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# IRM Continuing Education Guidelines

**for Information Resources Managers of  
Texas State Agencies and Universities**

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Department of Information Resources

**Austin, Texas**

**Effective September 1, 2004**

# Overview of Revisions for FY 2005

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Changes to the IRM Continuing Education Guidelines for FY 2005 include:

- 1) simplifying the reporting structure by collapsing the nine competency areas (with 62 sub-reporting areas) into six and eliminating the need to map a training activity beyond the highest level, and
- 2) re-organizing some sections of the document to enhance readability. Information that was primarily used for reference purposes has been moved to the Appendix.
- 3) updating Texas Administrative Code citations

There are no significant changes to the basic rules of the program.

IRM levels, number of hours, required topics for new IRMs, and other parts of the Guidelines remain the same.

The changes are effective retroactively to September 1, 2004.

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# Introduction

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The State of Texas invests approximately \$1.8 billion per year in information resources and technology to support government functions to serve the needs of its citizens. Information and information resources are strategic assets of the State of Texas that must be managed as valuable resources.

Section 2054.076 of the Information Resources Management Act (IRM Act) directs the Department of Information Resources (DIR) to provide mandatory guidelines to state agencies and universities regarding initial and continuing education requirements for Information Resources Managers (IRMs).

Continuing education for IRMs supports skilled information resources management. These guidelines are designed to assist IRMs as they select and pursue professional development opportunities.

Legislative citations and information on how the program was developed are available in the Appendix.

Note: within this document, the term “agency” is used generically to represent both state agencies and universities.

## Complying with the IRM Continuing Education Guidelines

For purposes of the IRM Continuing Education Guidelines, DIR has classified the organizations into levels based on the biennial IR budget. Continuing education requirements increase as the level (i.e., the budget) increases.

For an agency to be in compliance, its IRM must:

1. Attend the minimum number of continuing education hours specified each fiscal year.
2. Complete a one-time set of required topics within the first two years of being designated the IRM.
3. Report completion of qualified training to DIR by August 31st of each fiscal year.

### Flexibility

The IRM Continuing Education Guidelines are flexible to serve the many different types of IRMs and agency sizes. Within a broad framework of competency areas, IRMs select their own educational activities. They choose educational opportunities that meet their individual needs and expertise.

## The Key Role of the IRM

The IRM should ensure that all information resources (IR) are acquired appropriately, implemented effectively, and comply with regulations and agency policies.

The purpose of the IRM Continuing Education Guidelines is to assist IRMs in building the skill sets necessary to meet these demanding responsibilities. Participating in continuing education activities enhances the ability of IRMs to meet the challenges of rapidly changing technology and to effectively utilize information resources within their agencies.

IRMs must be part of the agency's executive management team and are officially designated by the head of the organizations.

### Designating an IRM

To designate an IRM, an agency or university must submit a letter to DIR, signed by the agency or university head, naming the individual who serves in this capacity. A person who can fulfill the general roles and responsibilities listed in Appendix C should be named as the IRM.

## Initial Education Requirement

In addition to the on-going continuing education requirements, information resources managers for state agencies should, as a minimum, possess a four-year college or university degree from a fully accredited institution, preferably with major coursework in information systems, computer science, data processing, business, or a related field.

### Exemption from Initial Education Requirement

Per Sec. 2054.076 (d) of the Information Resources Management Act, an individual who is appointed the Information Resources Manager of a state agency before September 1, 1992, is exempt from the requirements regarding *initial* education.

