2.0

BUSINESS AND IT/IRM GOALS AND STRATEGIES AND THE ROLE OF EA

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In Fiscal Year (FY) 2012, the State of Hawai'i embarked on a significant journey to bring about dramatic business and IT transformation to improve efficiency, streamline government processes, and enhance service delivery to constituents. Key initial actions were the hiring of a CIO, the appointment of a Business Transformation Executive, and the establishment of OIMT. These executives and this organization were given the mandate to lead the overall transformation. In addition, the CIO was tasked by the Legislature to create the State's Strategic Plan. To support the implementation of the Strategic Plan, the need for an EA and its implementation as a practice was identified in order to give structure and direction to the IT transformation efforts.

2.1 GOALS OF ENTERPRISE TRANSFORMATION

The foundation for EA is the State's strategy for business transformation. This transformation is defined as part of the New Day Plan and identifies three key elements:

• immediate job growth as Hawai'i's economy is shifted to a sustainable foundation,

• invest in the education, skills, and wellbeing of Hawai'i's people, and

• transform State government into an efficient and effective enterprise

Stated another way the strategy for transformation includes:

• ensuring that State government is cost effectively and efficiently managing all resources (e.g., investments, revenues, employees, IT) and delivering services and programs to all stakeholders (e.g., people of Hawai`i , citizens, residents, businesses, cities, counties, State employees, State government, business partners) in a manner they want/need; and

• operating in an aligned, streamlined, and integrated manner so that stakeholders' service expectations and information needs are met in terms of quality, timeliness, reliability, and transparency.

To achieve business transformation a set of goals or business outcomes have been defined along with supporting information resource management (IRM) and IT goals. Each of these is discussed in detail in the Strategic Plan and is summarized in Figure 3.
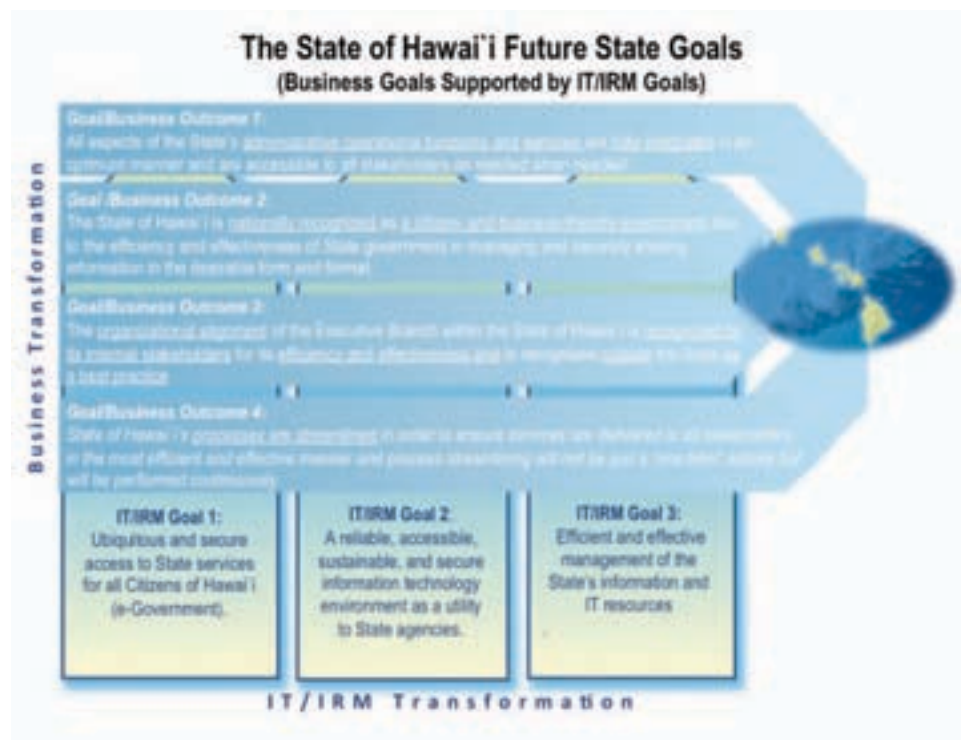

