

## ***Strategy: Partner for Successful Outcomes***

*Shape the partnership between government lines of business and IT by creating a standard framework to ensure successful outcomes.*

### ***Desired Outcomes***

- *Successful business process implementation*
- *IT systems are well-engineered and appropriately designed for their intended use*
- *Effective partnership between IT and business*
- *Procurement efficiency and cost savings*
- *Standard governance, business process re-engineering, program management, organizational change management and procurement systems followed*

### ***Expected Benefits***

- *Business process outcome improvement*
- *Confidence in state's ability to implement systems*
- *ETS/CIO are broker of technology solutions*
- *Successful procurement, design and implementation of department and agency IT projects*

### ***Expected Challenges***

- *IT may not have "consultant" skills to aid business*
- *Culture shift – both IT and business will need to see the value and initiate partnership*
- *Trust & understanding may be lacking between business & IT*
- *Time & re-prioritization – using consultants vs. State IT*

### ***Key Strategic Stakeholders***

- *Functional business owner/decision-maker*
- *IT leaders and next-tier teams tasked with the work*
- *Governance Groups*
- *Procurement*
- *Cabinet – buy-in to drive culture/process changes*

### ***Metrics***

- *Cost, schedule, and performance on development*
- *# of re-baselines*
- *CMM and Reference model score*

## ***Strategy: Expand Statewide Cyber Security Strategy***

*Expand the statewide cyber security strategy to protect the State's IT infrastructure and constituent data through adoption of cyber security industry best practices across the State's IT systems*

### ***Desired Outcomes***

- *Safeguard state and constituent information*
- *Reduce vulnerability to external threats*
- *Immediate system-wide threat response*
- *Security efficiency through use of AI/ML*
- *Minimize storage of sensitive data*

### ***Expected Benefits***

- *Increased public trust in systems, state government*
- *Reduced/eliminated breaches*
- *Cost savings*
- *Safer data, applications, systems*
- *Increased system up-time (True 24/7 availability)*

### ***Expected Challenges***

- *Change Management – new systems, role, processes, relationships, behavior expectations*
- *Adequate, skilled staffing*
- *Adequate funding (CISO, staffing, Data Officer, training, technology)*
- *Legacy infrastructure & applications*
- *Evolving nature of threats*

### ***Key Strategic Stakeholders***

- *Cyber security specialists*
- *State IT Directors, leaders/management*
- *Employees (buy-in, good security hygiene)*
- *Legislature (funding & resource commitment)*
- *IT product and service providers and industry associations*
- *Federal government*

### ***Metrics***

- *# of verified cyber security incidents/year*
- *Training participation*
- *CIS Reference Model Scorings*
- *CMM level score*

## **Strategy: Enhance the Value of State Data**

*Maximize the value of State data by designing, implementing and governing State systems for data stewardship, sharing, and public use*

### **Desired Outcomes**

- *Data Usage: State data is more valuable for economic and public purposes*
- *Transparency & Accessibility: All appropriate State-stored/managed data is available to the public and to other State departments, agencies, and users*
- *Increased awareness – all stakeholders know what is accessible and why specific data classes are not*

### **Expected Benefits**

- *Increased constituent trust in government and civic engagement*
- *Improved cross-department, cross-agency, cross-sector collaboration that benefits Hawai'i*
- *Broader data visibility leads to problem identification & solutioning*
- *Increased data interoperability & sharing – more opportunity for informed decision-making*
- *Better service delivery & client experience*
- *Decreased redundancy – greater efficiency in government*

### **Expected Challenges**

- *Change Management – new systems, processes, relationships, expectations (Culture of Sharing)*
- *Inconsistency across agencies – resistance to standardization*
- *Culture – public interest vs. sole client focus*
- *Adequate funding*
- *State & federal law – inter-agency sharing, confidentiality rules*
- *Fear of data integrity, quality, security, ownership/governance*

### **Key Strategic Stakeholders**

- *Data Stewards: Department and program leadership (buy-in, commitment, support, use, reporting)*
- *State leadership and employees*
- *Office of Information Practices (OIP) and Attorney General*
- *Federal agencies*
- *Legislature (funding, policy changes)*
- *Open Data advocates and users including businesses*

### **Metrics**

- *Visits to data.hawaii.gov site*
- *# of data sets inventoried and classified*
- *% of data sets available on data.hawaii.gov*
- *Reference Model & CMM Scores*

## **Strategy: Optimize Enterprise Systems**

*Optimize ETS enterprise systems to leverage the state's investment in centralized IT services*

### **Desired Outcomes**

- *Decreased IT costs and redundancy*
- *Role clarity, increased employee retention*
- *Streamlined, more effective communication*
- *Accelerated execution: Procurement, SDLC*
- *Enterprise systems are well-engineered and appropriately designed for their intended use*

### **Expected Benefits**

- *Seamless operation of enterprise systems*
- *Expanded service catalogues*
- *Service level agreement transparency*
- *Prioritization of investments*

