



2023 BIENNIUM GOALS & OBJECTIVES

**Serving State government to benefit
the citizens of Montana.**

Governor Steve Bullock
Department of Administration
Director John Lewis

DEPARTMENT OF ADMINISTRATION

MISSION

Serving State government to benefit the citizens of Montana.

VISION

Transform the delivery and access of government services to benefit all Montana citizens.

GOAL

Advance the department's mission, vision, and values by providing excellent, timely, and cost-effective customer service.

OBJECTIVES

- Challenge the status quo by embracing and initiating beneficial changes that result in continuous improvement in service delivery and customer satisfaction.
- Improve communication and collaboration with customers and among department divisions to build and support relationships.
- Provide transparency and information security in program operations.
- Promote a culture of openness, trust, diversity, and equality.
- Support equal access to employment, programs, services, and activities to qualified individuals with disabilities.

GOAL

Use progressive human resource strategies and approaches to enhance business performance, while positioning the Department as a great place to work.

OBJECTIVES:

- Expand leadership development programs, training, and activities to enhance employee engagement and performance.
- Implement initiatives that encourage workforce diversity; growth in job knowledge and skill; and provide opportunity for advancement.
- Apply effective and consistent goal-setting methodologies, performance management processes, and pay strategies across all divisions.
- Continue to modernize recruitment strategies and processes to ensure acquisition of needed talent in support of Department business initiatives.
- Implement safety strategies and programs to reduce workplace injuries. Ensure safety program follows the Montana Safety Culture Act and other regulatory requirements.

GOAL

Provide effective representation for the state while promoting cooperative labor-management relationships in Montana state government.

OBJECTIVES

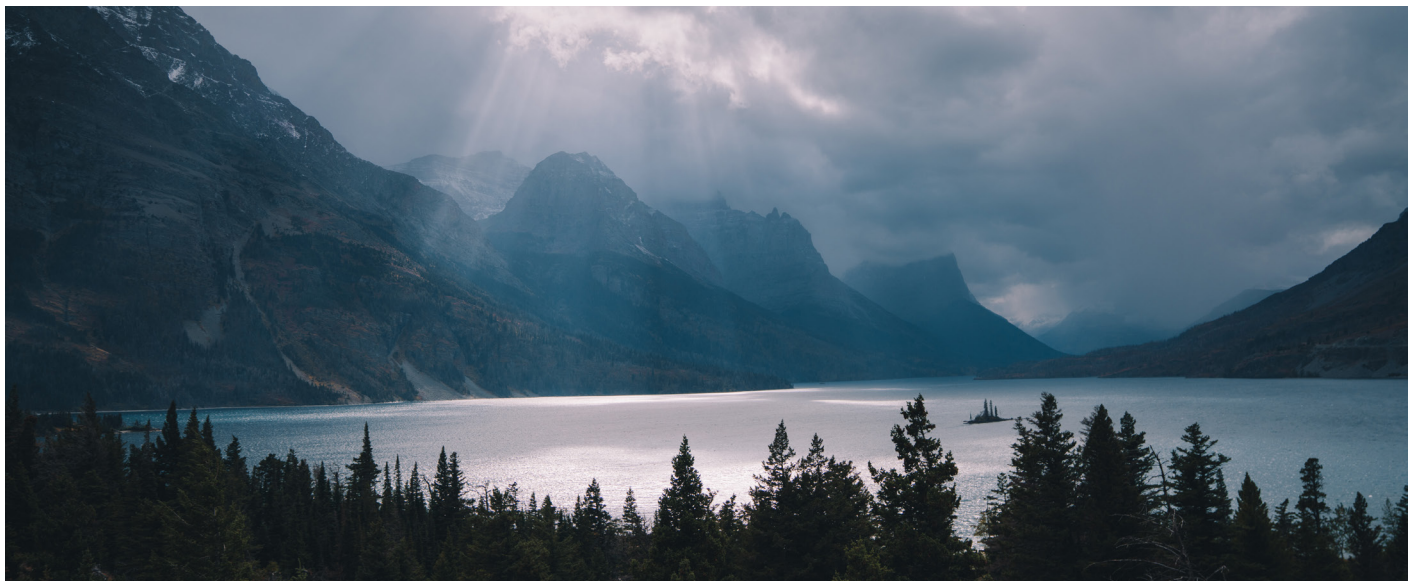
- Negotiate the biennial pay package for state employees.
- Negotiate collective bargaining agreements for each of the state's bargaining units.
- Assist agencies administering collective bargaining agreements.
- Represent state government in administrative hearings and labor arbitrations.
- Provide training to agencies regarding labor law and labor relations.

