



# **Information Technology Governance**

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**New Jersey Legislature**

**New Jersey Office of the State Auditor**

**New Jersey Office of the State Auditor**



# Information Technology Governance

- What is it?
- Meet the New Jersey IT “family”
- How did we test?
- What did we find and recommend?
- What has been done about it?



# Information Technology Governance

**“The processes that ensure the effective use of IT in enabling an organization to achieve its goals.”**

**- Gartner IT Glossary**

- **Tied to overall organizational governance**



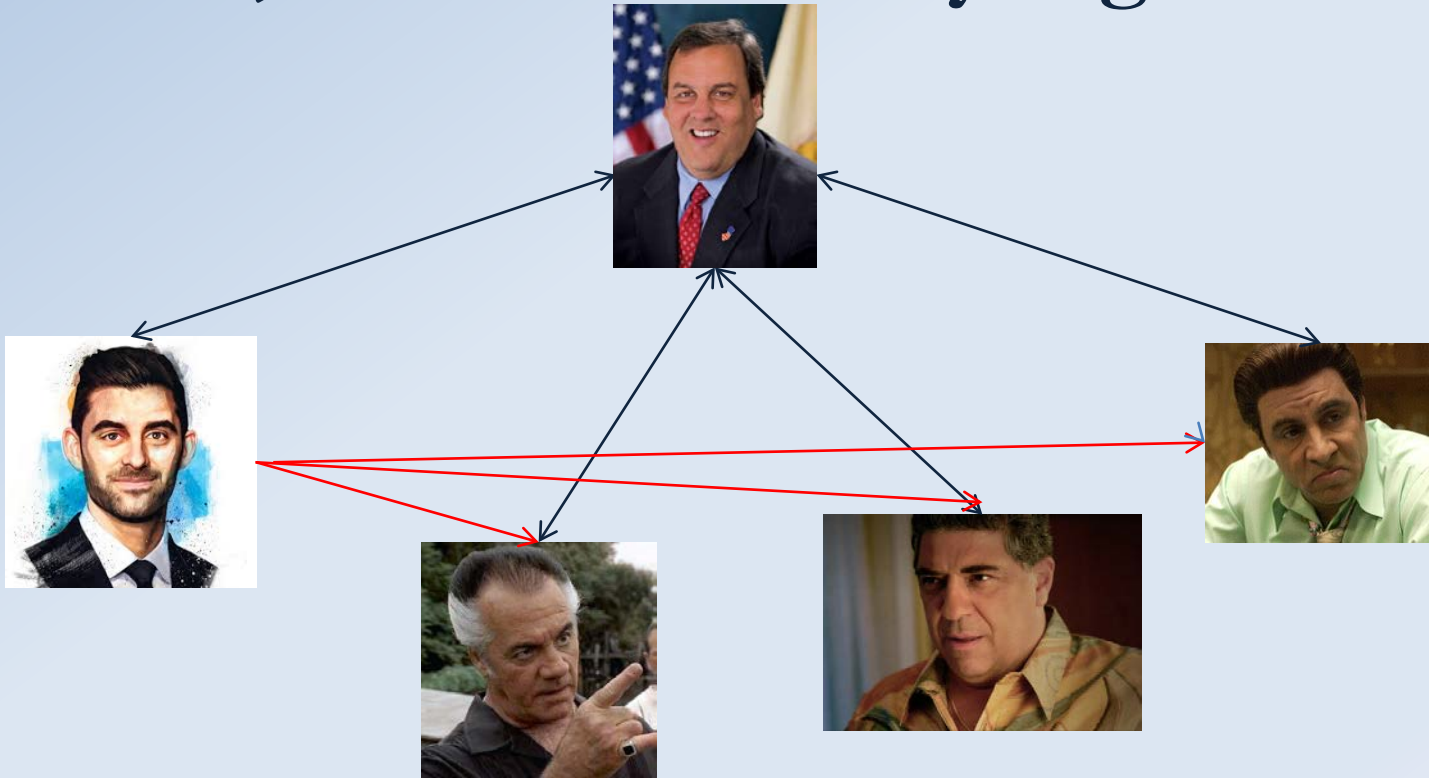
# Information Technology Governance

## Information Technology Reorganization Act of 2007

The Office of Information Technology has the authority to “coordinate and conduct all information technology operations in the Executive Branch of State Government, including agency technology operations.”

