



COMPTROLLER ADVISORY BOARD



OFFICE OF THE
COMPTROLLER

COMMONWEALTH OF MASSACHUSETTS

January 2020



OVERVIEW OF DEPARTMENT INITIATIVES

STRATEGIC FOCUS TEAMS

– 5 TEAMS OF 6 TO 9 MEMBERS

E-SIGNATURE INITIATIVE

ROBOTIC PROCESS AUTOMATION (RPA)

ENHANCED TRANSPARENCY

ORGANIZATION RELATED – (FOCUS BPI AND AGENCY OUTREACH)

CYBER CENTER

ANECDOTES VS. ANALYTICS

DOCUMENT RETENTION MODERNIZATION

POLICY MODERNIZATION

BEST PROJECT

Next



STRATEGIC FOCUS TEAMS

RECRUITMENT, RETENTION, AND TRAINING

FLEXIBLE AND COMPRESSED SCHEDULES

- 26 INDIVIDUAL SCHEDULES FOR 93 EMPLOYEES HAVE BEEN REDUCED TO 6 UNIFORM SCHEDULES
- ADDED THE CTR'S FIRST COMPRESSED SCHEDULE
- EXPLORING "WORK FROM HOME" OPTIONS FOR MANAGERS – PILOT WITHIN BEST TEAM

CORPORATE SITE VISITS

- COMMODORE BUILDERS
- ACCENTURE
- PEGASYSTEMS

ENHANCED TRAINING OPPORTUNITIES

- NEW CUSTOMER SUCCESS MANAGER
- EX. CERTIFIED GOVERNMENT FINANCIAL MANAGER (CGFM) PROGRAM
- EXPANDED USE OF LEARNING MANAGEMENT SYSTEM

EXPANDED USE OF SOCIAL MEDIA PLATFORMS FOR RECRUITMENT

- 150 APPLICANTS FOR CUSTOMER SUCCESS MANAGER
- 100+ APPLICANTS FOR THE COMMUNICATIONS MANAGER POSITION
- PROMOTING FUNCTIONAL TITLES

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STRATEGIC FOCUS TEAMS COMMUNICATIONS

INTEGRATED, EXPANDED SOCIAL MEDIA PLATFORMS

BRANDING AND LANGUAGE UPDATES

- MORE PROFESSIONAL, CONSISTENT LOOK
- CLARITY OF LANGUAGE AND USER EXPERIENCE
- COMPTROLLER SEAL
- DEVELOPED CTR SPECIFIC STYLE GUIDE
- DEVELOPED CTR SPECIFIC BRANDING GUIDE

QUARTERLY ALL STAFF LUNCHESES

CTR STAFF PORTAL

- SHORTCUTS TO IMPORTANT FORMS
- EMPLOYEE E-NEWSLETTER

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STRATEGIC FOCUS TEAMS

WOMEN IN THE WORKPLACE

HEADED BY GENERAL COUNSEL AMY NABLE

IDENTIFY STRATEGIES TO SUPPORT WOMEN IN THE WORKPLACE

- MENTORING
- TRAINING
- WORK LIFE BALANCE

INITIATIVES TO DATE

- BROWN BAG LUNCH
- SBFR AND CAFR THEMES
- PROFESSIONAL DEVELOPMENT OPPORTUNITIES

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STRATEGIC FOCUS TEAMS

STRATEGIC PLANNING

HEADED BY FIRST DEPUTY JEFF SHAPIRO

- UPDATE MISSION STATEMENT
- CREATE VISION STATEMENT
- DEVELOP 3 TO 5 YEAR GOALS

UPDATED MISSION (COMPLETE)

- “WE OVERSEE THE COMMONWEALTH’S FINANCIAL SYSTEMS, ENSURING INTEGRITY, MITIGATING RISK, AND PROVIDING ACCURATE REPORTING AND TRANSPARENCY TO ILLUSTRATE THE FINANCIAL HEALTH OF MASSACHUSETTS.”

UPDATED VISION (COMPLETE)

- “OUR VISION IS TO BE A SOLUTIONS-ORIENTED PUBLIC AGENCY. WE PROMOTE INNOVATION. WE ARE A NATIONAL LEADER IN GOOD GOVERNANCE. WE WILL CONTINUOUSLY IMPROVE THE TRANSPARENCY OF FINANCIAL INFORMATION. AS STEWARDS OF THE PUBLIC TRUST, WE WILL INSPIRE CONFIDENCE BY MAINTAINING OUR CORE PRINCIPLES: CLARITY, INTEGRITY, AND ACCOUNTABILITY.”