GOAL

Provide leadership and support to the enterprise for continuity of government and emergency management programs.

OBJECTIVES

- Direct the enterprise continuity and emergency management program across all three branches of government by providing expert advice and ongoing support for development of their programs and plans to restore their operations that support the National Essential Functions of government.
- Administer and provide ongoing support and training for the enterprise planning software.
- Administer and provide ongoing support and training for the State's emergency notification system.
- Coordinate "Emergency Support Function 2 – Communications" incident response and recovery in collaboration with Disaster and Emergency Services, state agencies, local jurisdictions, tribal nations, and private sector partners including the development and maintenance of the ESF2 Annex.
- Lead and support enterprise continuity of government and emergency management exercises.



IT GOALS**GOAL****Fiscal Responsibility****OBJECTIVE**

- Create, optimize, and maintain a transparent and balanced budget to responsibly manage public funds

GOAL**Cybersecurity Enhancements and Strategy****OBJECTIVE**

- Utilize the National Institute of Standards and Technology (NIST) Cybersecurity Framework to manage and reduce cybersecurity risks to the State

GOAL**Unified Digital Government****OBJECTIVE**

- Provide consolidated access to government information and services anywhere, anytime, on any device

GOAL**Improve Customer Service****OBJECTIVE**

- Improve and increase internal and external customer service interactions using technology and collaborative communication tools to foster relationships and add value

GOAL**Website Enhancements and Strategy****OBJECTIVE**

- Improve and enhance website accessibility and security across the State

GOAL**Enhance Workforce Development and Retention****OBJECTIVE**

- Leverage cloud technologies to provide modern recruitment, performance management, and learning to state employees

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OUR GOALS CAN ONLY BE REACHED
THROUGH A VEHICLE OF A PLAN, IN WHICH
WE MUST FERVENTLY BELIEVE, AND UPON
WHICH WE MUST VIGOROUSLY ACT. THERE IS
NO OTHER ROUTE TO SUCCESS.

- PABLO PICASSO



ARCHITECTURE & ENGINEERING DIVISION

MISSION

To serve and assist all agencies and Montana citizens in design and construction of quality facilities, repairs and alterations of existing facilities, and planning for future needs.

GOAL

Provide service based on current standards, best practices, and fiscal sustainability.

OBJECTIVES

- Draft and oversee contracts, following statutes and regulations, for design and construction of capital projects.
- Review appropriations annually to ensure authority is reverted to the appropriate fund balance in a timely manner.
- Provide agencies with essential and timely project budget information for agency monitoring and fiscal reporting requirements.
- Present to the legislature a single, comprehensive, and prioritized plan for capital construction.

GOAL

Emphasize efficiency, reliability, transparency, and leadership.

OBJECTIVES

- Complete construction projects within the time allotted in the contract and within the authorized budget.
- Advise the legislative and executive branches on the status of the Long-Range Building Program projects.
- Deliver buildings that are cost-effective, energy-efficient, affordable to maintain, and comply with current codes and standards.
- Advise on the funding levels necessary to maintain reasonable condition of state-owned facilities.

GOAL

Build and maintain relationships to support effective government.

OBJECTIVE

- Use a team-based, collaborative approach with agencies, architects/engineers, and contractors to maximize communication and efficiency in the implementation of projects.

IT GOALS

Increase operational effectiveness and efficiency; continue to reduce analog and manual functions

Promote the transparent and responsible management of public funds

Enhance the availability of timely information for better decision-making; reduce the time lag between requests and responses

Advance facility analysis, database, capital planning, and project management functions

BANKING & FINANCIAL INSTITUTIONS DIVISION

MISSION

To protect Montanans by regulating state-chartered and licensed financial institutions under its supervision.

