

2026



State of Montana

IT Integration Open Forums

March

Welcome to our Open Forum!

What will we cover today?

1. Top questions & concerns from staff
2. What's next for the program
3. Agency scenario review
4. Live questions & answers

Open Forums are an opportunity for IT staff in each Agency to hear directly from the Integrated IT Program monthly.

A Few Words Before We Begin...



**We're
communicating as
transparently as
we can and at the
right time**



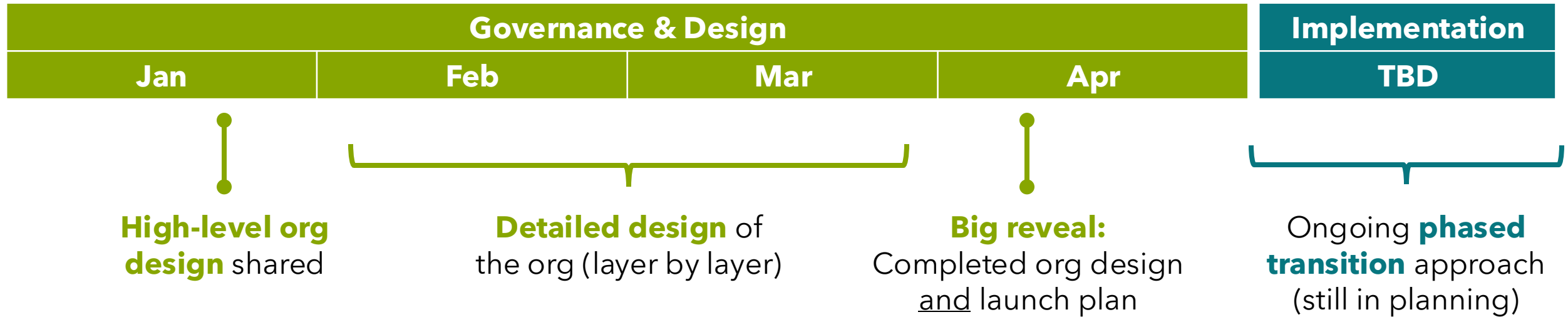
**We're focused on
quality decisions,
and that process
takes time**



**Progress is
happening, and
the integration is
on its way**

**This session is your time to share questions & concerns...
*Be a part of the solution.***

What's Next for IT Integration



To stay informed...

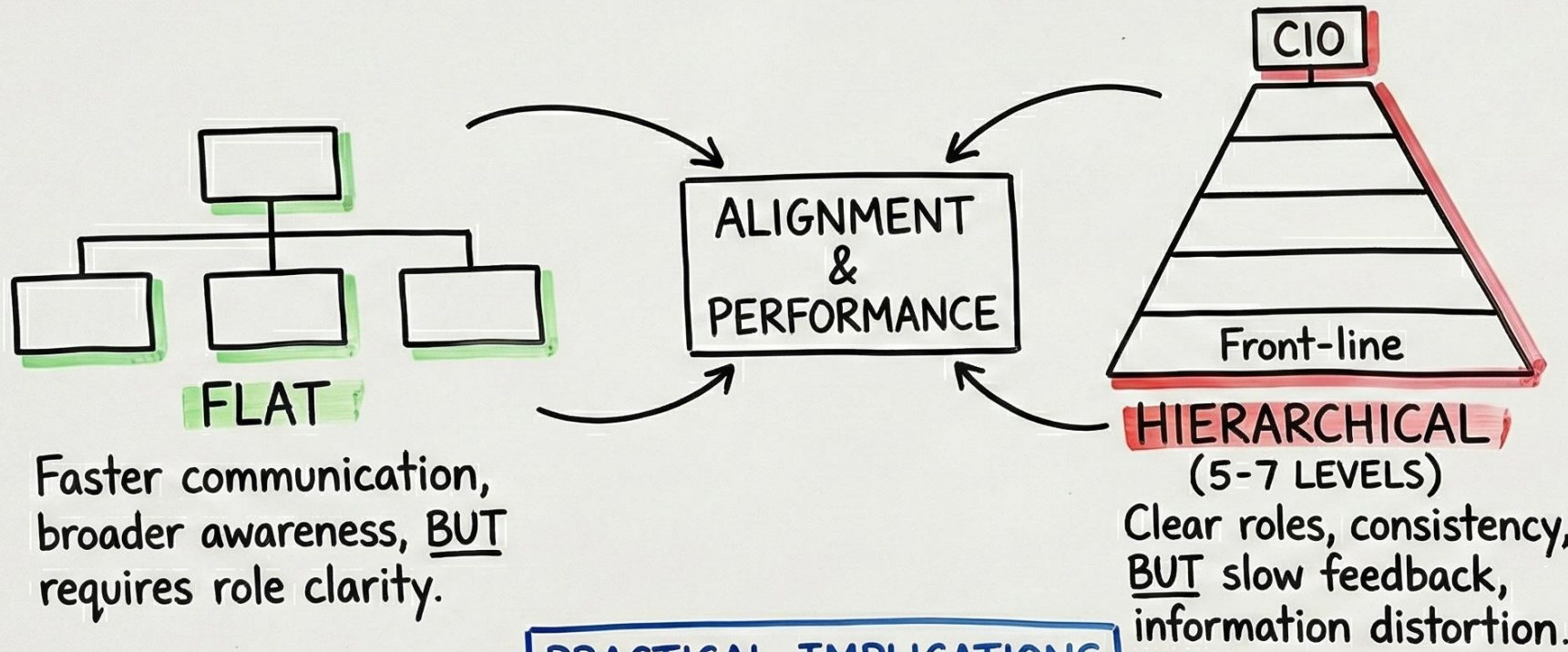
- March Open Forums (structure TBD)
- Weekly CIO email updates
- Visit Centralization.mt.gov

