



State of Montana

**Montana Department
of Labor & Industry**

**Information Technology Strategic Plan
2016**

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1. Executive Summary

The Montana Department of Labor & Industry(DLI) mission is to promote the well-being and opportunities of Montana’s workers, employers, and citizens. Information Technology (IT) plays a large role in helping the Department promote and meet its mission.

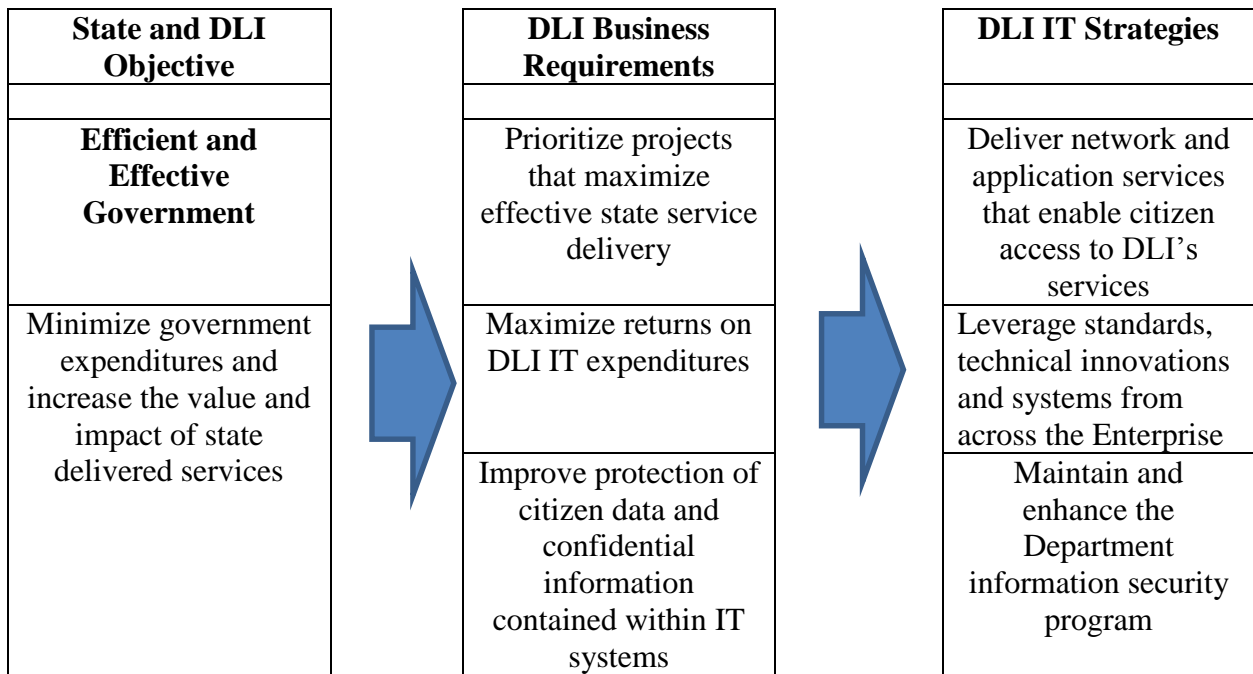
The challenges facing public sector IT continue to grow. Recent trends in decreasing federal funding along with federal mandates and legislative changes have resulted in the need for the Department to more aggressively assess how IT can be coordinated at the Department level to meet the ever-increasing demands of its business users. Additionally, IT itself has entered a new age where technology changes at such a rapid pace that the Department must endeavor to stay ahead of the IT change and innovation curve.

The Montana Department of Labor & Industryhas created a centralized organizational structure for Information Technology that focuses on improving efficiencies and service, while reducing duplicative costs and improving coordination across the entire Department and other agencies.

2. Mission and Vision

The Technology Services Division of the Montana Department of Labor & Industry works closely with the state Chief Information Officer (CIO) and the State Information Technology Services Division (SITSD) of the Department of Administration (DOA) to uphold the Montana Information Technology Act (MITA) to move the Department forward. We accept the challenges presented and will continue to pursue determined approaches that support the Department’s mission to promote and protect the well-being of Montana’s workers, employers and citizens, and to uphold their rights and responsibilities.

