

Organizational Change Management

Sessions Conducted by

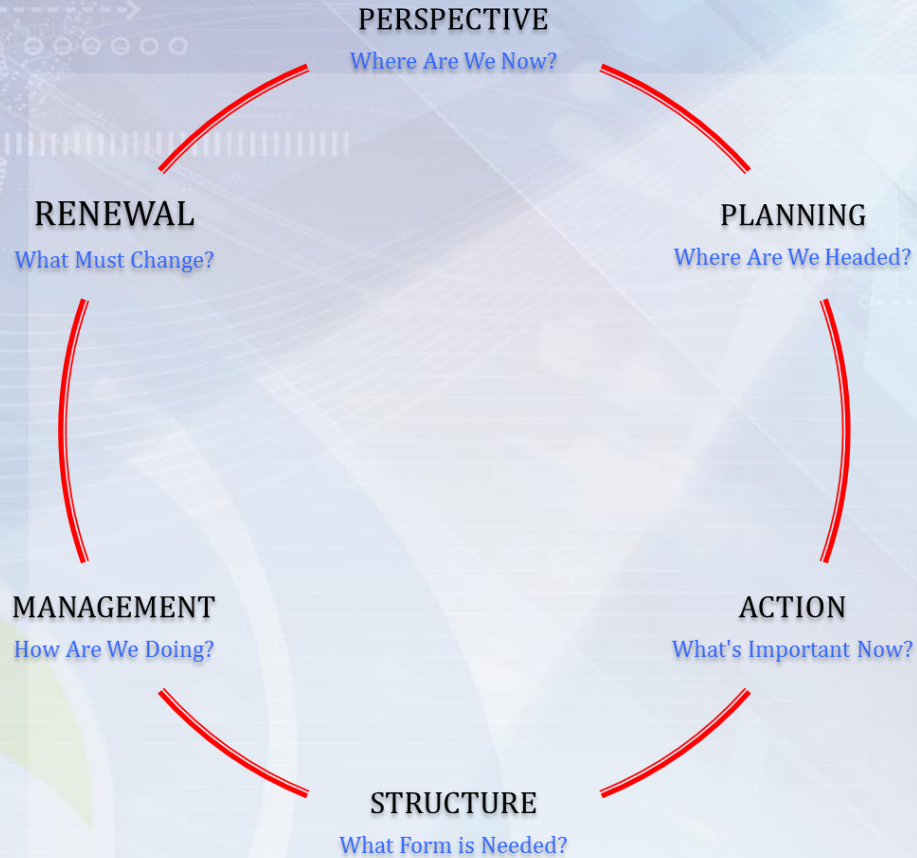


Birkman Assessments

- Style
 - Direct, Indirect, Task, or People Orientation
- Areas of Interest
 - Expediter, Communicator, Planner, Administrator
- Organizational Focus
 - Marketing, Operations, Admin, Design
- Strengths and Needs



StratsOps Planning



Process Produced – **Plan-On-A-Page**



1. Our Core Assumptions

Strategic	Operational	Financial
<ul style="list-style-type: none"> Transform services and processes by stakeholders OCIO has technical expertise Communicated key messages to the public Monitor & measure - Goals & fiscal goals Work on critical issues to improve the system Highly motivated Government Collaborative relationships with other agencies Strongly committed to the public Customer friendly Strong budget Consistent and transparent Work on major projects and initiatives 	<ul style="list-style-type: none"> Staffing levels/turnover/attrition Consolidating functions Workload distribution 3rd party service delivery Agency and vendor contracts Workload distribution Integration Information security Consistent and transparent 	<ul style="list-style-type: none"> Procurement get out of continued long-term funding Stakeholders want to measure standard ROI Our cost estimates are accurate Control over portfolio expanded scope Costs are higher in Hawaii

2. Our Mission

Connecting Hawaii to the world, with people and technology

3. Vision Statement

Transforming Government at the Speed of Life

4. Our Vision

Where We Stand	Where We Are Going	How We Will Get There
<ul style="list-style-type: none"> Starting Phase 3 View not uniform department view OCIO CIO communication Rebuilding the foundation We are a startup company View making information happen on people's schedule and change Departmental and overlapping View of engagement with other work Everyone hasn't bought into the plan View about what authority over departments Foundation to be made to have View recommending the mission We are going the Governor's plan of progress and reaching out to department heads/leadership We have lots of consultants engaged Not enough resources at department level Condition of some limited state resources (we are used) 3% online resources Lot of accomplishments in last 2 years View hopeful, frustrated, confused and worried, unstable Programme instability in services 	<ul style="list-style-type: none"> Departments collaborating collectively Shared responsibility, shared resources Some key people WTS Significant amount of new equipment and software IT as a utility, to be a paper based processes Financial metrics from information of the data Aggregation of software & devices on under an hour IT as seen as an investment rather than expense Solid administrative infrastructure for organization Dynamic, engaged, innovative work culture CA/HR/HR and quality management Relationships - organization name Increased online services Transparency increase in citizen engagement Multi-channel citizen overview of issues & broadband Have developed IT workloads, deployment of IT Higher customer service standard 90% Infrastructure reliability - 99.9% reliability 24/7 Opening RD & assessment plan, having an internal Satisfaction of staff of organization Unpaid effort, run-way of change business, public, state 	<ul style="list-style-type: none"> Build relationships & trust Optimize - more resources Step - goal & focus Empowerment and Systemic redesign All brought teams together with the products Legislation - "Step of IT" Steady IT progress via demand Plan & Progression Make it safe to "fail fast" Open "fail" High degree of accelerated development Dividend pay - Retain it how it is Stability Flexibility Resource funding of org Be able to do it in 6 months Manage our own expectations as well as others Clearer abilities need to change