To become involved...

- Give feedback on designs by reaching out to the program team or your CIO
- Share great ideas, concerns, or questions by emailing DOADirector@mt.gov

ORGANIZATIONAL DESIGN & SHARED TEAM MENTAL MODELS (SMMs)

SMMs → Overlapping & accurate understandings (tasks, roles, processes)



FLAT

Faster communication, broader awareness, BUT requires role clarity.

HIERARCHICAL

(5-7 LEVELS)

Clear roles, consistency, BUT slow feedback, information distortion.

DESIGN LEVERS

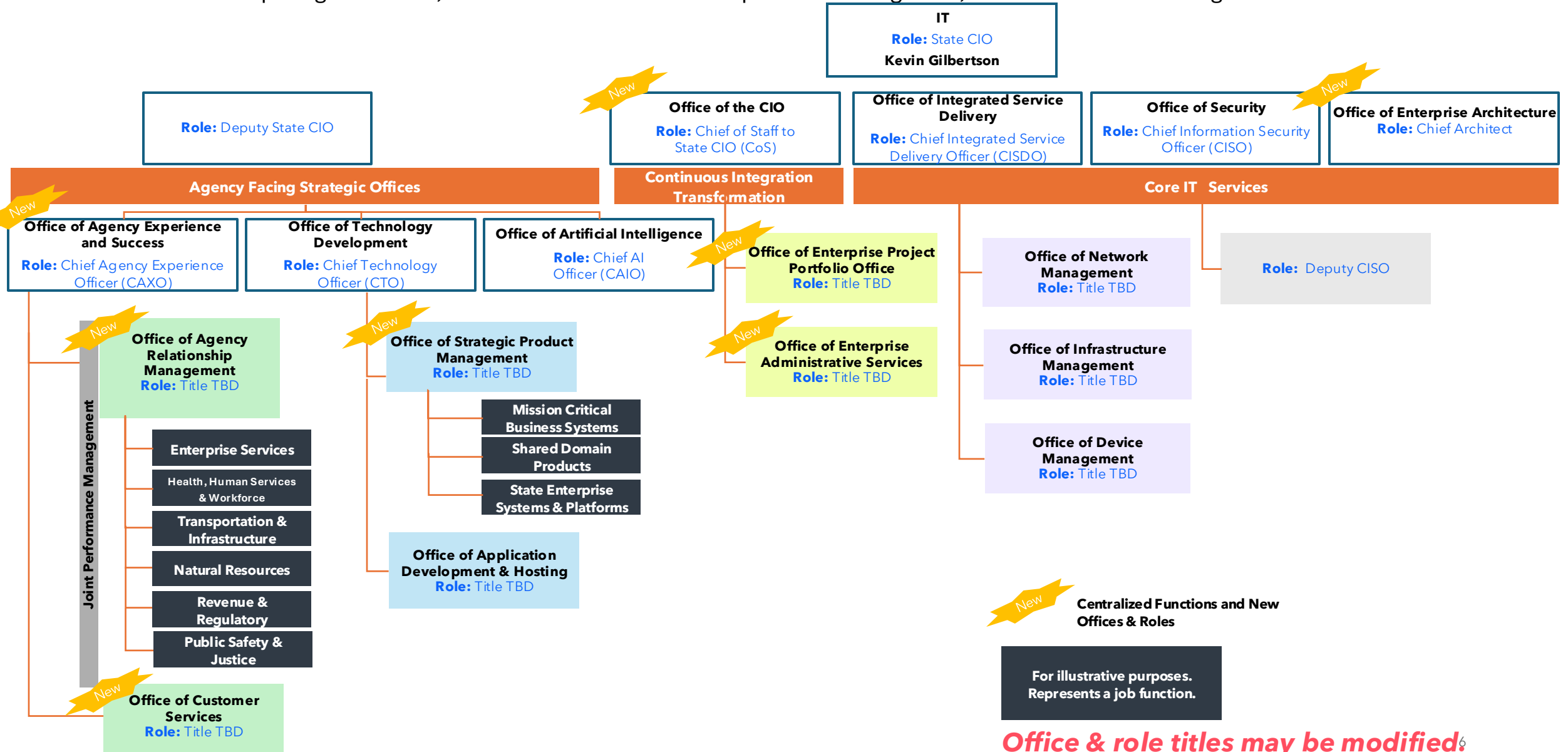
- Clear goals/roles
- Regular feedback loops
- Explicit leadership reasoning
- Cross-functional forums