DLI has focused on the State of Montana’s IT Objective for Efficient, Effective and Enterprise Government which aims to minimize government expenditures and increase the value and impact of state-delivered services.



3. IT Principles

The Technology Services Division (TSD) functions as a service provider to our customers which include the Montana Department of Labor & Industry, the State of Montana and its citizens. Our guiding principle is to provide reliable and timely technical and professional services to support the ongoing business needs of our customers. The principle focus of our Department's IT efforts should be on our customer.

The Montana Department of Labor & Industry has adopted a number of the State of Montana's IT principles, including:

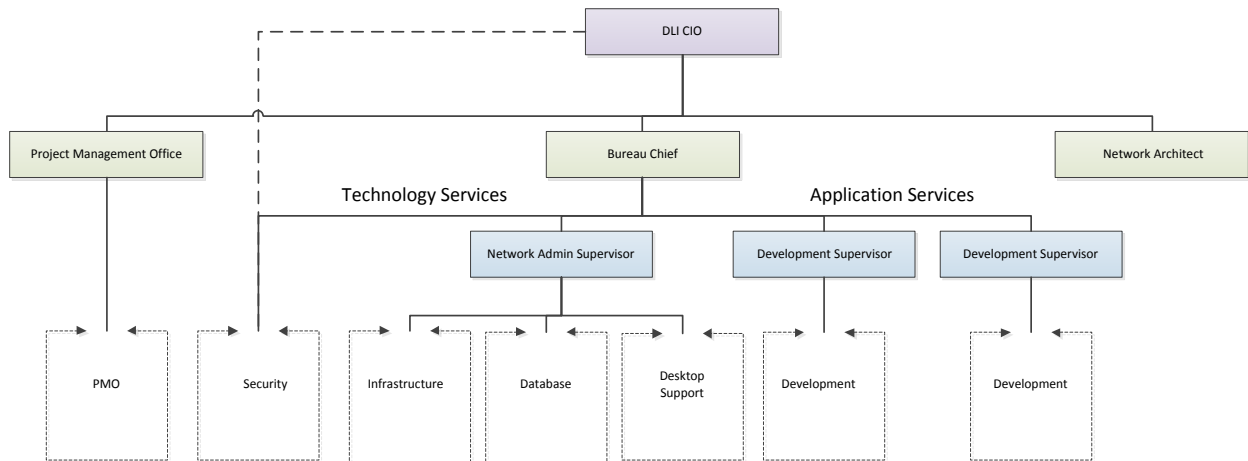
- Resources and funding will be allocated to Department IT projects that contribute the greatest net value and benefit to the Department's stakeholders.
- Unwarranted duplication will be minimized by sharing data, IT infrastructure, systems, applications and IT services within the Department and within the IT Enterprise of the State of Montana.
- The Department will, where cost-effective and relevant, use shared systems to minimize IT expenditures, improve service delivery and accelerate service implementation.
- IT resources will be used in an organized, deliberate and cost-effective manner.
- IT systems will provide delivery channels that allow citizens to determine when, where, and how they interact with state agencies.
- Mitigation of risks is a priority for protecting individual privacy and the privacy of IT systems information.

4. IT Infrastructure, Staffing and Resources

The Department of Labor & Industry maintain our IT server infrastructure in two primary data centers: the State of Montana Data Center (SMDC) in Helena and the Miles City Data Center (MCDC). MCDC operates as a backup and recovery site for the Department's data.

The Technology Services Division of DLI may have up to 55 IT positions providing network, desktop customer service, database and development services for the Department. This structure is outlined below in the TSD organizational chart.