# IRM Classification Levels

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The roles of specific IRMs may vary significantly depending on the size and mission of their agencies. For purposes of the IRM Continuing Education Guidelines, DIR has developed requirement classifications based on agency biennial IR budgets:

IRM Classification	Biennial IR Budget	Training Requirement
Level 1	Less than \$100,000	Exempt from Continuing Education requirements (voluntary participation encouraged)
Level 2	\$100,000–\$249,999	12 contact hours per fiscal year
Level 3	\$250,000–\$1,999,999	18 contact hours per fiscal year
Level 4	\$2,000,000–\$10,000,000	24 contact hours per fiscal year
Level 5	More than \$10,000,000	30 contact hours per fiscal year

The biennial Information Resources (IR) budget is the total of all funds allocated to IR operations and projects, both development efforts and technology upgrades, for the entire organization during the two-year period. It consists of all IR internal staff costs and all IR procurements (whether purchased, rented, leased, leased for purchase, or licensed) for all hardware, software, and services. This includes:

- Computer hardware
- Hardware maintenance
- Software
- Software maintenance
- Contract services (consultant and non-consultant)
- Disaster recovery services
- West Texas disaster recovery costs and/or data center operations costs
- Telecommunications (voice, data, hardware, maintenance)
- Training (end user or IT professional)
- Supplies
- Other

The IR budget alone does not provide a complete picture of the IRM's level of responsibility or training needs. Appendix D offers additional descriptive information to aid IRMs in determining the proper level of training to seek.

Note: If modifications to the agency biennial budget affect the IRM classification level, the IRM should immediately contact DIR to determine how this change will impact compliance with the Continuing Education Guidelines.

# IRM Continuing Education Requirements

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The IRM Continuing Education Guidelines are based on the premise that IRMs should strive for proficiency in key IR competency areas that will enable them to increase expertise in the use and management of information resources.

The following are the requirements for an agency to be in compliance with the IRM Continuing Education Guidelines:

1. Each fiscal year, the designated IRM must attend the stated number of qualified hours of continuing education.
2. Within two years of being designated, the IRM must complete a one-time set of specified topics.
3. Each fiscal year, the designated IRM must report completion of qualified training to DIR by August 31st.

## Core Competency Areas

DIR has identified a list of *core competency areas* for IRMs:

- 1.0 Strategic Planning and Policy Issues
- 2.0 Managerial and Leadership Competencies
- 3.0 IT Performance Assessment
- 4.0 Project/Program Management
- 5.0 Capital Planning, Investment Assessment, and IT Acquisition
- 6.0 IT Topics and Trends

These represent broad areas of knowledge that IRMs should possess and to which continuing education activities should be linked. Appendix A contains a list of sample competencies for each of these core competency areas.

## Yearly Continuing Professional Education (CPE) Credit

To fulfill the continuing education requirements, IRMs must attend qualified educational events or classes that support one or more of the core competency areas. The broad list of competencies allows ample flexibility for IRMs to select courses that meet the varying needs of their agencies and their own expertise.

Participants accumulate Continuing Professional Education (CPE) units for qualified activities, with a unit of CPE being equivalent to one *contact hour* of education.



### Contact Hours

A *contact hour* is defined as a 60-minute interval in which interactive learning takes place as part of a structured educational or training experience. To calculate contact hours for a class

1. Calculate the total length of the class in hours
2. Subtract any time spent on breaks, meals, or non-educational activities
3. Round the remainder up or down to the nearest half hour

Example: A one-day class lasting from 8:30 a.m. to 4:30 p.m. with a 30-minute morning break, a one-hour lunch, and a 30-minute afternoon break would equate to **6.0** contact hours.

A course or session must be at least 50 minutes long to count as one full hour of CPE credit. The IRM should assure that any event attended, especially those of very short duration, are of sufficient quality and depth as to provide appropriate benefit.

### Minimum CPE Requirements

IRMs must complete the following **minimum CPE credit hours each fiscal year**.

Level	Minimum Total CPEs per Fiscal Year
1	0
2	12
3	18
4	24
5	30

### IRMs Designated Mid-Year

If a new IRM is appointed during a fiscal year, the IRM must complete a portion of the yearly CPE requirements, as identified in the following table.

Starting Quarter	Percent of Fiscal Year CPEs to Complete
First	75%
Second	50%
Third	25%
Fourth	0%

An IRM transferring from one agency to another (as the IRM) may transfer his/her educational records/hours.

## One-Time Required Topics

IRMs must complete a specified number of continuing education hours for *required topics* within the first two years of being designated. This is a one-time, not recurring, requirement.