PRACTICAL IMPLICATIONS

- Intentional layers (cognitive value)
- Onboarding/Kick-offs (build SMMs)
- Monitor decision speed (excessive hierarchy signals)

Integrated IT Office Design (as of 1/6/2026)

Create Offices which put Agencies first, are scalable and sustainable post initial integration, and focused on maturing services



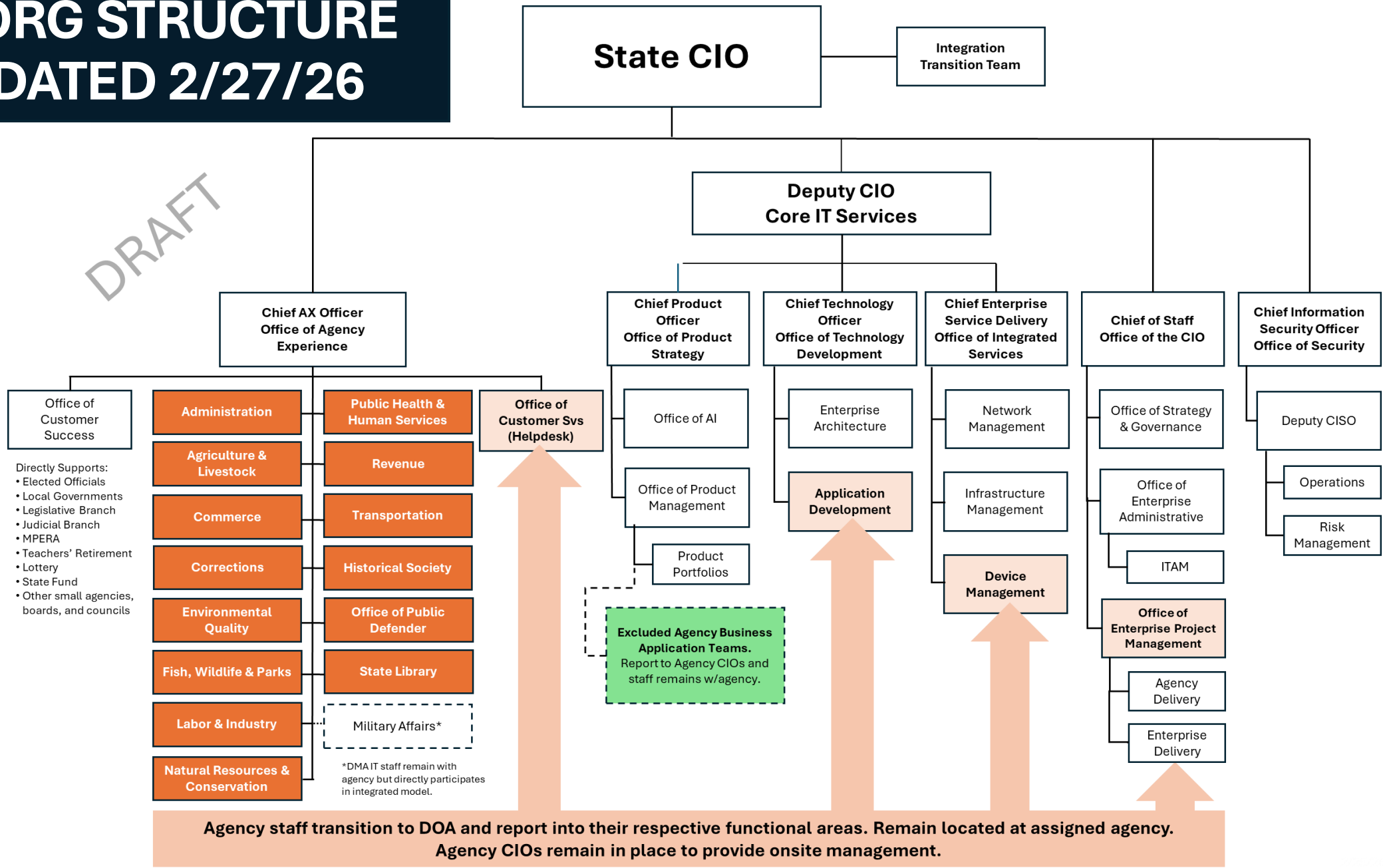
Centralized Functions and New Offices & Roles