GOAL

Protect Montanans who enter into consumer and residential mortgage loans with non-depository lenders from abuses that may occur in the credit marketplace.

OBJECTIVES

- Examine non-depository lenders, brokers, and servicers to ensure compliance with Montana and federal law.
- Issue licenses to non-depository entities and individuals who meet the requirements of law.
- Continue to provide Montanans with an efficient and effective consumer complaint process involving any licensed entity that violates the law.
- Consider what role the Division should have in financial condition exams and enforcement in the non-depository space – primarily servicers.

GOAL

Raise the regulatory standards for financial services regulation in Montana.

OBJECTIVES

- Maintain mortgage accreditation from CSBS/AARMR.
- Provide Montanans with an updated regulatory framework that allows for licensing, chartering and examination of financial service providers not currently supervised by the Division.

GOAL

Provide Montanans with a safe and sound system of state-chartered financial institutions.

OBJECTIVES

- Examine state-chartered financial institutions to assure their operations are in accordance with law and sound financial institution practices.
- Coordinate the supervision of financial institutions with federal regulatory agencies.
- Perform offsite monitoring of depository institutions between regulatory examinations to ensure emerging risks are identified and addressed in a timely manner.
- Continue to provide Montanans with an efficient and effective consumer complaint process involving any licensed entity that violates the law.

BANKING & FINANCIAL INSTITUTIONS DIVISION CONT.

GOAL

Promote the dual regulatory system that allows state and federal governments to act independently to charter, regulate and supervise financial institutions for the good of Montanans.

OBJECTIVES

- Address the needs of banks and credit unions, local communities and Montanans while assuring safe and sound banking practices.
- Authorize state-chartered banks and state-chartered credit unions to engage in authorized activities in which the bank or credit union could engage if it were operating as a national bank or federal credit union as provided by law.
- Modernize the Bank Act.

GOAL

Improve the distribution of information and services through web-based tools.

OBJECTIVES

- Use the website, www.banking.mt.gov, to distribute press releases, consumer alerts, names of regulated financial institutions, and forms more efficiently.
- Continue to provide electronic information, forms, or documents to financial institutions and consumers whenever possible.
- Promote Montana financial education efforts, available resources, and current issues.
- Expand supervision tools to allow Division management access to more timely data (goal of real time data).

GOAL

Create and maintain a highly qualified, professional, diverse, and responsive workforce.

OBJECTIVES

- Promote professional growth and development opportunities through improved employee recruitment, selection, retention, and training.
- Provide basic training and continuing professional education to develop and maintain employees' knowledge and skills.
- Maintain effective career ladders and offer competitive salaries to recruit and retain experienced, capable staff.
- Expand the use of offsite examination tools for depository examinations in order to reduce examiner travel (retention strategy) and examination travel costs.

IT GOALS

Find a solution to our remote internet data needs.

Make a smooth transition to Filenet.

Improve accessibility to our website content and make the mobile view better.

GENERAL SERVICES DIVISION

MISSION

General Services strives to meet diverse customer needs through responsive and timely service; finding sustainable solutions, adding value, and protecting State assets.

GOAL

Make comprehensive decisions regarding how resources are allocated and utilized to increase efficiency.

OBJECTIVES

- Continue to develop a centralized printing solution for the enterprise.
- Invest in future MIS upgrades and technology to support information management within GSD by following the GSD IT plan.
- Continually realign work priorities and resources to support efficient operations.

GOAL

MAKE SOUND INVESTMENTS THROUGH ANALYSIS, PLANNING AND, RESOURCE ALLOCATION.

OBJECTIVES

- Continue to develop term contracts to set pricing on contractor services and performance manage existing contracts.
- Continue facilities condition assessment (FCA) process, support funding requests with deferred maintenance data.
- Negotiate property leases to ensure lowest possible costs while securing safe and effective workspace for state employees.

IT GOALS

Make comprehensive decisions as to how resources are allocated and utilized to increase the efficiency of the division.