# Information Technology Governance

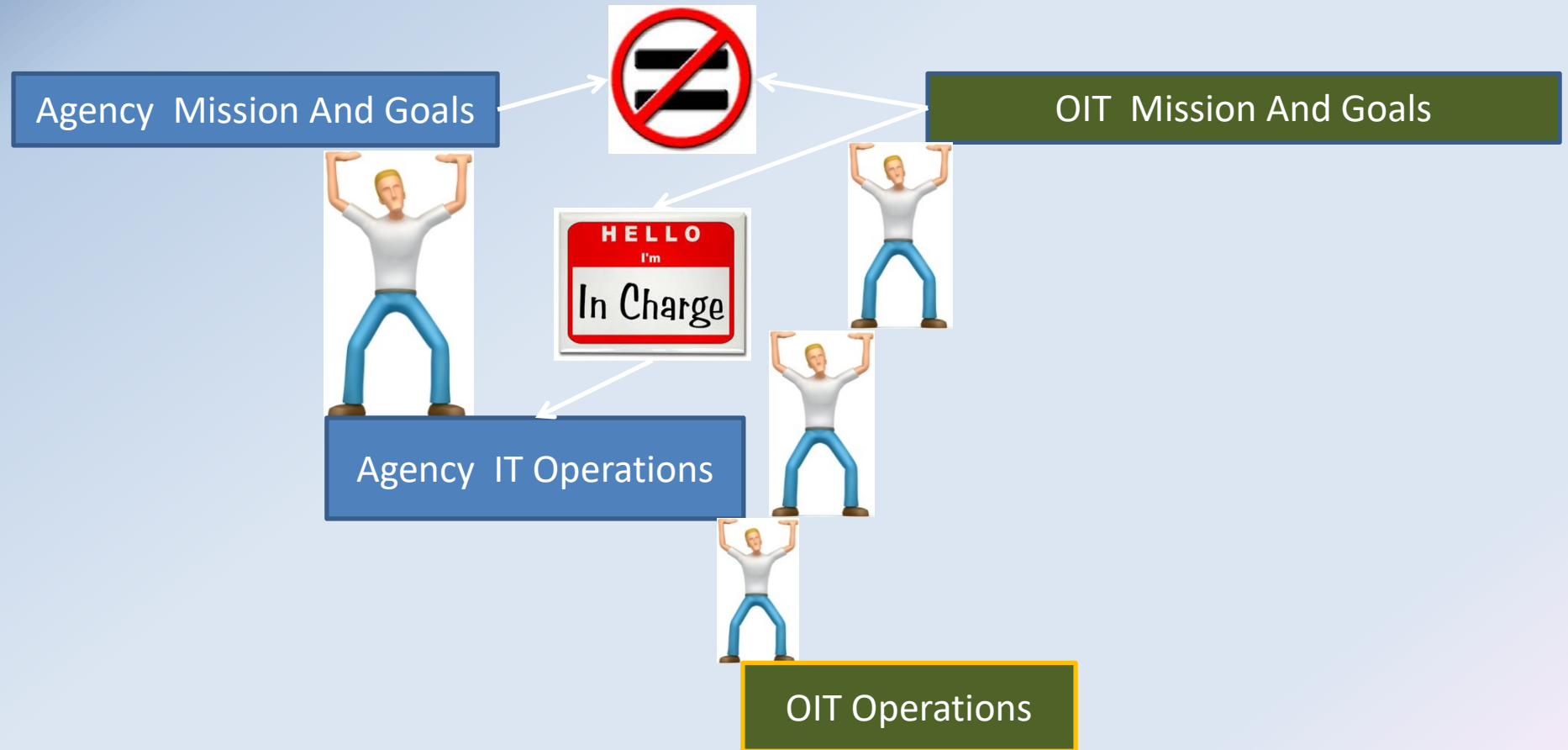
So, how is the family organized?



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# Information Technology Governance

## Dis | Connection





# Information Technology Governance

So many questions...