IT org Chart



5. Risks and Issues

Primary Risk	Probability	Impact	Mitigation Strategy
Staff retirements	High	Medium	Develop a succession planning program that creates a list of staff eligible to retire and forecast an estimated retirement date and replacement plan when possible. Positions/skills rated as critical will have individual plans for skills transfer, replacement, documented procedures, etc. for mitigating the impact.
Security breach	Medium	High	Continue an active security program including, but not limited to, staff training and awareness, data encryption, and security policies.
Challenges of hiring qualified technical staff	High	High	Increase pay for positions most affected by this issue within department pay plan structure.
Rapid changes in Technologies (obsolescence)	High	High	Plan to meet timelines and budget constraints for declining technologies
Declining Federal funding and support	High	High	Reprioritize projects, workload and resources

6. IT Projects **None for Submission at this time**

7. IT Accomplishments

TSD provides application development and technical support for systems such as Unemployment, Occupational Licensing Permitting and Regulation services.

This includes application development, process automation, and server, desktop and infrastructure support for approximately 875 staff and 1500 devices statewide, including resources for the public to access on-line services.

Initiatives

- **Enterprise Content Management** - Enterprise Content Management (ECM) is the strategies, technologies, tools and methods used to capture, manage, store, preserve, and deliver content across an enterprise. This project will replace FileNet with Perceptive Content and provide ECM solutions across the Department. Teams from DLI and SITSD worked with Perceptive Software to deploy its ECM system to address the needs of Workforce Services (WSD) application process. Throughout the pilot process, SITSD evaluated the software's ability to operate within the State of Montana's enterprise environment while DLI automated WSDs process. The work effort was tested in two Job Service offices for functionality and adoption. Upon acceptance by the office case managers, the pilot work was implemented in all Job Service offices statewide.
- **STAARS** - (Status, Tax Accounting, Audit, & Rating System) – STAARS went live February of 2015. The system allows employers (or their authorized representatives) to register (apply) for a new Unemployment Insurance (UI) account, view and make changes to UI account information and demographics, file quarterly reports (including importing files and bulk electronic filing), make payments via ACH debit or credit card and set up payment plans, view and print reports, vouchers, letters, and notices, view account history for payments, reports, and other activities, view rating history for the current and previous years, and enables enhanced web communications methods. This system consolidated three applications (UIT, WOW, and UI4Employers).
- **MWorks** (MontanaWorks)- New modules have been added to MWorks to align with new Federal and State legislative initiatives:
 - **Reemployment Services and Eligibility Assessment (RESEA)** - Provide eligibility assessments and reemployment services to non-attached profiled UI claimants (likely to exhaust) and UCX (ex-military) claimants.
 - **HELP Act, Montana HELP Plan and HELP-Link**- SB 405, Sections 12(2), 14(2-3) and Section 16(1-3): Statewide development and implementation of HELP-Link, the workforce development program for Montana HELP Plan participants (expanded Medicaid recipients) that identifies workforce opportunities for program participants; gathers information about existing

workforce development programs; establishes comprehensive plan for coordinating efforts and resources; focuses on specific labor force needs within the state of Montana; identifies probable barriers to employment for participants; provides employment or re-employment assessment services to participants; and notifies DPHHS when services to participants have ended.

- **Workforce Innovation and Opportunity Act (WIOA)** - WIOA is a Federal program designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Congress passed the Act by a wide bipartisan majority; it is the first legislative reform in 15 years of the public workforce system and was signed by President Obama in 2014.
- **WIOA Reporting/Data Exchange** - The overall project goal for WIOA Reporting is for DLI to foster collaboration between and improve the effectiveness of Montana's WIOA partner programs. This will be achieved through improved assessment of outcomes for all program participants, and through more informed decision-making in operations and service delivery selections. It will also include achieving compliance with newly applicable WIOA and Montana HELP Plan reporting requirements. In order to achieve an accurate and consistent reporting for the new Federal requirements, DLI will use the State's data exchange as a repository for storing and reporting the data collected from DLI and its partner programs.
- **Integrated Workforce Registration (IWR) and Workforce Integrated Profile Page (WIPP)** - Integrated workforce registration (IWR) system, with single registration and single sign-on, to serve as a "common front door" or entry point for all services offered by the workforce system including job seeker services, training, state job bank and unemployment insurance. The WIPP will provide real time information on local career center events, job matches, training, labor market information, UI claim status and other workforce system updates.
- **Montana HELP Plan: Unemployment Insurance Identity Authentication** - Identify and contract with a vendor and build an interface that will allow vendor solution to provide knowledge-based authentication for verifying the identity and employment status of individuals seeking UI benefits, including the use of public records to confirm identity and to flag changes in demographics.
- **SIDES (State Information Data Exchange System) & SIDES E-Response** - SIDES is a web-based system that allows electronic transmission of UI information requests and employer responses to and from state workforce agencies and employers and/or Third Party Administrators (TPAs). SIDES E-Response web site provides employers with a

limited number of UI claims throughout the year the ability to post responses to information requests from UI agency.