For illustrative purposes. Represents a job function.

Office & role titles may be modified.

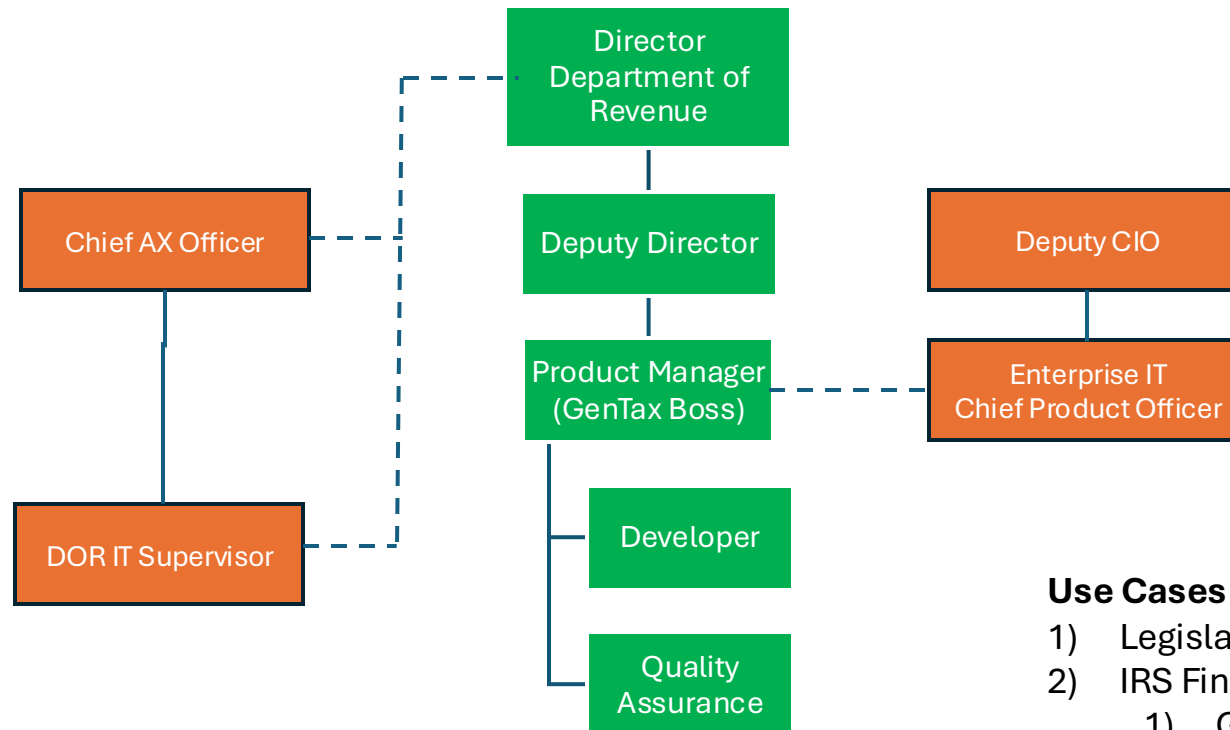
IT ORG STRUCTURE UPDATED 2/27/26

DRAFT



LARGE BUSINESS SYSTEMS / REPORTING STRUCTURE (Example)

GenTax



Use Cases to Review:

- 1) Legislative mandated change requiring GenTax update.
- 2) IRS Finding
 - 1) GenTax Change
 - 2) Enterprise System/Server Change
- 3) Director needs new laptop





Thank You