Create and adhere to effective fiscal strategies to prioritize the greatest needs of the enterprise.

Increase customer service to internal and external customers using technology and collaborative communication tools.

Create and maintain a highly qualified, professional, diverse, and responsive workforce.

Successfully implement those objectives and tasks in the Governor's Main Street Montana Project that fall within the authority of the division.

HEALTH CARE & BENEFITS DIVISION



MISSION

To administer competitive, quality, and comprehensive benefits that provide health, safety and financial protection for state employees, retirees, and their families in a cost-effective manner.

GOAL

Maintain financial stability of the state employee health benefits fund.

OBJECTIVES

- Manage State of Montana Benefit Plan (State Plan) spend for medical, prescription, dental, and vision claims at or below national trends.
- Implement strategic programs designed to improve member health and minimize State Plan spending.
Work with State Plan vendors to develop cost reimbursement methods that provide fair reimbursement for necessary services.
- Use data analytics to measure program performance and identify evidence-based program solutions.

GOAL

Reduce the number of state employee work-related injuries and the associated costs.

OBJECTIVES

- Implement enhanced safety efforts to reduce risk of employee injury in all agencies.
- Increase Return-to-Work placements in all agencies.
- Coordinate with our vendors to develop strategies that address occupational health and safety.
- Provide increased employee awareness of health and safety activities and behaviors that reduce risk of injury and loss time from work.

GOAL

Educate and engage members about their health and benefits.

OBJECTIVES

- Implement strategies to improve and maintain employee health and access to health care, while containing costs.
- Coordinate events and incentives to empower employees to manage their health.
- Coordinate with State Plan vendors to provide increased employee awareness of healthy behaviors and available health resources.
- Enhance the Montana Health Center model to provide for integrated primary, behavioral, and preventive care services.
- Collaborate with State agencies and State Plan vendors to pilot programs designed to enhance member health and awareness.

RISK MANAGEMENT & TORT DEFENSE DIVISION

MISSION

To provide comprehensive and cost-effective loss mitigation, insurance administration, claims adjudication, and legal defense services to state agencies and universities that serve Montana citizens and students.

GOAL

Assist state agencies and universities in establishing effective risk management programs.

OBJECTIVES

- Conduct inspections of key state and university properties to identify potential hazards and provide recommendations to affected agencies and universities.
- Promote risk management through incentives.
- Assist state agencies and universities to mitigate losses through consultation, training, and targeted loss mitigation funding.

GOAL

Offer comprehensive and cost-effective property/casualty insurance solutions for state government and higher education.

OBJECTIVES

- Obtain broad insurance coverage with favorable terms and conditions.
- Establish reasonable insurance rates through effective bidding practices and appropriate insurance deductibles and limits.

GOAL

Provide effective and efficient defense for claims and lawsuits filed against the state and university system under the Montana Tort Claims Act.

OBJECTIVES

- Investigate, analyze, and evaluate claims and lawsuits, determine those with merit, and resolve them consistent with the evaluation.
- Consult with state clients to prepare unresolved cases for dismissal or resolution at trial.

GOAL

Maintain financial stability of the state property/casualty insurance fund.

OBJECTIVES

- Retain a stable reserve position.
- Deliver fair, consistent insurance premium levels.
- Allocate insurance premiums based on relative loss experience and/or exposure.

RISK MANAGEMENT & TORT DEFENSE DIVISION CONT.

IT GOALS

GOAL

Enhance information security using standardized best practices to protect systems, assets, and data in a cost-effective manner.

OBJECTIVE

- Design division systems to use state-of-the-art frameworks moving business logic out of the client browser and onto the server. Implement microservice infrastructures accessible only from the servers themselves, further enhancing security.

GOAL

Operate a shared and managed services environment.

OBJECTIVES

- Build a property data warehouse with associated web services to allow a single point of access to property data for all division systems.
- Continue enhancing the division's best-in-class insurance, loss prevention, and claim management applications with more reporting and data visualization tools.

GOAL

Implement scalable technologies that allow the Risk Management & Tort Defense Division to rapidly expand server resources and quickly implement new software functionality.