- **eBiz** –Apply, search, pay fees, schedule inspections and view inspection results of building, construction-related and professional permits, licenses, and reports. New modules have been added to Mworks to align with new Federal and State legislative initiatives:
 - **NURSYS** – eBiz has been updated to allow MT to be part of the Nurses Compact. This requires that nurses only have 1 primary state of licensure. As part of this enhancement, APRNs were split from RNs for appropriate licensure and reporting to NURSYS.
 - **Board of Behavioral Health** – The SWP and LAC boards were combined to become the board of behavioral health. This required the building of new records for the new BBH board, and then converting the SWP and LAC board members to the BBH board.
 - **BCB Renewals** – Renewals for the Building Codes Bureau have been upgraded to allow more work to be done online and to have fees fire automatically and correctly.
 - **BCB Invoices** – Changes have been made to have invoices that are created and sent to the clients are also stored electronically within Accela so staff can verify their generation.
 - **Environment syncing and 8.0 Upgrade** – The environments for development, test, and prod have been reworked so that they are basically the same environment. This allows changes to be migrated from one environment to the other with fewer surprises. The next step is to get all of the environments upgraded to Accela’s 8.0 version.

- **Federal Treasury Offset Program (TOP)** - Federal Treasury Offset Program (TOP) for recovery of fraudulent and certain non-fraudulent overpayments and unpaid employer taxes as its next highest priority. UID has had statutory authority to participate in TOP collections since 2009. SB 85 expanded that authority to include full scope of debt collectible under federal law. Benefit overpayment debt currently exceeds; employer unpaid tax debt is approximately.

- **RSA Multi-factor Authentication** - As DLI increases its efforts to secure the data within its area of responsibility, we are in the process of implementing Multi-factor Authentication for all systems. This combines a user’s password with a secondary form of authentication to circumvent hacking attempts. This security is accomplished through the use of tokens issued to each user. We offer three choices: a hardware token with a 6-digit number, a USB token, or a software token delivered to the user’s cell phone.

- **IT Apprenticeship** – Beginning February 2016, the Montana Department of Labor & Industry implemented the state’s first Information Technology registered apprenticeship program. The apprenticeship consists of 2 years of continuous employment and on the job training supplemented with technical classroom instruction.

8. Security and Business Continuity Programs

The Department of Labor & Industry has implemented a department-wide information security program in compliance with MCA 2-15-114 and the State of Montana's Information Security Policy (Appendix A) in accordance with the National Institute of Standards and Technology (NIST). The NIST Special Publications are used as the foundation for developing the security program and its essential functions. This effort is in alignment with the State of Montana Information Technology Services Division's (SITSD) approach to secure and protect sensitive information stored and shared on DLI systems.

The department has implemented the NIST Risk Management Framework SP 800-39 which categorizes the data and systems, identifies and implements necessary security controls, and assesses and monitors information systems. This process provides an approach to mitigate the risk to the data stored on these systems.

DLI's security program consists of the following:

1. Policies and Compliance
2. Governance and Management
3. Security Awareness and Training
4. Physical Security
5. Risk Management
6. Incident Response
7. Business Continuity
8. Disaster Recovery
9. Database Security
10. Cryptography

Policies and Compliance—the office develops security policies and procedures to protect the employees, information systems and data. Security has created and developed security policies, procedures, standards and guidelines to protect the data and systems.

Governance and Management—the security office analyzes existing processes and standards throughout DLI and makes recommendations to management regarding changes. The office receives full support from management for all security implementations that require changes or costs to other divisions. The security office is given the proper authority and resources to carry out its duties.