STRATEGIC FOCUS TEAMS

INTERNAL CONTROL POLICIES

IN FEBRUARY CTR'S ICP FILLED THREE 3-INCH BINDERS

BY REMOVING REDUNDANCIES AND DUPLICATIONS, THERE IS NOW JUST ONE 3-INCH BINDER

CTR HAS CONTRACTED WITH AN INTERACTIVE POLICY SOFTWARE VENDOR, POWERDMS, AFTER A CAREFUL REVIEW OF SEVERAL VENDORS

POLICY EVALUATION ACTION PLAN DEVELOPED

- COMPTROLLER POLICY STAKEHOLDER ADVISORY GROUP
- PROCESS TO COMMENCE JANUARY 2020

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E-SIGNATURE

MOVING AWAY FROM WET SIGNATURES IS THE NUMBER 1 REQUEST FROM AGENCIES

CTR PILOTED A E-SIGNATURE PROGRAM WITHIN THE AGENCY

- CURRENTLY ALMOST ALL SIGNATURES ARE E-SIGNATURES

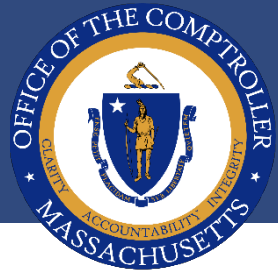
PILOT AN E-SIGNATURE PROGRAM WITH HIGHER EDUCATION

- FOCUSED ON ISA
- BEGAN SEPTEMBER 2019

CTR HAS IDENTIFIED DOCUSIGN AS A STRATEGIC PARTNER

- ISA STATEWIDE - 2020
- VENDOR MANAGEMENT, W-9S - 2020
- CONTRACTS 2021-2021

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ENHANCED TRANSPARENCY

ADDITIONS TO CTHRU

- NON-BUDGETED SPECIAL REVENUE FUNDS AND TRUST ACCOUNTS ADDED TO CTHRU IN NOVEMBER 2019
- BUDGET TO ACTUAL ADDED TO CTHRU IN AUGUST 2019
- STABILIZATION FUND ADDED TO CTHRU IN APRIL 2019
- SETTLEMENTS AND JUDGEMENTS ADDED TO CTHRU IN FEBRUARY 2019

AGENCY SITE VISITS – MEET WITH AGENCY HEAD & KEY LEADERSHIP

- 43 OF 151 AGENCIES TO DATE

PUBLIC INFORMATION REQUEST (PIR) RESPONSES TO WEB

- GO LIVE - JANUARY 2020
- ALL REQUESTS WILL RESULT IN THE ABILITY OF REQUESTOR TO TRACK STATUS
- WORK FLOW INTERNALLY TO ENSURE SECRETARY OF STATE COMPLIANCE
- ALL REQUESTS AND RESPONSES WILL BE POSTED ON WEB

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ROBOTIC PROCESS AUTOMATION (RPA)

AGENCY STAFF IDENTIFIED 50 POSSIBLE WORK FLOWS WHICH MAY BE STREAMLINED THROUGH THE USE OF "BOTS"

- SENIOR STAFF IDENTIFIED 10 OF THOSE PROCESSES WHICH WOULD HAVE THE MOST POSITIVE IMPACT

"SHARK TANK" LIKE PROCESS USED TO PRIORITIZE THE 10 PROJECTS

- OWNERS REQUESTING "BOT" MADE A PITCH TO A PANEL
- THE PANEL SELECTED 2 PRIORITY PROJECTS AND 3 SECONDARY PROJECTS

IDENTIFIED 3 CONSULTING PARTNERS TO REVIEW AND SUBMIT A PROPOSAL FOR THE 2 PRIORITY PROJECTS

FIRST RPA PROJECT EXPECTED TO GO LIVE DURING CALENDAR 2020, Q2



ORGANIZATION RELATED

CHIEF PROCESS AND INNOVATION OFFICER

- FOCUSED ON BUSINESS PROCESS REDESIGN AND CHANGE MANAGEMENT
- WORKS AS TEAM LEAD FOR HELP DESK, CUSTOMER SUCCESS AND ENTERPRISE RELATIONSHIP MANAGER
- FILLED INTERNALLY IN SEPTEMBER 2019

ENTERPRISE RELATIONSHIP MANAGER

- SINGLE POINT OF CONTACT FOR SUPPORTING RELATIONSHIPS WITH STATE AGENCIES
- FILLED INTERNALLY IN SEPTEMBER 2019

FORMER HELP DESK MANAGER POSITION REIMAGINED AS CUSTOMER SUCCESS MANAGER

- NEW HIRE IN SEPTEMBER 2019
- ADDED FOCUS ON INTERNAL TRAINING AND MODERNIZING TRAINING DELIVERY
- FORMER HELP DESK NOW **"SOLUTIONS DESK"**