OBJECTIVE

- Implement new functions as microservices to allow maximum flexibility and function reuse. Follow best practices by delivering those applications in containers to minimize server resources.



STATE FINANCIAL SERVICES DIVISION

MISSION

Deliver services that support the transparency, accountability, and effective management of public funds.

GOAL

Enhance our customers' experience by fostering relationships and pursuing innovations that add value.

OBJECTIVES:

- Ensure improvement initiatives are driven by the needs of customers and stakeholders.
- Better connect customers with information and resources by diversifying our methods of outreach.
- Foster collaborative relationships with partner organizations to best serve the interests of our shared customers and stakeholders.
- Serve as an advocate for our customers and stakeholders while supporting state and federal initiatives, programs, and reporting.
- Deliver a division-wide communication plan that promotes awareness and encompasses the informational needs of customers and stakeholders.

GOAL

Promote the transparent and responsible management of public funds by sharing accurate and timely financial information and administering relevant resources.

OBJECTIVES

- Maintain internal controls to support accurate, timely, and reliable state financial reporting.
- Equip our customers and stakeholders with the information they need by implementing improvements that make data more accessible and promote data integrity.
- Serve our customers as industry experts by providing beneficial guidance, assisting with compliance, and communicating industry best practices.
- Encourage the responsible management of public funds by pursuing cost-saving improvements and initiatives.

GOAL

Cultivate effective operations by improving efficiency, utilizing available resources, and maintaining a healthy and competent workforce.

OBJECTIVES:

- Retain valuable employees by encouraging growth and development, promoting engagement, and pursuing competitive pay strategies.

STATE FINANCIAL SERVICES DIVISION CONT.

- Build cohesive and productive teams by recruiting qualified individuals, incorporating team-building activities, and actively managing our succession plan.
- Continually analyze and refine our internal controls and business processes to improve the organization's effectiveness and gain efficiency of operations.
- Execute an IT strategic direction and initiatives to provide secure, cost-effective, innovative IT services that conform to industry best practices.

Goal: Safeguard our stakeholders' interests by progressively managing internal controls and fortifying our preparedness planning.

OBJECTIVES:

- Proactively manage our internal control plan by assessing the control environment, conducting risk assessments, integrating control activities, and monitoring our internal control system.
- Support the continuity of operations by maintaining our Business Continuity and Disaster Recovery Plan and employing reliable system backup and disaster recovery strategies.

IT GOALS

Enhance customer experience by fostering relationships and pursuing innovations which add value

Promote the transparent and responsible management of public funds for stakeholders by sharing accurate and timely financial information and administering relevant resources

Cultivate effective operations by improving efficiency, utilizing available resources, and maintaining a competent workforce

Safeguard stakeholder interests by progressively managing internal controls and fortifying preparedness planning



STATE HUMAN RESOURCES DIVISION

MISSION

Implement modern, effective human-resources practices and systems to attract, develop, and retain innovative and competent employees to serve the citizens of Montana.

GOAL

Serve as a strategic partner with managing Montana state government's workforce.

OBJECTIVES

- Support agencies with workforce development and planning.
- Assist agencies with developing their workforces by designing and delivering high-quality training and development.

GOAL

Provide human-resources leadership for Montana state government.

OBJECTIVES

- Educate, promote, and support agencies' strategic use of the broadband compensation and classification systems.
- Expand the course content within the enterprise online learning management system.
- Promote agency workplace diversity plans.
- Research and implement human resources best practices.
- Review, revise, and implement relevant administrative rules, employment policies, and guides.

GOAL

Lead and support Montana state government's efforts to attract, develop, and retain a highly skilled, competent workforce.

OBJECTIVE

- Manage the State of Montana Recruiting System to attract innovative and competent employees.

GOAL

Provide an efficient, state-of-the-art payroll processing and human resources information system that supports state government's goals, objectives, and employment policies.

OBJECTIVES

- Maintain and administer payroll processes for state employees.
- Implement new and leverage existing technology to support Montana state government's employment policies and procedures.
- Promote transparency and ensure compliance with state and federal regulatory requirements.

STATE HUMAN RESOURCES DIVISION CONT.