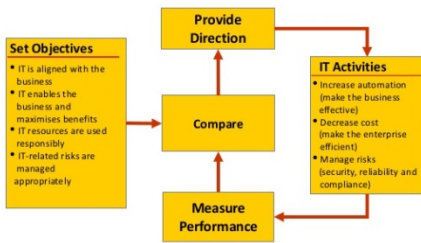
1. Who is responsible for what?
2. Who answers to who...and for what?
3. How did we get this far?
4. Why doesn't anyone do anything about it?
5. Why do bad things happen to good people?
6. What is the meaning of life?



# Information Technology Governance

## How did we test it?

### IT Governance and COBIT IT Governance Framework



February 2013

Developed by @goudotmobi

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### Technology Governance Model

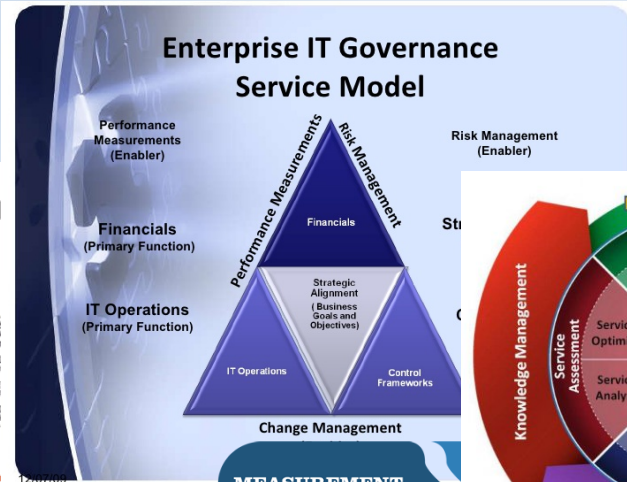
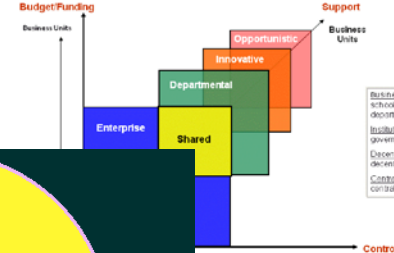
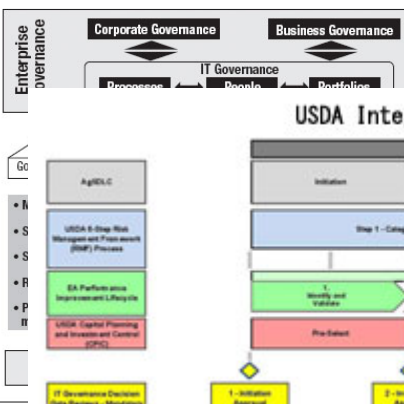


