

May 1998

The Chief Information Officer

A Management Perspective

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Purpose:

The purpose of this paper is to present the legislative doctrine and the most current perspectives of the duties of the Chief Information Officer (CIO). It presents processes that should be addressed in making changes to an organization. It is intended to give the agency head a reference document to aid in selecting the CIO and implementing organizational change. It is also a good tool for the CIO.

Background:

The public has little concern for the processes of government. They are concerned with the outcome. Based on a history of budget overruns, failure to meet deadlines and meet the requests of managers, the performance of Information Technology (IT) professionals has come into question. When it is perceived that the problem is big enough for public concern legislation is initiated.

The federal government has taken action to improve IT for years. The Government Performance and Results Act of 1993 (GPRA), Paperwork Reduction Act of 1995 (PRA) and the Information Technology Management Reform Act of 1996 (ITMRA) are premiere examples of the legislature directing that improvements be made in implementing and managing technology. These changes in policy are interrelated and have created a new IT management paradigm. The ITMRA placed the responsibility of the IT squarely in the hands of the agency head. It defined the position, duties and requirements of the Chief Information Officer (CIO).

Senate Bill 940 Section 9 outlined many changes effecting the implementation and management of technology. In short it placed The head of each state agency the responsible person, accountable for information resource management (IRM). The agency head shall appoint or contract a Chief Information Officer (CIO) how assists the agency head in carrying out the IRM responsibilities. The bill also presented guidance for choosing a CIO stating that the CIO must have knowledge and experience in both management and information technology resources. Senate bill 940 did not pass as originally presented. Portions of the bill were enrolled as law.

The CIO and Florida Legislature Action:

The following are extracts that pertain specifically to the CIO and information management for the offices of the State Attorneys.

Management and Implementation Guiding Principles:

282.3031 Assignment of information resources management responsibilities.--For purposes of ss. 282.303-282.322, to ensure the best management of state information technology resources, and notwithstanding other provisions of law to the contrary, the functions of information resources management are hereby assigned to the Supreme Court for the judicial branch; and to each state attorney and public defender.

282.3032 Development and implementation of information systems; guiding principles.--To ensure the best management of the state's information technology resources, the following guiding principles are adopted:

- (1) Cooperative planning by state governmental entities is a prerequisite for the effective development and implementation of information systems to enable sharing of data.
- (2) The planning process, as well as coordination of development efforts, should include all principals from the outset.
- (3) State governmental entities should be committed to maximizing information sharing and moving away from proprietary positions taken relative to data they collect and maintain.
- (4) State governmental entities should maximize public access to data, while complying with legitimate security, privacy, and confidentiality requirements.
- (5) State governmental entities should strive for electronic sharing of information via networks to the extent possible.
- (6) To the extent that state government entities charge each other for data, this practice, insofar as possible, should be eliminated. Further, when the capture of data for mutual benefit can be accomplished, the costs for the development, capture, and network for access to that data should be shared.
- (7) The redundant capture of data should, insofar as possible, be eliminated.

- (8) Only data that are auditable, or that otherwise can be determined to be accurate, valid, and reliable, should be maintained.
- (9) Methods of sharing data among different protocols should be developed without requiring major redesign or replacement of individual systems.
- (10) Consistency of data elements should be achieved by establishing standard data definitions and formats when possible.

282.3041 State agency responsibilities.--The head of each state agency is responsible and accountable for information resources management within the agency in accordance with legislative intent and as defined in this ¹part.

282.3055 Agency Chief Information Officer; appointment; duties.--

- (a) To assist the agency head in carrying out the information resources management responsibilities, the agency head shall appoint or contract for a Chief Information Officer at a level commensurate with the role and importance of information technology resources in the agency. This position may be full time or part time.
- (b) The Chief Information Officer must, at a minimum, have knowledge and experience in both management and information technology resources.

The duties of the Chief Information Officer include, but are not limited to:

- (a) Coordinating and facilitating agency information resources management projects and initiatives.
- (b) Preparing an agency annual report on information resources management pursuant to s. 282.3063.
- (c) Developing and implementing agency information resources management policies, procedures, and standards, including specific policies and procedures for review and approval of the agency's purchases of information technology resources.
- (d) Advising agency senior management as to the information resources management needs of the agency for inclusion in planning documents required by law.
- (e) Assisting in the development and prioritization of the information resources management schedule of the agency's legislative budget request.

282.3063 Agency Annual Information Resources Management Report.-

(1) By November 1 of each year each Chief Information Officer shall prepare and submit to the State Technology Office an Agency Annual Information Resources Management Report. Following consultation with the State Technology Council and the Chief Information Officers Council, the Executive Office of the Governor and the fiscal committees of the Legislature shall jointly develop and issue instructions for the format and contents of the report.

(2) The Agency Annual Information Resources Management Report shall contain, at a minimum, the following:

- (a) A forecast of information resources management priorities and initiatives for the ensuing 2 years.
- (b) A description of the current information resources management infrastructure of the agency and planned changes for the ensuing 2 years.
- (c) A status report on the major information resources management projects of the agency.
- (d) An assessment of the progress made toward implementing the prior fiscal year legislative appropriation to the agency for information resources management.
- (e) The estimated expenditures by the agency for information resources management for the prior fiscal year.
- (f) An inventory list, by major categories, of the agency information technology resources, which specifically identifies the resources acquired during the previous fiscal year.
- (g) An assessment of opportunities for the agency to share information resources management projects or initiatives with other governmental or private entities.
- (h) A list of information resources management issues the agency has identified as statewide issues or critical information resources management issues for which the State Technology Council could provide future leadership or assistance.