### Required Topics List

Depending on the classification level, these required topics include:

- **Strategic Planning** - understanding of strategic planning and the steps involved in the planning effort. (Those already experienced in this process should seek topics that enhance their strategic planning skills.)
- **Communication** – communication of technical information to non-technical stakeholders
- **Training** – topics that support the importance of training the people who use the agency’s information resources and information resources technologies
- **Quality Assurance** - Implementing quality assurance programs and minimizing risk on IT projects
- **Business Value of IT** - Balancing the technical aspects of information resources and information resources technologies with the agency’s business needs
- **Contracting** – topics on contract negotiation or contract management

These topics were selected based on legislative mandates, trends affecting both technology and government, and feedback as to critical knowledge areas needed for successful IR management.

IRMs will be notified of any changes or additions to the list of required topics.

### Selecting Appropriate Educational Opportunities

IRMs are responsible for identifying courses and conferences within the core competency categories that meet their agencies’ needs and their own level of expertise. An IRM with little experience in one of these areas should seek introductory topics. An IRM with extensive expertise should seek advanced topics that supplement the knowledge already obtained.

## Required Topics by Core Competency Area (Per Level)

The following table identifies one-time required topics for each competency area and the minimum hours required per level.

Required Topics by Core Competency Area	Required Hours			
	Level 2	Level 3	Level 4	Level 5
1.0 Strategic Planning and Policy Issues ◆ Strategic planning (level as needed based on current experience)	6	6	6	6
2.0 Managerial and Leadership Competencies ◆ Communication of technical information to non-technical staff ◆ Training of staff who use the agency's information technology resources  IRM must have some CPEs in <u>each</u> area. Combined total should at least equal the required hours stated.	0	0	6	6
3.0 IT Performance Assessment ◆ Business value of information technology.	0	3	3	3
4.0 Project/Program Management ◆ Quality Assurance and/or Risk Management	0	0	3	3
5.0 Capital Planning, Investment Assessment, and IT Acquisition ◆ Contract Negotiation and/or Contract Management	0	3	3	6
6.0 Information Technology Topics and Trends ◆ No required topics in this competency	0	0	0	0
<b>Total Required Topic CPEs</b> (to be completed within two years of an individual's designation as agency IRM)	<b>6</b>	<b>12</b>	<b>21</b>	<b>24</b>

### Notes:

- ◆ All CPEs for required topics and electives may be applied to yearly IRM continuing education requirements.
- ◆ Year Zero grandfather clause (explained in Program Rules/Restrictions) allows IRMs to satisfy required topics with classes taken up to one year before designation date.

### Required Topics as a Subset of Yearly CPE Hours

The required topics are not hours of training *in addition* to the minimum yearly CPE hours; rather, they represent focusing the yearly hours earned on designated topics.

For example, a newly designated Level 5 IRM must receive 60 hours of training in the fiscal biennium (30 hours each fiscal year). Of these 60 hours, at least 24 should be required topics.

### Elective Topics

Any courses/events that do not contribute towards the required topics are considered elective. IRMs select elective topics that support the IRM core competencies to complete the educational requirements each fiscal year.

# Rules, Restrictions, and Exceptions

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The following section outlines some of the detailed points of the rules, provides examples for specific situations, and answers some commonly asked questions regarding compliance with the IRM Continuing Education Guidelines.

## General Rules

- IRMs must complete the minimum number of CPE hours specified during each fiscal year (Level 2 = 12, Level 3 = 18, Level 4 = 24, Level 5 = 30).
- Hours may contribute towards required topics or elective topics that support the IRM core competencies.
- Events that qualify for credit must meet all of the following criteria. They:
  - support one or more of the competencies identified in the guidelines
  - meet generally accepted standards as an educational event
  - provide for some type of attendee interaction (exercises, discussion, group work, or question & answer)
  - provide some proof of attendance (sign in sheet, evaluation, attendance roster, etc.)
  -
- Qualified educational events are those that meet the guidelines and enhance the IRMs management of information resources.
- An IRM must attend the entire module, session, or event as is appropriate to meet the learning objectives.
- Appropriate classroom training and participation in conferences qualify for the IRM educational program. Classes held via interactive videoconferencing qualify as classroom training.
- An IRM appointed during the fiscal year may count any education completed during the fiscal year towards satisfying requirements, including that completed before the IRM designation date.
- IRMs may claim credit for coursework taken as part of a professional certification if it falls into one of the core competency categories.