Figure 3—The 3P Model As Reference Model for Designing IT Governance

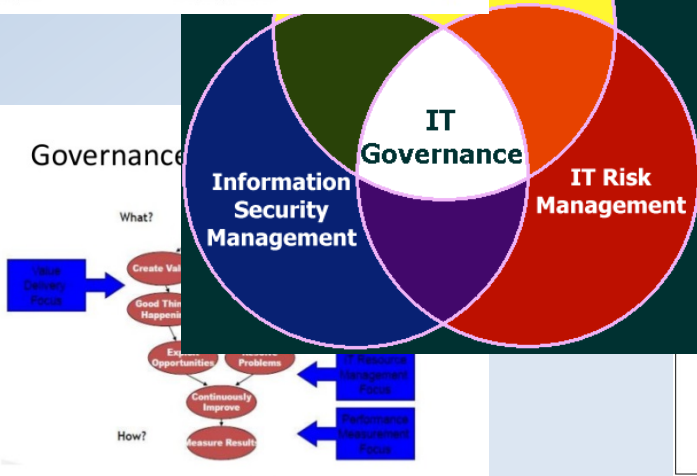


MEASUREMENT

PERFORMANCE

IT GOVERNANCE

### Governance

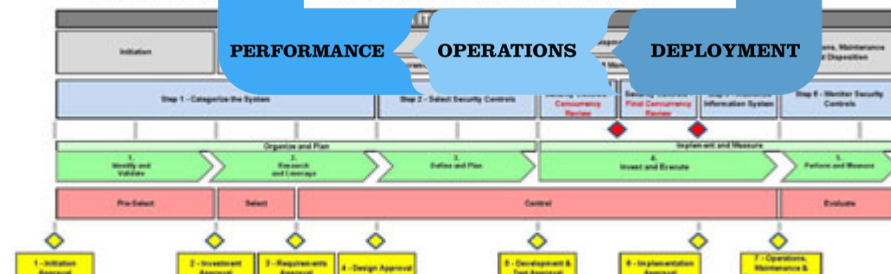


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### USDA Integrated IT Governance Framework Phases







# Information Technology Governance

- How did we test it?
  - Commonalities in the frameworks and standards
  - Discussions with OIT personnel
  - Assessed compliance with the current organizational model (ITRA 2007)
  - Did not evaluate if this model was the most efficient and effective.



# Information Technology Governance

- **How did we test it?**
  - **Identified key governance areas**
    - **Structure and Communication**
    - **IT Strategic Planning**
    - **Data Governance**
    - **Enterprise Security Governance**
    - **Risk Assessment**



# Information Technology Governance

- How did we test it?
  - Requested governance documents from all fourteen NJ agencies
  - Field visits at all of the agencies
  - Anonymity was the key



# Information Technology Governance

- **IT Governance Framework**
  - There was no statewide framework
  - 12 of 14 agencies do not have their own
  - 11 of 14 agencies do not have a formal IT governance group



# Information Technology Governance

- IT Governance Framework
  - There was no statewide framework
  - 12 of 14 agencies do not have their own
  - 11 of 14 agencies do not have a formal IT governance group
  - Recommendation: Umm, make one?  
Help agencies develop appropriate group.



# Information Technology Governance

- **IT Strategic Planning**
  - 2013 OIT Strategic Planning project
  - No strategic plan for OIT since June 2016
  - 12 of 14 agencies did not have a current one for their agency
  - Tied to business strategic planning





# Information Technology Governance

- IT Strategic Planning
  - 2013 OIT Strategic Planning project
  - No strategic plan for OIT since June 2016
  - 12 of 14 agencies did not have a current one for their agency
  - Tied to business strategic planning
  - **Recommendation: Umm, do one? (This had more impact than we expected.)**



# Information Technology Governance

- **Data Governance**
  - No formal framework
  - 10 of 14 did not adopt their own
  - 10 of 14 were doing data sharing
  - Open Data Initiative February 2007



# Information Technology Governance

- Data Governance
  - No formal framework
  - 10 of 14 did not adopt their own
  - 10 of 14 were doing data sharing
  - Open Data Initiative February 2007
  - **Recommendation: Umm, create one? (I wish all recommendations could be this easy.)**



# Information Technology Governance

- Enterprise Security Governance
  - Had to be careful here...
  - Who worked for whom?
  - Discussed it as a governance communication issue, not security operations



# Information Technology Governance

- Enterprise Security Governance
  - Had to be careful here...
  - Who worked for whom?
  - Discussed it as a governance communication issue, not security operations.
  - **Recommendation: You figure it out. (But do something please!)**



# Information Technology Governance

- Risk Assessments
  - Agency-wide assessments not done in most cases/areas
  - OIT policy dumped it on the agencies in 2014
  - OIT ~~complained~~ disagreed with this one





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  - **Recommendation: Be a Little League coach (tell them which base to run to.)**

