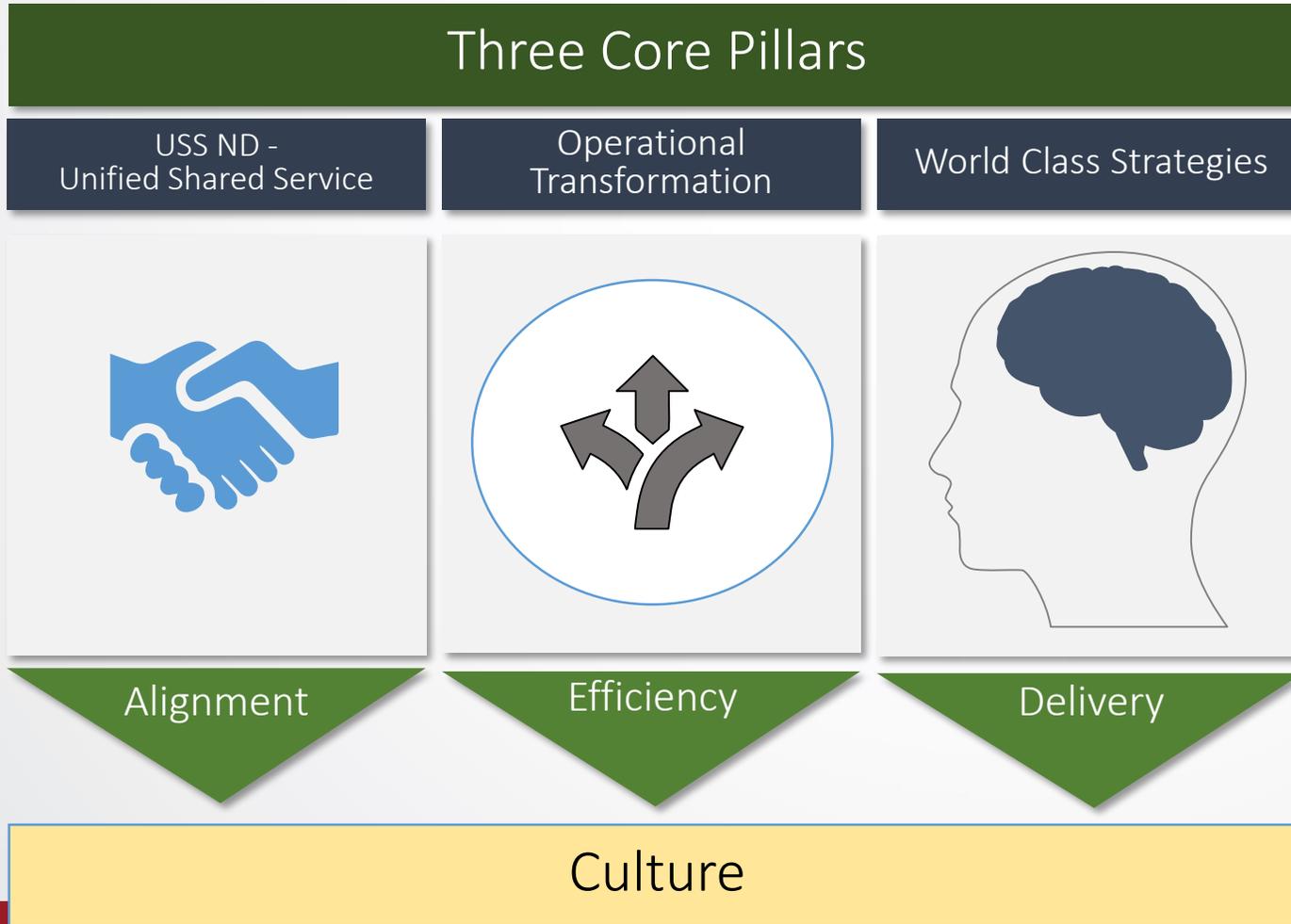
# Shawn Riley

CIO



# IT Shared Services

# How might we provide World Class Technology?



# Unified Shared Service

USS ND -  
Unified Shared Service



Alignment



- ALL 18 AGENCIES OF THE GOVERNOR'S CABINET INCLUDED
- HIGHLY DEFINED, DATA DRIVEN METHODOLOGY BEING USED
- STAFF
  - 340 FTE IN CURRENT ITD ORGANIZATION
  - ~215-235 ADDITIONAL FTE TO BE MOVED TO THE NEW SHARED SERVICE