## Year Zero Grandfather Clause

IRMs may claim credit for educational activities completed in the year immediately prior to participation in the guidelines if those activities satisfy a required topic.

Note - only hours taken within the fiscal year may count towards the year's CPE requirement; however, this grandfather clause allows IRMs to satisfy required topics with recently taken educational activities, and thus frees more hours for elective topics.

Example: IRM designated on September 1

If a Level 4 IRM attended a one-day (6 CPE) strategic planning course the previous summer, he/she may report the requirement for that topic has been met. However, it would not count towards the 24 CPEs needed for the current fiscal year (because the training occurred in the previous fiscal year).

### Single Course Covering Multiple Requirements

A single educational activity that covers multiple topics may be used to satisfy more than one requirement. However, the total hours reported cannot exceed the total hours in the class/conference.

Example: An IRM attends a six-hour course that covers topics relating to both ***Quality Assurance*** and ***Contract Management***. The IRM may report hours to each topic as long as the total does not exceed six:

- Acceptable: QA = 3 hours, Contracting = 3 hours
- Acceptable: QA = 2 hours, Contracting = 4 hours
- NOT Acceptable: QA = 6 hours, Contracting = 6 hours

### Distance Learning Alternatives

- Programs delivered via distance learning technologies may be considered for inclusion as long as (1) they provide for participant interaction and (2) there is an objective means of verifying program completion. This could include computer-based training (CBT), Internet programs, and Web-based programs.
- For self-paced educational activities that meet all other program requirements, the creator or sponsor of the activity must establish a standard number of contact hours based upon the average completion time. The IRM may count stated contact hours or the actual completion time, whichever is less, towards IRM credit.

### Activities for which CPE Credit is not Awarded

Many of the activities below are worthy endeavors and should be encouraged. However, they do not fall within the scope of the IRM Continuing Education Guidelines for the purpose of CPE credit.

- Any educational activity that does not support the IRM competencies

- End-user courses in software applications used for general office automation (word processing, spreadsheets, etc.). While training to increase one's productivity in these tools is certainly encouraged, this type of training is not recognized within the scope of this program.
- Any educational program that is not completed by the participant. To meet the educational objectives of a program, the participant must attend/complete all modules that relate to the program objectives.
- Reading technical journals, newsletters, magazines, and books.
- Focus group, advisory group, and/or committee meetings. Note: educational presentations scheduled within such meetings may count if they meet the program guidelines.
- Mass media programs presented via television, radio, newspaper, etc.
- Meetings/events designed for information sharing or training on administrative functions rather than educational purposes. Example: An IRM attends an internal training session on how to use the organization's timekeeping system. This would not qualify for CPE credit.
- Participating in professional organizations. While the general meeting and networking activities do not apply, educational components may qualify. For example: a one-hour educational program embedded in a meeting or a conference hosted by the group may qualify.
- Any educational activity does not meet generally accepted standards for a continuation educational event. An event that qualifies:
  - was planned in response to an identified educational need
  - has legitimate educational objectives
  - was designed/conducted by qualified personnel
  - has content/delivery methods that support the intended learning outcomes
  - was/will be evaluated by participants in some manner
  - lasts at least 50 minutes

## Waiver from Continuing Education Requirements

Continuing education is a critical piece of successful technology management, so it is imperative that Texas IRMs stay abreast of current technology and continue to develop their knowledge areas. This program is designed to help IRMs obtain ongoing training, while at the same time, enabling them to choose courses and conferences that meet their individual needs.