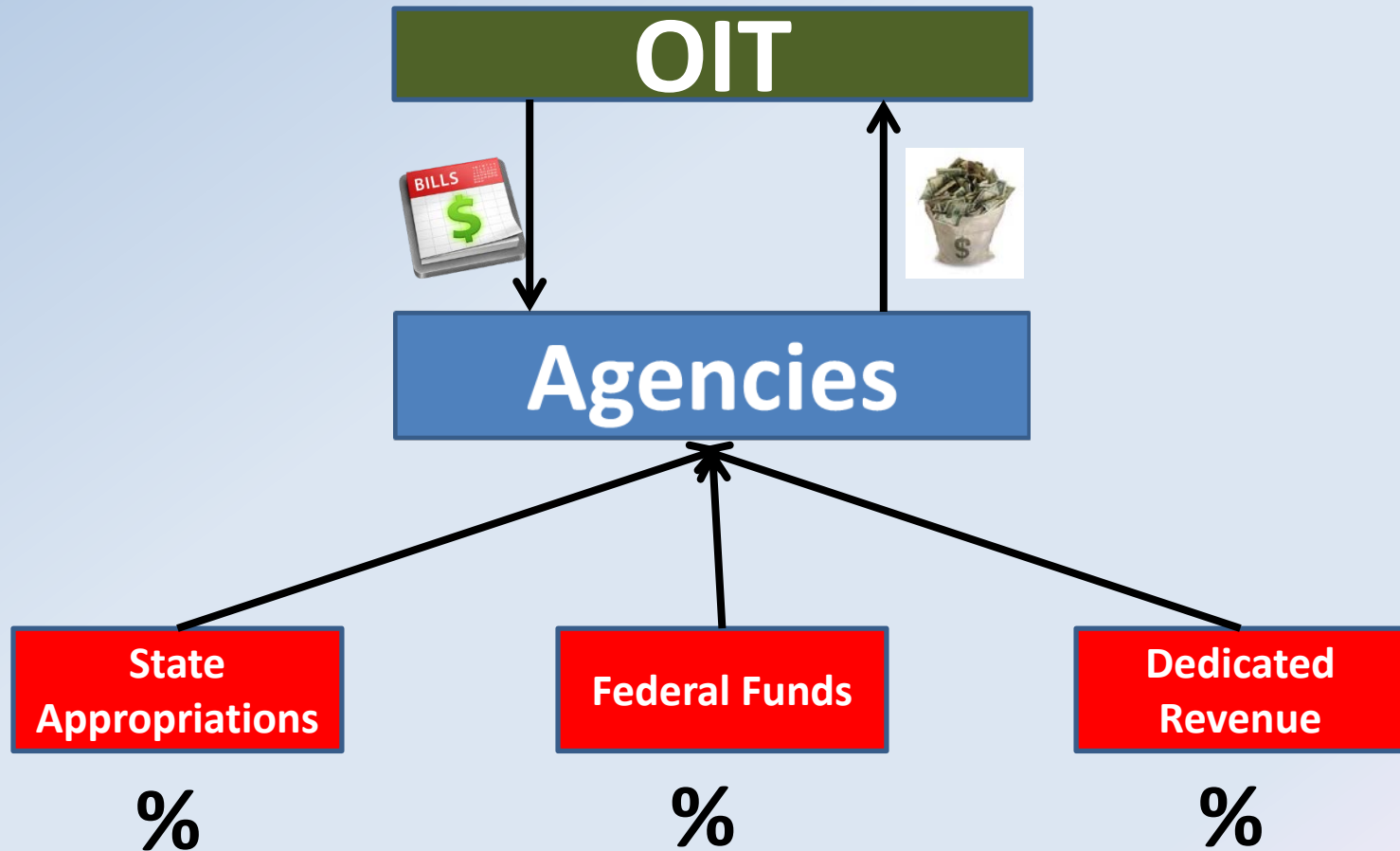


# Information Technology Governance

- **Observation: Funding Model**
  - Had no real criteria to compare against
  - Just “seemed” like it had inherent problems
  - Had high hopes for this