# Moving to Unified IT – Workforce Transition Process

## Principled, Defined, data driven methodology

1 It is the #1 priority of the IT leadership to positively impact day to day operations of the cabinets and agencies while migrating to Unified IT – service agreements will be in place

2

Workforce Transition Process will use data to ascertain where staff can be unified and what process to work through. This takes into account:

- The many hats that staff wear
- Staff that are “partly IT”
- Operational needs of the work units

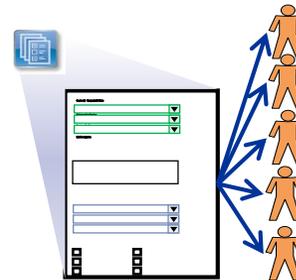
This process will take time, and will NOT be a flip of the light switch. We will not sacrifice operations to speed things up

3



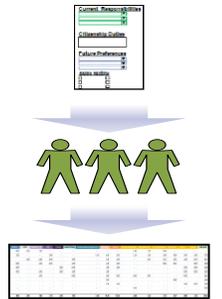
1

Survey Staff



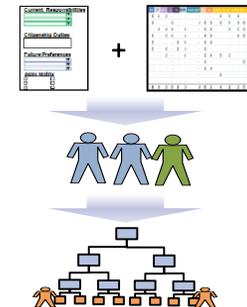
2

Current Managers  
Validate Data



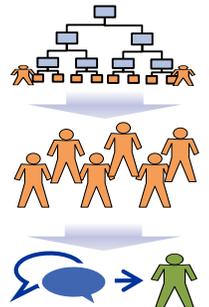
3

New Managers  
Align Staff



4

Communicate  
Assignments  
to Staff



# Why use the Workforce Transition Process?

## Purpose

- Establishes a structured framework to help individuals move from their legacy role to their newly converged role that encompasses new responsibilities, processes and technology.

## Objectives

- Identify change impacts up front and on an individual basis
- Communicate the new roles, responsibilities, processes and technologies
- Identify key activities that Start, Continue, and Stop as a result of unification
- Minimize the impact to operations of local sites

## Outcomes

- Employee understanding of specific changes to current work environment
- Increased acceptance of IT shared service Unification
- Realistic expectations of new work environments
- Successful transition to new roles

## People

Staff need to be aligned to new functional managers

- Minimize stomach acid and anxiety
- Take into account the “Many Hats” of staff

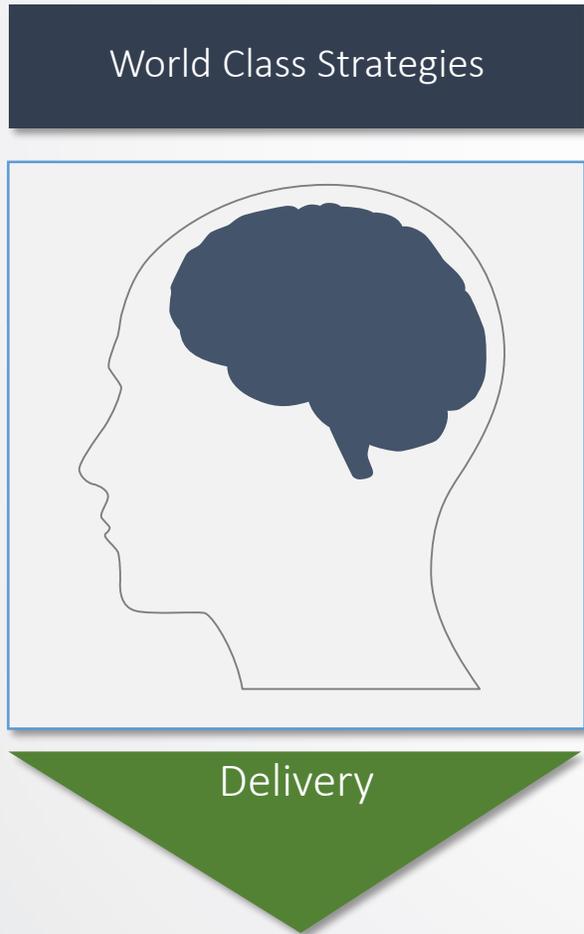
## Process

Processes and Procedures will change

- Change will NOT be overnight
- Assessments will need to discover what will change
- Disruptions to Day to Day operations will be minimized during the transition

# Technology Focuses for State Government

# Technology Focuses for State Government



- We have a lot to define and understand – but these are initial conversations and considerations for the new Shared Service

## Unified Data Platform

**GOAL:** Create a data platform that allows for easy data sharing, manipulation, visualization, and analytics across the state

- New architecture being explored using a combination of **blockchain** and data lake tech
- Multiple vendors competing for the design.