Security Awareness and Training and Education—the security program has implemented several methods for awareness and training such as:

1. Securing The Human Training
2. New Employee security presentations for best practices
3. Security Web page
4. Posters and Handouts
5. Distribution of monthly security tips newsletter

Physical security— Security identifies vulnerabilities, threats, risks, and appropriate countermeasures to protect hardware and data. This proactive measure will assist in protecting DLI data from being altered, compromised, destroyed, or damaged, and helps to ensure the proper security controls are in place to protect the safety of employees.

Risk Management—identifies the vulnerabilities and risks to information systems and the data that resides on those systems.

1. Process developed to provide risk assessment for information and the systems
2. System Security plans—provides an overview of the security requirements of the system and describes the controls in place or planned, and the responsibilities and expected behavior of all individuals who access the system.
3. Audits – planned and documented activity performed by security to determine by investigation or assessment, examination, or evaluation of evidence, the measure and compliance with established procedures, or documents, and the effectiveness of implementation.

System security plans are completed for all major systems within DLI

Incident Response— is the process of detecting, analyzing and responding to information security incidents. Proactive measures are put into place so that incidents can be detected in a controllable manner, and reactive measures are put into place so those incidents are then dealt with properly.

1. Incident Response process that includes procedures and reporting guidelines.
2. State-provided software is used to track infections found on the network..

Disaster Recovery (DR) — the continuity process that is currently being developed is a part of disaster recovery. Templates have been created for the divisions to identify their system recovery plans in the event of a disaster.

Database Security

DLI has purchased Oracle products to secure and track sensitive personally identifiable information (PII). All Oracle databases have been updated to a newer version of Oracle with encryption enabled. All data at rest in SQL servers are encrypted.

Security Future Plans

Security is working to conduct assessments and audits on current safeguards, controls, policies, procedures, and processes. This will ensure current controls are working to mitigate risks and if new controls need to be implemented. An Incident Response Procedure has been implemented to identify and track department incidents. Securing the Human Training is currently being conducted and will continue annually. Formal Risk Analysis is being conducted on DLI information systems. Steps are being taken to procure software that will provide in-depth endpoint security and monitoring, including USB device control and endpoint encryption, in order to combat the evolving threat landscape.

Continuity of Operations (COOP) Capability Program Description:

Continuity—DLI is in compliance with the State of Montana’s Continuity policies and is working closely with the Department of Administration’s Continuity Office. Business continuity plans are being developed and stored in the Living Disaster Recovery Planning System (LDRPS). Continuity plans will provide the plans and structure to facilitate response and recovery capabilities to ensure the continued performance of the State Essential Functions of Government. This program involves two phases of focus; the first is to complete the Business Continuity Plans (BCP) involving two phases, the second Block works on the specific business processes or activity plans such as EAPs, Information Contingency Plan, Communications Plans and Incident Management Plans. Because TSD exists to support the other divisions, their plans must be completed first in order for TSD to determine business requirements for its own plan.

9. IT Goals and Objectives

The Montana Department of Labor & Industry has created a centralized organizational structure for Information Technology that focuses on improving efficiencies and service, while reducing duplicative costs and improving coordination across the entire Department and the State enterprise.

The Technology Services Division (TSD) is empowered to focus on these goals:

- **Standardize or integrate IT applications, resources, and enterprise solutions** across the Department in order to reduce duplication, create better integration and streamline applications and software that fit the agency's business need.
- **Develop and train IT staff** within a unified organizational structure that allows for mentoring, collaboration and cross-pollination.
- **Provide IT focused career pathways** within the Department to enhance professional development and mentoring of IT staff.
- **Provide IT solutions** that leverage current technology and security best practices.
 - Continue to develop IT Security Program

10. Planned IT Expenditures

SFY	2014	2015	2016	2017	2018	2019
Actual	\$10,414,198	\$9,533,823	\$9,574,491	\$10,877,784	\$10,986,562	\$11,096,427
	Actuals	Actuals	BSR	Appropriation	1% growth	1% growth

11. Administrative Information

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