### **Expected Challenges**

- *Large catalogue of systems including NGN, ERP/HRMS/Payroll, FAMIS/DataMart, Office 365, identity management (Active Directory), land mobile radio, GIS, eSign, hosting platforms (Mainframe, GPC), SharpCloud, cybersecurity suite, open data platforms, and Access Hawaii digital government portal*
- *Adequate skilled staffing and funding*
- *Change Management – new systems, role, processes, relationships, expectations*

### **Key Strategic Stakeholders**

- *Executive branch department heads (buy-in, commitment, engagement/support, use, reporting)*
- *Citizens using open data or digital government systems*
- *DHRD (staffing)*
- *Legislature (funding)*
- *Employees (continuity of leadership, engagement)*

### **Metrics**

- *Reference Model & CMM Scores*
- *SLA measures for systems*

## ***Strategy: Extend IT Portfolio Governance***

*Extend the State IT Governance Model to better align the state's functions with resources and ensure the State follows industry best practices and garners the full benefits of its investments.*

### ***Desired Outcomes***

- *Proactive and transparent portfolio planning and management through system life cycle*
- *Transparency into cost, schedule and performance and re-baselining of projects*
- *Sharing and reuse of existing hardware and software*
- *IT systems are well-engineered and appropriately designed for their intended use*

### ***Expected Benefits***

- *Transparency into system investment, performance and lifecycle including planning, investments, system health, modernization, end of service and system replacement*
- *Better planning by ETS and departments resource leveling to avoid spikes in budget and staff levels*
- *A more effective accountability framework*

### ***Expected Challenges***

- *Gathering, organizing and analyzing portfolio data from across the enterprise*
- *Resource constraints – funding, limited skillsets*
- *Buy-in to adopt required standards, shared services, common platforms vs. customized habits, systems*
- *Organizational commitment to share data*
- *Selecting appropriate performance indicators & best practices*

### ***Key Strategic Stakeholders***

- *State departments, agencies – IT and business partners*
- *ITSC*
- *Legislature*
- *Public/constituents/interest groups*
- *Vendors*

### ***Metrics***

- *# of systems monitored*
- *% of systems with complete information*
- *# of re-baselines*
- *Reference Model & CMM Scores*

## **Strategy: Implement Dynamic and Sustainable IT Operations**

*Implement dynamic and sustainable IT operations to ensure business systems are up-to-date and ready to support the current and future needs of business users and citizens at all times.*

### **Desired Outcomes**

- *IT Systems can be quickly configured to meet business needs*
- *Systems are healthy, stable and upgradeable*
- *IT systems are well-engineered and appropriately designed for their intended use*
- *State quickly benefits from new technology*
- *Legacy systems decommissioned*

### **Expected Benefits**

- *Faster response to changing business needs*
- *New features available to businesses as soon as added*
- *System health maximized and down-time reduced*
- *Reduced risk in cyber security*
- *Reduced cost of hardware/software development, operation & maintenance*

### **Expected Challenges**

- *Skills gaps in risk management & Agile methodology*
- *Procurement feature/process adds/changes needed*
- *Requires a long-term funding plan*
- *Differing agency priorities*
- *ITSM & GRC tools (skills & processes)*

### **Key Strategic Stakeholders**

- *Business users & leaders*
- *Tech implementors & operators*
- *Citizens, Customers*
- *Legislators, Cabinet & Governor*
- *Procurement*

### **Metrics**

- *# of systems on legacy /IAAS/PAAS/ SAAS*
- *Version and patch currency at n-1*
- *Reference Model & CMM Scores*

## ***Strategy: Digital Workforce Development***

*Establish a continuous learning culture and growth mindset to modernize how we work and enable the state to develop and sustain the digital workforce needed in a constantly evolving IT world.*

### ***Desired Outcomes***

- *State government consistently attracts high quality candidates for all IT job openings*
- *Culture and work environment that promotes/encourages remote work and flexibility*
- *Re-branding of government workforce as an Innovation Center with a culture that embraces digital tools/tech, flexible/remote work environment*

### ***Expected Benefits***

- *Build recruitment, hiring, training, assignment and staffing models*
- *Qualified talent at all levels (apprenticeship, entry, senior, enterprise-level)*
- *Expanded learning and cross-training to have some level of “generalists” depending on job class/type*
- *In-house development of IT talent*

### ***Expected Challenges***

- *Retention/turnover – pay, upward mobility issues*
- *Skillsets – need to be able to deal with legacy & new tech*
- *Competition with private sector*
- *Antiquated banding/hiring processes & rules*
- *Current climate, lack of learning/growing opportunity*

### ***Key Strategic Stakeholders***

- *Current & potential employees*
- *Unions (legislative change support)*
- *CIO & IT leadership*
- *Legislature*

### ***Metrics***

- *Vacancy aging*
- *Reference Model & CMM Scores*
- *Training completed*
- *Internal Promotions*