6. Service Attributes

- Mission-Driven
- Standardized
- Community
- Full Service
- Inclusive

7. Our Core Values

Professionalism

Trust

Leadership

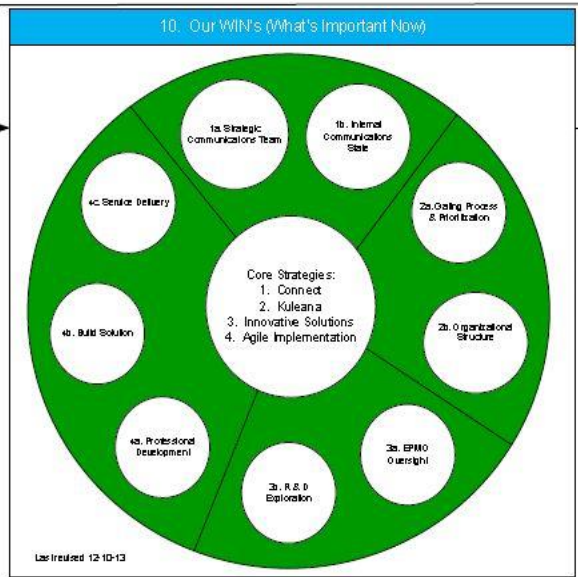
Humility

8. Our 'Big Idea' Core Strategies

CONNECT (Joelyn)	Building relationships, Develop Trust, Talk Story, Listen & Understand, Stakeholder Engagement, Define Problem & Empathize
KULEANA (James)	Take Ownership, Stewardship, Perspective
INNOVATIVE SOLUTIONS (Randy)	Evaluate, Design, Improve Ways of Doing Business, Collaborate
AGILE IMPLEMENTATION (Keone)	Build Quickly, "MINS" along the way, Quality Check, Evaluation

9. Our Strategic Control Panel

Risk Pyramid	Metrics			Performance Drivers						
	FY2014	FY2016	FY2018	0	1	2	3	4	5	
	GOVERNANCE ■ Recruitment ■ Budget ■ Budget ■ Staffing	BUSINESS TRANSFORMATION ■ Fax ■ Health ■ Open Case ■ Chatbot	INFRAStructure ■ Broadband ■ Data ■ System services ■ Customer ■ Cloud	COMMUNICATIONS ■ Meetings ■ News releases ■ Media kit ■ Newsletter ■ Log Status	0	1	2	3	4	5



11. Our Action Initiative Profiles

#	Action Initiative Name	Objectives	Key Deliverables	Leader	Status
1a	Communications Team	1. Build awareness of mission 2. Build a strong brand 3. Consistent & focused communications	Strategic communications plan, Stakeholder needs, News, State Digital Government, Summary Annual Report, Social media/Website/Video, Communications Manual	Joelyn	○
1b	Internal Communications Site	1. Build a strong brand awareness of mission 2. Provide engaging and consistent communications (gov/it)	Action plan, program of working of communications website, channels, etc. Program communications website (social media, newsletters, content creation mechanism, etc)	Joelyn	○
2a	Organizational Structure	1. Develop a strong sense of purpose 2. Mission, Vision, Values of organization 3. Clear roles 4. Define all lines of business initiatives 5. Manage workload of staff 6. Aligning resources with the mission to deliver value	Process: Mission Statement (MIS), Vision, Values, Purpose, Performance Goals, Transaction, Reporting Process, A Definition (operational) FOR THE ROLE of all employees and Agents in the State, Government & Policies	James	○
2b	Organizational Structure	1. Administrative Infrastructure 2. Roles & Responsibilities 3. Defining lines of communication 4. Interim/short term	Re-Organization Plan for OCIO (MIS), Internal Org Chart, Job Descriptions, Roles, Responsibilities, & Authority	Joelyn	○
3a	Professional Development	1. 100% attendance at training 2. Develop a strong sense of purpose 3. Provide training and support to employees 4. Communicate the vision to the community	Process for professional development, program for training and development, use of business challenge, Development of Business cases, Business Solutions, White Paper	Joelyn	○
3b	R & B Exploration	1. Develop a strong sense of purpose 2. Mission, Vision, Values of organization 3. Clear roles 4. Define all lines of business initiatives 5. Manage workload of staff 6. Aligning resources with the mission to deliver value	Action plan & Development, website/blog/brand, Best practices and metrics	Dr. James, Joelyn, James, Ryan, James	○
4a	Build Solution	1. Plan, design, test, build and launch 2. Release and assess service on live processes	Generate government, identify hardware and software needs, Change schedules	James	○
4b	Agile Implementation	1. Standardize delivery processes (MIS) 2. Consistent and consistent process 3. Clear roles 4. Communicate the vision	Agile Implementation, New Role Review, Operational Review, Change Control, Training, Continuous Improvement	Wayne	○