## Citizen Engagement

**GOAL:** Create a delivery platform that allows for citizen engagement from any agency/entity and can be delivered to any device, any time, anywhere

- Build architectures to enable the state to quickly enable and engage with citizens
  - Examples: StateWallet, State 311, Drupal websites, etc.

## Cloud First

- Goal: Become the first all cloud state government

## Mobile First

- Goal: All apps developed with intent to be used on mobile platforms

## Identity & Persona

- Goal: Singular Identity for Citizen, Business, and Partners w/Persona

## One Cyber Security

- Goal: Singular cyber security defense plan across the state

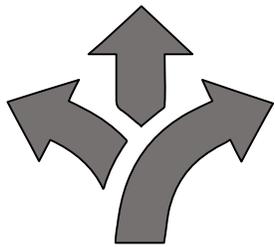
## Workforce

- Goal: Build a questioning culture / Build a Servant Leadership culture

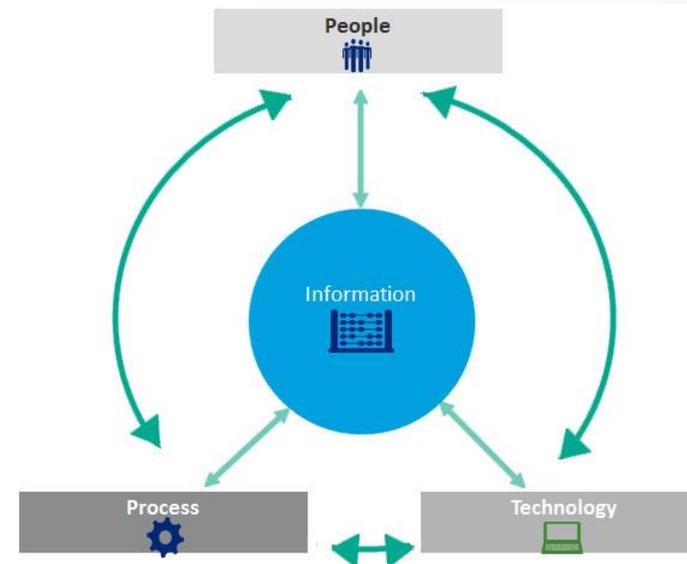
## Transport

- Goal: Enable next generation speeds and availability across the state

## Operational Transformation

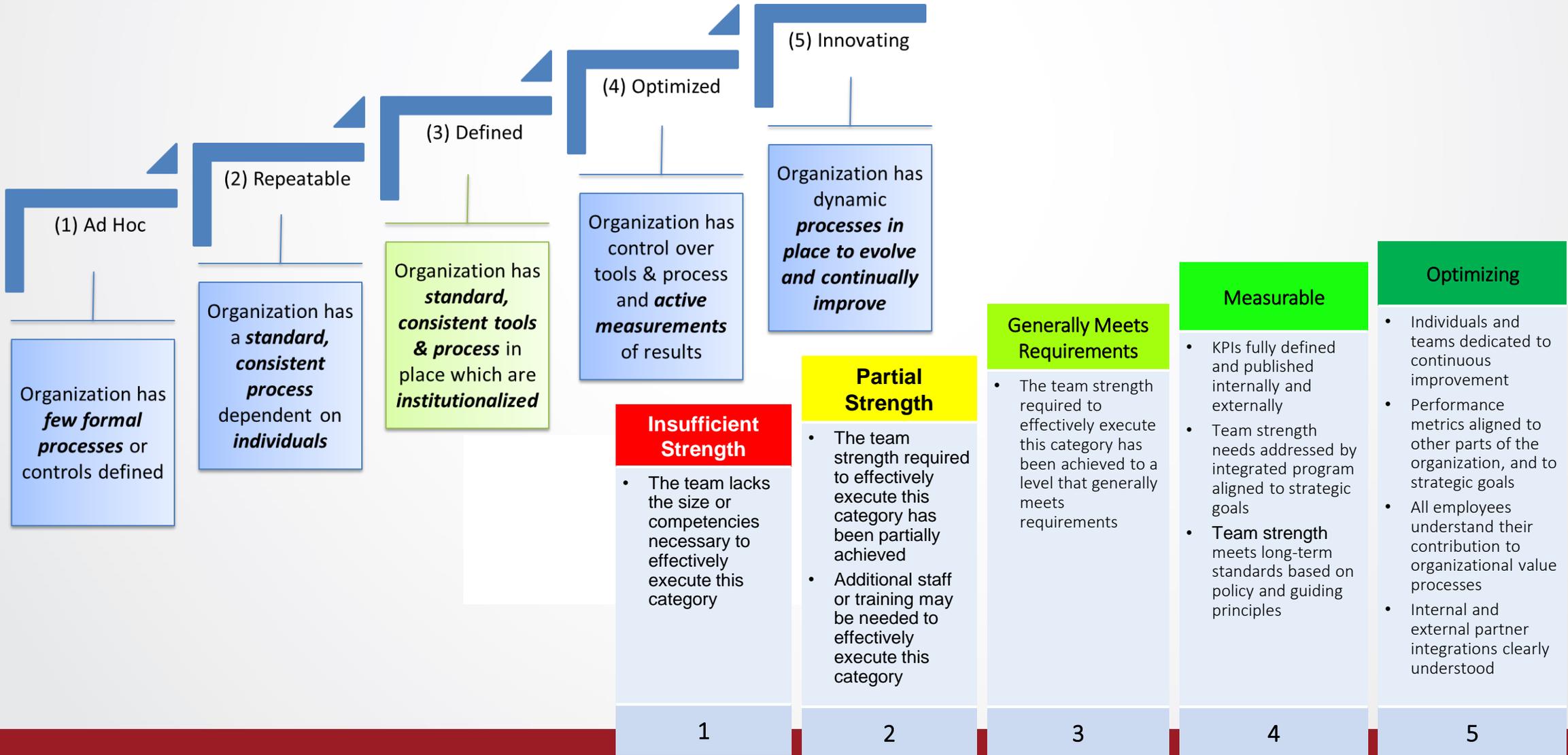


Efficiency



- RFP has been awarded
- First assessment focused on
  - Information Technology Service Management
  - Enterprise Project & Portfolio Management
  - Software Development Life Cycle

# Team / Process Maturity



(1) Ad Hoc

Organization has *few formal processes* or controls defined

(2) Repeatable

Organization has a *standard, consistent process* dependent on *individuals*

(3) Defined