COMMUNICATIONS MANAGER

- NEW HIRE IN OCTOBER 2019

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ORGANIZATION RELATED

OFFICE OF THE COMPTROLLER CALENDAR YEAR EXEMPT EMPLOYEE ANALYSIS CALENDAR 2019

January 1, 2019

Exempt Staff	FTE	Salary
Active	25.8	\$3,159,520
In transition	2	\$223,000
Total	27.8	\$3,382,520

December 31, 2019

Exempt Staff	FTE	Salary
Active	26.8	\$3,284,203
In transition	2	\$230,920
Total	28.8	\$3,515,123

Salary Change Breakdown	% Change	Salary
2019 COLA - 12/1/19	1.06%	\$35,769
Non COLA Salary Change	2.86%	\$96,833
Total Change	3.92%	\$132,603

FTE Change 1.0

Note: The "Non COLA Salary Change" was attributable to the 1 FTE staff add during the year at an approximate cost of \$128,000, less turnover savings. Example, reducing the number of functional manager titles from 6 to 4 and replacing vacant positions will lower salaried employees. This analysis is for CTR funded employees only.

**There was no change to the number of union employees in 2019.
Approximately 78% of CTR employees are union.**



CYBER SECURITY RELATED

CTR HAS RESPONDED TO 4 SIGNIFICANT CYBER ATTACKS SINCE LATE 2018

CTR HAS PARTNERED WITH EOTSS VENDORS TO RESPOND

CTR HAS DEVELOPED CYBER ATTACK SUMMARY REPORTS

- CONFIDENTIAL REPORTS SHARED WITH STATE AUDITOR AND EOTSS ONLY
- NON-CONFIDENTIAL REPORTS AVAILABLE ONLINE

CTR HAS DEVELOPED CYBER ATTACK “LESSON LEARNED” REPORT

- UPDATED AFTER EVERY INCIDENT LAST UPDATED AUGUST 13, 2019
- [HTTP://WWW.MACOMPTROLLER.INFO/COMPTROLLER/DOCS/BUSINESS-FUNCTIONS/BF-INT-CNTRLS/CCLL81319.PDF](http://www.macomptroller.info/comptroller/docs/business-functions/bf-int-cntrls/ccll81319.pdf)

PROCUREMENT FOR CYBER RESPONSE RELATED SERVICES

- A WIDER ARRAY OF SERVICES WILL BE AVAILABLE AND MORE ELIGIBLE VENDORS
- SERVICES WILL BE AVAILABLE TO CITIES AND TOWNS

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ANECDOTES VS. ANALYTICS

DEVELOPED A LAYERED SERIES OF DASHBOARDS

- EXECUTIVE LEVEL
- TEAM LEVEL
- AGENCY LEVEL: (CFOS ETC.)

IDENTIFIED TABLEAU AS STRATEGIC PARTNER

- 22 DASHBOARD VISUALIZATIONS
- FIRST DASHBOARDS Q1 2020

CREATED CTR'S FIRST DATA SCIENTIST POSITION

- POSITION WILL BE POSTED BY END OF JANUARY 2020

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BUSINESS ENTERPRISE SYSTEMS TRANSFORMATION (BEST) PROJECT

BEST PROJECT LAUNCHED AS JOINT PROJECT OF CTR, ANF, EOTTS

- 9 MEMBER EXECUTIVE STEERING COMMITTEE

PROJECT MANAGEMENT OFFICE FEATURES TEAM LEADS, INCLUDING:

- TECHNICAL, FINANCIAL, HR, FINANCIAL REPORTING, COMMUNICATIONS, CHANGE MANAGEMENT, RISK & COMPLIANCE

PROJECT WILL REPLACE AGING STATEWIDE FINANCIAL AND HUMAN RESOURCES SYSTEMS UTILIZING BEST PRACTICES AND EMPLOYEE FEEDBACK

MCKINSEY HAS JOINED AS SUPPORT VENDOR TO HELP SUPPORT PMO WITH VISIONING, FEEDBACK AND REQUIREMENTS GATHERING

POINTS OF CONTACT ACROSS 93 AGENCIES HAVE SUBMITTED NAMES TO TAKE PART IN UPCOMING WORKSHOPS TO HELP COLLECT FEEDBACK

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QUESTIONS?

THANK YOU!

MACOMPTROLLER.ORG