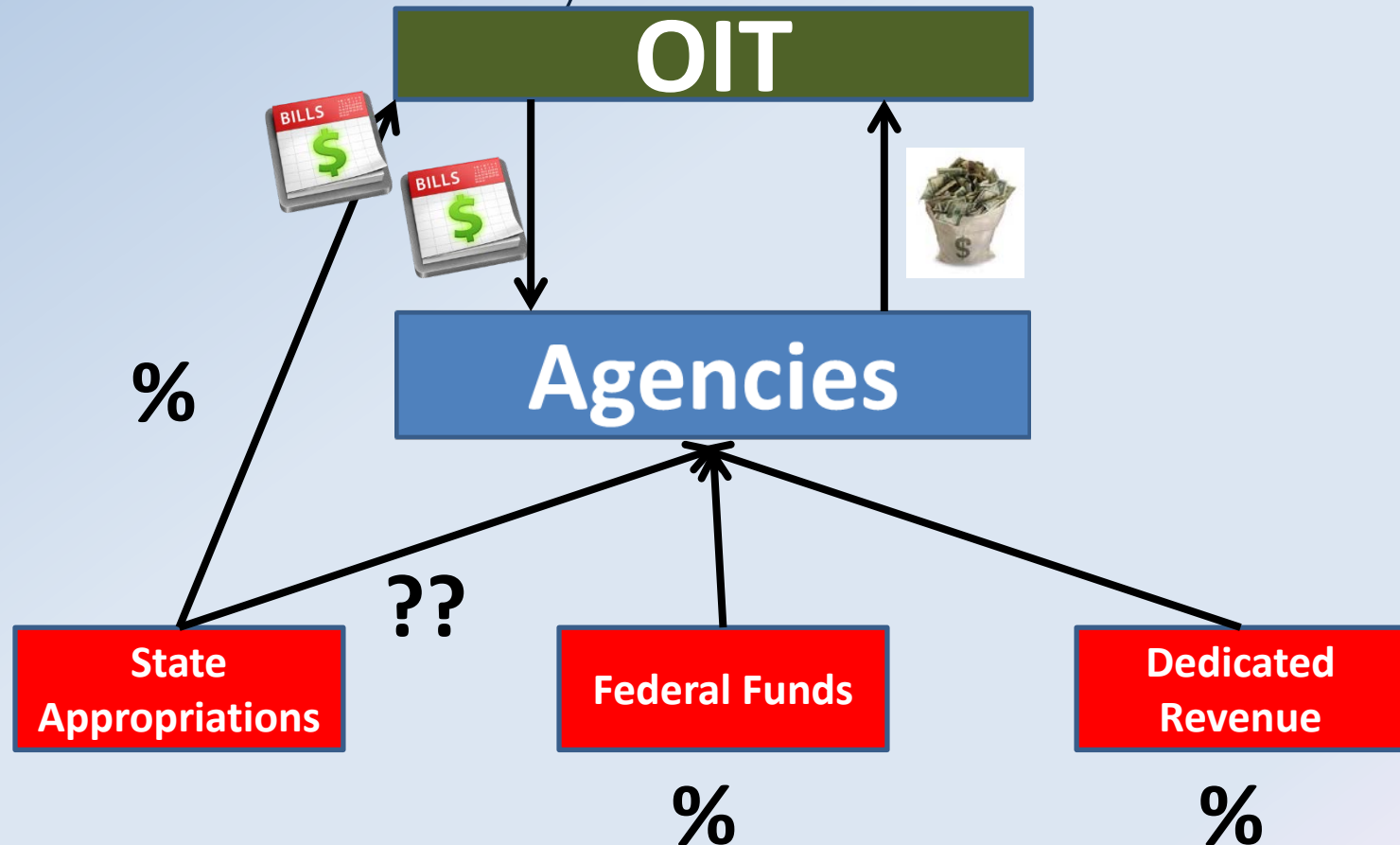
# Information Technology Governance

- Pre FY2008



# Information Technology Governance

- FY2008 and beyond





# Information Technology Governance

- **Observation: Funding Model**
  - Compounding price increases
  - Incorrect splits
  - New services
  - New technologies
  - True cost savings?



# Information Technology Governance

- Initial response to the report:
  - Yeah, we'll get right on that, thanks.
  - Executive Order No. 225
  - Policies are on the way!



# Information Technology Governance

- Where are they now?



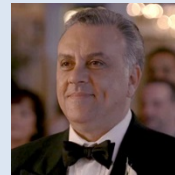
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# Information Technology Governance

- **Compliance**
  - We aren't expecting much
  - Draft Governance policy disappeared
  - No strategic plan
  - New Chief Data Officer as well
  - Enterprise security all went to OHSP
  - Never-ending job security for us



# Information Technology Governance

- **Key Takeaways**
  - Understand your organizational structure
  - Who the #\*@& is responsible?
  - Does anyone have a standard I can use?
  - The buck stops...nowhere



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