Organization has *standard, consistent tools & process* in place which are *institutionalized*

(4) Optimized

Organization has control over tools & process and *active measurements* of results

(5) Innovating

Organization has dynamic *processes in place to evolve and continually improve*

**Insufficient Strength**

- The team lacks the size or competencies necessary to effectively execute this category

**Partial Strength**

- The team strength required to effectively execute this category has been partially achieved
- Additional staff or training may be needed to effectively execute this category

**Generally Meets Requirements**

- The team strength required to effectively execute this category has been achieved to a level that generally meets requirements

**Measurable**

- KPIs fully defined and published internally and externally
- Team strength needs addressed by integrated program aligned to strategic goals
- Team strength** meets long-term standards based on policy and guiding principles

**Optimizing**

- Individuals and teams dedicated to continuous improvement
- Performance metrics aligned to other parts of the organization, and to strategic goals
- All employees understand their contribution to organizational value processes
- Internal and external partner integrations clearly understood

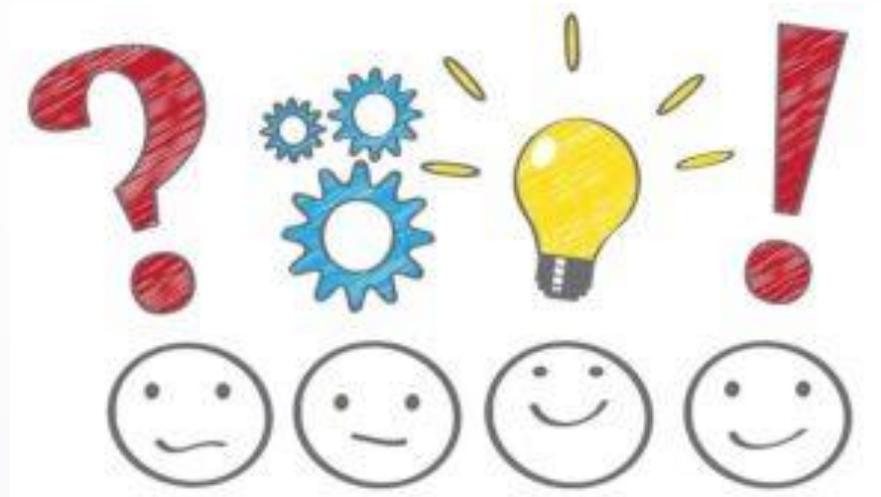
1

2

3

4

5



Questions & Appendix