Texas Administrative Code, Chapter 201, Sec. 201.9 allows DIR's Executive Director to grant compliance waivers to state agencies:

The executive director is hereby delegated authority by the board to grant a requesting state agency a compliance waiver from administrative rule, statewide standards, or other board policies. A state agency may request a compliance waiver from administrative rule,

statewide standards or other board policy. The agency must clearly demonstrate to the department through written justification any performance or cost advantages to be gained and that the overall economic interests of the state are best served by granting the compliance waiver. The executive director of the department will notify the board when requests for waivers are received.

**If an agency believes there is a compelling reason that its IRM should not have to comply with the mandatory Continuing Education Guidelines, the agency may submit this request in writing to DIR. Requests for waivers will be reviewed on a case-by-case basis.**

# Reporting

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After completing a course, an IRM will report via an online form on the Continuing Education Guidelines Web page (<http://www.dir.state.tx.us/CEG>). The form requests information that may include, but is not limited to:

- IRM name, agency, contact information, and level
- Course/conference name
- Event begin and end dates
- CPE hours
- Brief course/conference description
- Competency area fulfilled
- Required topics satisfied
- Location and sponsor

The online form must be fully completed in order for IRMs to receive continuing education credit for each course. DIR will inform IRMs of their continuing education status midway through each fiscal year.

The IRM should retain proof of attendance/completion for each educational event. This will not be submitted to DIR unless specifically requested. Examples of documentation include a certificate of completion, statement by the sponsoring body, or copy of registration confirmation with actual course materials.

Only the designated IRM will report continuing education compliance. Other IR staff members who voluntarily follow these guidelines will not report to DIR.

IRMs are encouraged to record *all* qualified continuing education events that benefit them in their role as the IRM (not just the courses that meet the minimum CPE requirement). This information will be used in refinement of the IRM Continuing Education Guidelines and in identifying particular areas of interest to IRMs.



# Appendix A: IRM Core Competency Areas

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Texas IRMs should strive for proficiency in key IR competency areas that will enable them to increase expertise in the use and management of information resources (IR). The core competency areas with sample competencies are listed below.

➤ **Items that may indicate a required topic for newly designated IRMs.**

**1.0 Strategic Planning and Policy Issues**

- Understanding of mission, organization, functions, policies, procedures as well as linkages and interrelationships among departments and levels of government
- Governing laws and regulations
- **Strategic planning**
- IT planning methodologies
- Operational planning
- Information management
- IT baseline assessment analysis
- Legal and policy issues for management
- Business process redesign/reengineering models and methods
- Security, privacy, and information assurance

**2.0 Managerial and Leadership Competencies**

- Defining roles, skill sets, and responsibilities of the IRM, IR staff, and stakeholders relative to IT
- **Methods for building and evaluating expertise of IT management and technical staff**
- **Effective communication and presentation skills, especially as related to non-technical stakeholders**
- Negotiation skills
- Problem solving
- Partnership/team-building techniques
- Personnel performance management techniques
- Practices which attract and retain qualified IT personnel
- Process and change management

**3.0 IT Performance Assessment**

- **Measuring the business value of IT**
- Monitoring and measuring new system development
- Measuring IT success: practical and impractical approaches
- Managing IT reviews and oversight processes
- Monitoring and evaluation methods and techniques

**4.0 Project/Program Management**

- Project Management Methodology
- Project Business Case
- Project Integration Management
- Project Scope Management
- Project Requirements Management
- Project Time Management
- Project Cost Management
- **Project Quality Management**
- Project Resource Management
- Project Communications Management
- Project Configuration Management
- **Project Risk Management**
- Project Procurement Management

**5.0 Capital Planning, Investment Assessment, and IT Acquisition**

- IT acquisition best practices
- Cost benefit, economic, and risk analysis
- Business case analysis
- Integrating performance with mission and budget process
- Investment review process
- Alternative acquisition models
- **Contract Negotiation**
- Streamlined acquisition methodologies
- **Contract Management**
- **Vendor Management**

**6.0 IT Topics and Trends**

- Emerging/developing technologies
- E-Government, electronic business, electronic commerce
- Information systems architectures
- Information delivery technologies
- Enterprise architecture
- System life cycle
- Software development
- Data management
- Telecommunications
- IT as it relates to specialized fields (medicine, engineering, environmental, etc.)