- Provide training and education to increase customer knowledge, skills, and use of the human resources information system.
- Improve business processes to reduce document and data-storage costs.

GOAL

Efficiently manage operations in an environment that supports integration, teamwork, and creativity.

OBJECTIVES

- Formulate and direct the development of goals, objectives, budgets, operating plans, and staffing to create and maintain sound, cost-effective, and measurable programs.
- Recruit, retain, and develop expert-level human resources, technical support, and professional development staff.
- Foster a work environment where creativity, innovation, and teamwork are encouraged

IT GOALS

Continue to update PeopleSoft as Oracle issues new releases to ensure the state is compliant with state and federal regulations and to provide our users with the most up-to-date HR technology.

Leverage cloud technologies to provide modern recruitment, performance management, and learning to state employees, while continuing to keep all our cloud systems updated to the newest releases.

Implement a statewide online training catalogue using our current Learn system.

STATE INFORMATION TECHNOLOGY SERVICES DIVISION

MISSION

To provide secure, efficient, state-of-the-art IT that empowers citizens and those that serve them.

GOAL

Fiscal Responsibility (Spend Smart). Create, optimize, maintain a balanced budget.

OBJECTIVES

- Provide clear budgeting objectives to improve efficiencies, optimize costs, and maintain a balanced budget.
- Provide accurate IT investment data and transparent budgeting objectives to agencies, governor's office, legislators, and any other users of IT investment data.
- Engage agencies in IT cost discussions to drive effective coordination and optimization of fiscal decision making across the enterprise.
- Ensure vendor performance aligns with the State's needs by mitigating underperforming investments and validating effective contract management.
- Implement an IT investment management framework to better oversee investment projects and maintain established budgets, time frames, and reporting processes.

GOAL

Optimization of shared services and support (Collaborate Smart). Optimize systems and infrastructure to deliver responsive solutions in a cost-effective manner.

OBJECTIVES

- Deliver automation in all areas of IT, develop a culture of automation.
- Decrease duplication and deliver shared SaaS solutions when possible.
- Simplify architecture and infrastructure, work with other states to develop standardized processes.
- Simplify architecture and infrastructure, work with other states to develop standardized processes.
- Deliver solutions and ideas that can quickly respond to deliver business value and outcomes.

GOAL

Cybersecurity Enhancements and Strategy (Protect Smart). Protect the confidentiality, preserve the integrity, and promote the availability of citizen's data.

OBJECTIVES

- Optimize the information security program to identify threats and reduce risks.
- Promote cybersecurity awareness and best practices to all citizens and businesses.

STATE INFORMATION TECHNOLOGY SERVICES DIVISION CONT.

- Offer security services to local, tribal, and territorial governments and public education institutions.
- Establish analytics and metrics to measure information security program effectiveness.
- Collaborate with public and private sector partners to share information, identify best practices, and enhance the State's cybersecurity posture.
- Develop a skilled and diverse cybersecurity workforce in Montana.

GOAL

Unified Digital Government (Enterprise Smart). Provide consolidated access to government information and services anywhere, anytime, on any device.

OBJECTIVES

- Utilize new processes and technologies to create an IT environment that enables business, improves services, and facilitates innovation.
- Provide businesses with simplified access to government information and services, to result in more efficient interactions and transactions that save businesses time and money.
- Provide citizens with a single portal to government information and services to facilitate involvement in government, streamline consumption of government services, and enhance interactions with government.
- Implement enterprise technologies that facilitate communication, data access, and information sharing between government entities to reduce costs and increase collaboration.

GOAL

Service First (Business Smart). Integrate business relationship management, guiding principles, and user feedback to improve communication, promote services, and share information widely.

OBJECTIVES

- Establish guiding principles for employees and promote positive business relationships.
- Provide a single location to find information on our products, services, trainings, contacts, etc.; and provide clear and understandable communication to all.
- Promote our services and products with mass marketing campaigns via newsletters, emails, website updates, and more.
- Engage human resources on hiring and retention strategies, while providing valuable training to new and current employees.
- Solicit regular feedback from agencies on suggestions, concerns, and improvements that would help them serve their customers.