282.3093 State Technology Office; legislative intent; powers and duties.--

(1) It is the intent of the Legislature that an office be created to provide support to specified organizations and workgroups and to facilitate state educational and training opportunities to enhance the state's use and management of information technology resources.

(2) There is created a State Technology Office in the Department of Management Services, which shall be headed by a senior-level manager, who may be in the Senior Management Service upon determination by the Department of Management Services that the duties and responsibilities of the office are comparable to other Senior Management Service positions.

(3) The duties of the State Technology Office include, but are not limited to, the following:

- (a) Advising and providing administrative support to the State Technology Council.
- (b) Providing administrative support to the Chief Information Officers Council.
- (c) Providing administrative support for ad hoc issue-oriented workgroups created by the State Technology Council.
- (d) Providing assistance, as needed, to the Technology Review Workgroup.
- (e) Facilitating state educational and training opportunities for senior management, chief information officers, and agency technical staff.
- (f) Preparing, on behalf of the Executive Office of the Governor, memoranda on recommended guidelines and best practices for information resources management, when requested.
- (g) Preparing, publishing, and disseminating the State Annual Report on Information Resources Management pursuant to s. 282.310.

282.315 Chief Information Officers Council; creation.--The Legislature finds that enhancing communication, consensus building, coordination, and facilitation of statewide information resources management issues is essential to improving state management of such resources.

- (1) There is created a Chief Information Officers Council to:
 - (a) Enhance communication among the Chief Information Officers of state agencies by sharing information resources management experiences and exchanging ideas.
 - (b) Facilitate the sharing of best practices that are characteristic of highly successful technology organizations, as well as exemplary information technology applications of state agencies.
 - (c) Identify efficiency opportunities among state agencies.
 - (d) Serve as an educational forum for information resources management issues.
 - (e) Assist the State Technology Council in identifying critical statewide issues and, when appropriate, make recommendations for solving information resources management deficiencies.
- (2) Members of the council shall include the Chief Information Officers of all state agencies, including the Chief Information Officers of the agencies and governmental entities enumerated in s. 282.3031, except that there shall be one Chief Information Officer selected by the state attorneys and one Chief Information Officer selected by the public defenders. The chairs, or their designees, of the Geographic Information Board, the Florida Financial Management Information System Coordinating Council, the Criminal and Juvenile Justice Information Systems Council, and the Health Information Systems Council shall represent their respective organizations on the Chief Information Officers Council as voting members.
- (3) The State Technology Office shall provide administrative support to the council.

Moving Law into Policy

The State Legislature established by law the responsibility for the agency and outlined specific duties for the CIO. Today there are many management issues facing government agencies. The following presents some of the most current philosophies that are being presented by academia.

The majority of the information presented was obtained from the Department of Defense National Defense Universities course “The New World of the CIO”.

CIO: A New Perspective “To Influence the nature of work”

The Chief Information Officer

The Chief Information Officer is a relatively new position. The duties of the CIO have been changing along with the changes in technology and management practices. The CIO’s image is effected by the agency heads view on the implementation of technology and integration with business process within their organizations. The following statement by Charlotte Stephens in her work “The Nature of Technology and Managerial Work”, gives you a perspective on the most current view of the CIO.

Rather than an MIS manager who must focus on a fairly narrowly defined technical arena, the CIO must have a view of the whole organization if these resources are to be used to best advantage. Just as our systems have evolved from transaction processing systems which automate well defined tasks ... to systems which help senior managers make decisions... so has the scope of the information technology systems manager evolved. Instead of trying to control a well-defined project schedule, the CIO is trying to influence the direction of an organization.

The Roles of the CIO

The CIO serves as a vital member of the senior management team with daily access to the agency head. From that vantage point: “A CIO serves as a bridge between top management, line management, and information management support professionals. This includes focusing and advising senior management on high level issues, decisions and investments. Equally vital is taking a strong role in working with the line to (1) design and manage an organization-wide architecture and (2) clearly articulate how information management will play a pivotal role in mission improvement. Finally, the CIO is usually accountable for serving line management with low-cost, high-quality information technology products and services.”

Source: General Accounting Office of the United States. GAO/AIMD-94-115: Improving Mission Performance Through Strategic Information Management and Technology. May 1994. P. 36.

The CIO’s Role

The CIO is not	The CIO is
<ul style="list-style-type: none"> • A Functional Manager • A data processing manager • An information technology manager • An information systems manager 	<ul style="list-style-type: none"> • A general manager • An executive • A leader of change
<p>Source: National Defense University IRMC</p>	

The Effective CIO

- Understands the business of the business
- Bridges the gap between IT/Information Systems (IS) and agency strategic goals
- Enables deployment of IT/IS as a means of improving mission performance and service delivery.
- Acts as a key player in the transformation of work and organizations
- Facilitates change rather than controlling change
- Maintains an enterprise-wide perspective
- Functions as a key member of the senior management team.

Summary

In summary the CIO working for the agency head, is given the responsibility to carry out the management of business processes utilizing technology to optimize where appropriate. The authority may be diffused, making success a Herculean task. “CIO Magazine” made a statement that best describes the quality that may be required to be a successful CIO. “The CIO must be an expert on winning friends and influencing people.” The CIO must be a diplomat and a business manager with an up to date knowledge of technology and the ability to motivate people to change the way they do business. The CIO must have the confidence and support of the agency head and the executive staff in order to be successful.