Figure 3: Business and IT/IRM Transformatin Vision for the State of Hawai`i

2.2   STRATEGIES FOR ENTERPRISE TRANSFORMATION

ITo achieve the enterprise transformation goals, a number of strategies have been defined as part of the Strategic Plan. These strategies are aligned to each business transformation and IRM/IT goal. Figure 4 highlights these strategies for achieving the defined transformation goals.
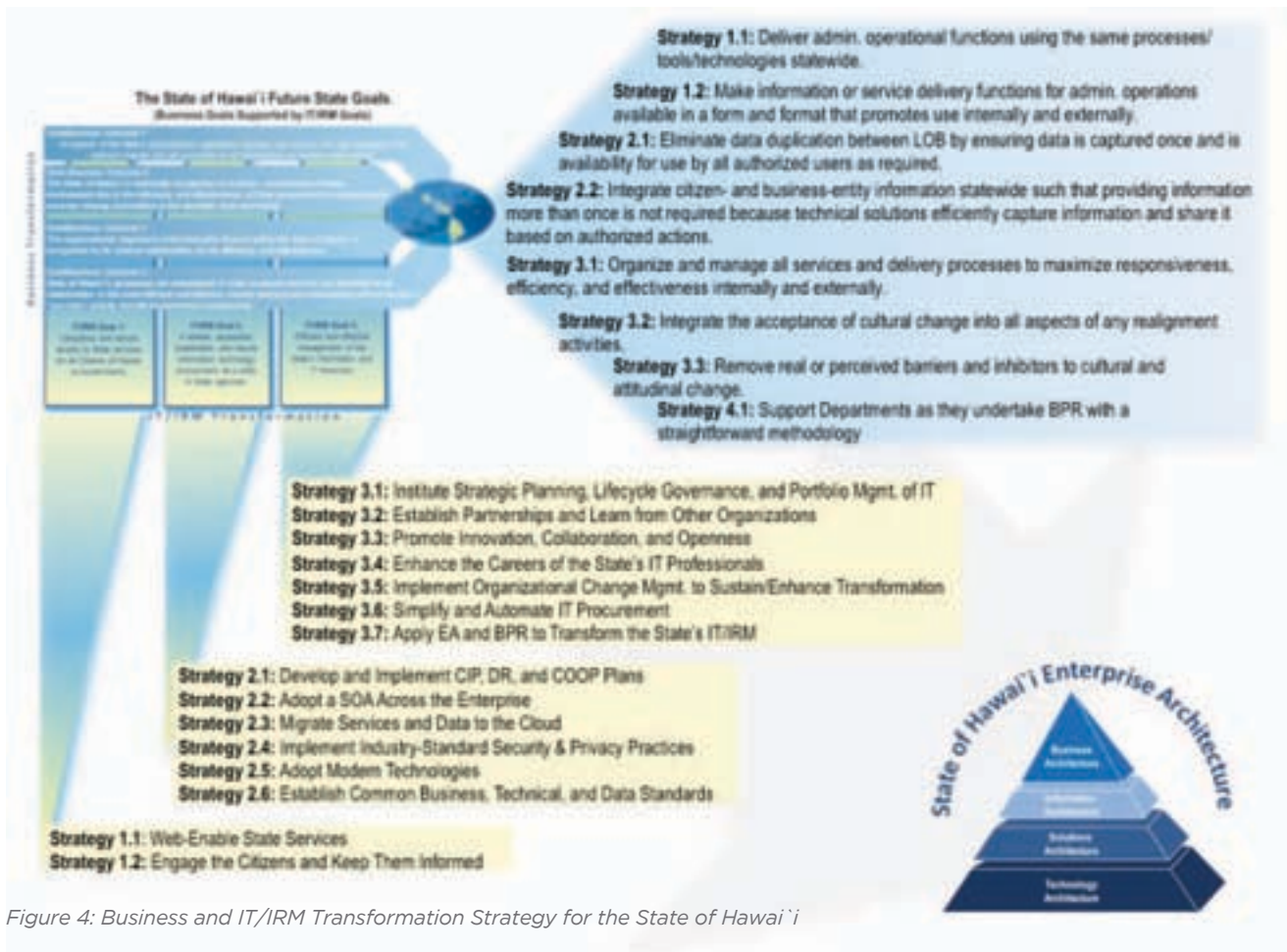

Figure 4: Business and IT/IRM Transformation Strategy for the State of Hawai`i

2.3 THE ROLE OF ENTERPRISE ARCHITECTURE

With the foundation of EA established by the business transformation and IRM/IT goals and strategies, the role of EA is to describe the As Is and to define the To Be architecture for the enterprise from four perspectives or architectural layers: business, information, solution, and technical. Figure 5 illustrates the elements of the EA practice.

The EA also serves as the recipe for aligning resources to improve business performance and helps the State and each Department better execute their core missions. In addition the EA defines a plan for transitioning from the current state to the desired future state. The State of Hawai`i, Enterprise Architecture Methodology describes the role and elements of EA in greater detail. To summarize, Figure 5 illustrates the EA practice as it is defined for the State of Hawai`i.

Figure 5: State of Hawai`i EA Practice