# Appendix B: Legislative Basis and Program Development

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## Legislation Regarding IRM Education

The following excerpts from the Information Resources Management Act and the Texas Administrative Code outline the role of DIR in implementing a continuing education program for Texas IRMs.

### Information Resources Management Act (Excerpt)

#### § 2054.076. Training and Continuing Education.

- a) The department periodically shall analyze the training needs of information resources managers and adjust its initial training and continuing education guidelines based on its analyses. The department's analyses must take into account the different training needs of information resources managers at both large and small state agencies.
- b) The department shall provide mandatory guidelines to state agencies regarding the initial and continuing education requirements needed for information resources managers and require information resources managers to report their compliance with the requirements to the department.
- c) The department's initial training and continuing education guidelines must require information resources managers to receive training and continuing education in:
  - 1) implementing quality assurance programs;
  - 2) training the people who use the agency's information resources and information resources technologies; and
  - 3) balancing the technical aspects of information resources and information resources technologies with the agency's business needs.
- d) An individual who is appointed the information resources manager of a state agency before September 1, 1992, is exempt from the requirements of the department regarding initial education needed for that position.
- e) The department may provide educational materials and seminars for state agencies and information resources managers.

### Texas Administrative Code (Excerpt)

#### Part 10 Department Of Information Resources

#### Chapter 211 Information Resources Managers

#### Subchapter B State Agency Information Resources Managers

#### Rule §211.11 Initial Qualifications and Continuing Education

Any person who is designated by the head of a state agency as the information resources manager of that state agency must be a senior official of the state agency. State agency heads are encouraged, but not required, to make designations on the basis of qualification guidelines provided by the department. Information resources managers for agencies should, as a minimum, possess a four-year college or university degree from a fully accredited institution.

- (1) Each designated state agency information resources manager shall be required to complete continuing education requirements approved by the board of the department and provided by the department. The head of each agency is responsible for ensuring their appointee remains qualified to serve as information resources manager.
- (2) The department will provide continuing education programs, including educational materials and seminars, to assure that state agency information resources managers remain current in the field of information resources management.

## **Subchapter C Institution of Higher Education Information Resources Managers**

### **Rule §211.21 Initial Qualifications and Continuing Education**

Any person who is designated by the head of an institution of higher education as the information resources manager must be a senior official of that institution. Institutions are encouraged, but not required, to make designations on the basis of qualification guidelines provided by the department.

- (1) Continuing education is an essential component for information resources managers to remain qualified to serve as an information resources manager. Each designated information resources manager shall complete continuing education requirements approved by the board of the department and provided by the department. The head of each institution of higher education is responsible for ensuring their appointee remains qualified to serve as their information resources manager.
- (2) The department will provide continuing education programs, including educational materials and seminars, to assure that institution of higher education information resources managers remain current in the field of information resources management.

## **Development of the IRM Continuing Education Guidelines**

These guidelines were developed using information and feedback from multiple sources, including:

- Survey of IRMs regarding educational needs.
- IRM focus group meetings to discuss educational needs and program objectives.
- Interviews with individual IRMs (those unable to attend the focus groups) to discuss specific areas, such as the applicability of the program to very small agencies.
- Interviews with analysts, managers, and Quality Assurance Team staff within DIR regarding training needs.
- Research into similar programs in other states and at the federal level.
- Exploration of requirements for other professional continuing education.
- Establishment of an IRM Education Advisory Committee, consisting of agency and university IRMs, whose members participated in the development of these guidelines.

