Recommendations: Review of VITA's Organizational Structure and Staffing

RECOMMENDATION 1
The Virginia Information Technologies Agency (VITA) should assess whether it is meeting the 100-day goal for the development of new statewide IT services at the end of 2021. If not meeting the goal, VITA should identify the reasons why and develop a plan to meet the goal. VITA should present the results of its assessment (and plan, if needed) to the Relationship Management Committee governance forum. (Chapter 2)

RECOMMENDATION 2
The Virginia Information Technologies Agency should elevate the project management division to be its own directorate under the chief operating officer. (Chapter 2)

RECOMMENDATION 3
The Virginia Information Technologies Agency should develop a formal policy requiring the project management directorate to report directly to the chief information officer for oversight of IT projects where potential or actual conflicts of interest arise. The formal policy should describe the circumstances under which an actual or potential conflict of interest arises and require the project management directorate to report directly to the chief information officer in those situations. (Chapter 2)

RECOMMENDATION 4
The Virginia Information Technologies Agency (VITA) should develop a plan to fully staff its Commonwealth Security and Risk Management group to meet its statutory responsibilities. The plan should specify the number of additional staff needed in the group to carry out its security, risk management, and enterprise architecture functions, and the roles these staff would fill. VITA should provide the plan to the Joint Legislative Audit and Review Commission, Senate Finance and Appropriations Committee, and House Appropriations Committee by December 15, 2021. (Chapter 3)

RECOMMENDATION 5
The Virginia Information Technologies Agency (VITA) and the Department of Human Resource Management (DHRM) should conduct a joint compensation review to develop a compensation strategy for recruiting and retaining classified employees for highly technical or other positions that require higher compensation than most classified positions. The review should include a market analysis of the total compensation required to recruit and retain classified staff for these positions and options available under the state's compensation policy to offer compensation that is competitive with the private sector. VITA and DHRM should provide the results of the review to the Joint Legislative Audit and Review Commission, Senate Finance and Appropriations Committee, and House Appropriations Committee by July 30, 2022. (Chapter 3)

RECOMMENDATION 6
The Virginia Information Technologies Agency should develop guidelines that specify the circumstances under which the agency will use contractors and only hire contractors in circumstances that meet the guidelines. (Chapter 3)

RECOMMENDATION 7
The Virginia Information Technologies Agency should develop a plan for hiring classified staff to replace contractors who are carrying out long-term functions or otherwise not meeting the agency's new guidelines for when to hire contractors. (Chapter 3)