# Appendix C: IRM Roles and Responsibilities

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## Roles of IRMs in State Government

The Information Resources Manager (IRM) should ensure that all information resources (IR) are acquired appropriately, implemented effectively, and comply with regulations and agency policies. IRMs must be part of the agency's executive management and report directly to a person with a title functionally equivalent to executive director or deputy executive director (IRM Act, 2054.075(b)). The roles of an agency IRM include:

- Planning IR investments, operations, and support
- Managing IR human and financial resources
- Organizing agency information resources for efficient and effective services
- Reporting on the IR investment and benefits to executive management, the Legislature, and DIR

## General Responsibilities

In addition to these roles, the basic responsibilities of an agency IRM should include:

- *Coordinating* the daily business demands on IR operations
- *Overseeing* management of major projects through implementation
- *Adopting* IR standards, policies, practices, and procedures that address
  - strategic planning
  - business/technology performance metrics and performance monitoring
  - annual assessment of selected IR activities
  - risk management
  - disaster recovery
  - security
  - procurement practices
  - process improvement
  - staffing, including performance management/improvement and training
- *Leveraging* information technology (IT) resources to meet business needs
- *Disseminating* IR data and knowledge
- *Promoting* utilization of IT resources internally and externally
- *Communicating* with agency stakeholders to exchange appropriate information

## Preferred Skills

Preferred skills for an IRM include:

- A working knowledge of the IR technical environment of the agency and the state, including telecommunications;
- IR contract administration and management, preferably extensive multi-vendor oversight experience;
- A working knowledge of IR legislative requirements for state government;
- Demonstrated skills in decision-making, project management, and IR personnel management;
- IR strategic and operational planning and knowledge of the state of IR technology; and
- Managerial skills which address integrity, leadership, communications, supervision of technical staff, risk management, and vendor-customer-client relations.

# Appendix D: Sample Descriptions of IRM Classification Levels

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The IR budget alone does not provide a complete picture of the IRM's level of responsibility or training needs. This appendix offers additional descriptive information to aid IRMs in determining the proper level of training to seek.

If modifications to the agency biennial budget affect the IRM classification level, the IRM should immediately contact DIR to determine how this change will impact compliance with the Continuing Education Guidelines.

## Level 1 (Biennial IR Budget less than \$100,000)

Exempt from Continuing Education requirements

Level 1 has no dedicated IR staff. The IRM role is generally an additional assignment for a person whose primary job responsibility is not related to information resources. IR services for this agency generally consist of minimal support for basic off-the-shelf applications. The agency may depend upon another agency or contracted resources to provide these IR services.

*Although IRMs for Level 1 agencies are exempt from continuing education requirements, these IRMs are encouraged to participate voluntarily.*

## Level 2 (Biennial IR Budget \$100,000–\$249,999)

Level 2 agencies may have one person assigned responsibility for IR. The IRM role may be an additional assignment for a person whose primary job responsibility is not related to information resources. IR services are generally limited to support for off-the-shelf applications.

## Level 3 (Biennial IR Budget \$250,000–\$1,999,999)

Level 3 agencies generally have a small- to medium-sized IR staff. Management of the IR function may be a full-time responsibility for the IRM. The IR environment for agencies at the lower end of this level are often limited to particular platforms. The IR environment becomes more complex in Level 3 agencies with larger budgets. Some systems development work may be done in-house or contracted, but is highly limited. The IR function may provide some support beyond the off-the-shelf applications supported at Levels 1 and 2.

#### Level 4 (Biennial IR Budget \$2,000,000–\$10,000,000)

Level 4 agencies usually have a medium-sized IR staff. IR is an established department within the organization, and the IRM position is a full-time job. The IR environment for this agency is varied, possibly with a mixture of different platforms. Systems development work may be done in-house or contracted. The IR division typically provides functional support of IR applications as well as technical support for the underlying technology required for agency operations.

#### Level 5 (Biennial IR Budget more than \$10,000,000)

In a Level 5 agency, Information Resources is a key department within the organization. Management of the IR function is a major responsibility for the IRM, who fills the role of Chief Information Officer for the organization. All issues faced by Level 4 agencies are a part of the Level 5 agency's IR operations. In addition, this agency level has an even more varied and complex environment.