

**Information Technology Steering Committee  
(ITSC) Meeting Agenda**

August 03, 2022, 10:30 a.m.  
1151 Punchbowl Street, 4<sup>th</sup> Floor  
Conference Room 410  
Honolulu, Hawai'i

This meeting will be conducted remotely by interactive conference technology (ICT).

Join on your computer or mobile app: [Click here to join the meeting](#)

Or call in (audio only): [+1 808-829-4853,,524416664#](#)

I. Call to Order

- Welcome New Member, Arnold Kishi

II. 2022 Legislation – Discussion and Appropriate Action

- Act 167 HB1885 Relating to Government Data ([https://www.capitol.hawaii.gov/session2022/bills/GM1268\\_.PDF](https://www.capitol.hawaii.gov/session2022/bills/GM1268_.PDF))
  - Establishes a chief data officer and data task force within the office of enterprise technology services to develop, implement, and manage statewide data policies, procedures, and standards and to facilitate data sharing across state agencies.
- Act 179 SB3284 Relating to Information Technology Services ([https://www.capitol.hawaii.gov/session2022/bills/GM1280\\_.PDF](https://www.capitol.hawaii.gov/session2022/bills/GM1280_.PDF))
  - Establishes a technology services consolidation working group to develop a plan for the phased consolidation of all state executive branch IT services and staff... within five years... under the Office of Enterprise Technology Services.
- Act 172 SB2144 Relating to Electronic Information Technology Accessibility for Persons with Disabilities ([https://www.capitol.hawaii.gov/session2022/bills/GM1273\\_.PDF](https://www.capitol.hawaii.gov/session2022/bills/GM1273_.PDF))
  - Requires the Office of Enterprise Technology Services, in consultation with the Disability and Communication Access Board and a working group composed of stakeholders, to develop and publish, and periodically review and update, electronic IT accessibility standards to be implemented by all state entities.

III. Strategic Plan – Discussion and Appropriate Action

- Info-Tech Research Group (ITRG): Final Report
- ITRG Workshops
- Preview of Changes

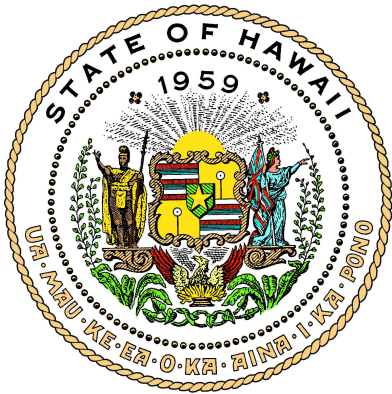
IV. Good of the Order

- A. Announcements
- B. Next Meeting: To be determined

V. Adjournment

Individuals may provide oral testimony during the meeting, or submit written testimony in advance, on any agenda item. Written testimony may be sent via e-mail to [ets@hawaii.gov](mailto:ets@hawaii.gov), Subject: *ITSC Testimony*, or testimony may be delivered to 1151 Punchbowl Street, B10, Honolulu, HI, 96813. Oral testimony will be limited to three minutes per person or organization.

This ICT meeting will allow closed caption transcription to be activated by participants. Individuals requiring other reasonable accommodations to participate are invited to email [ets@hawaii.gov](mailto:ets@hawaii.gov) or call 808-586-6000, at least three working days prior to the meeting.



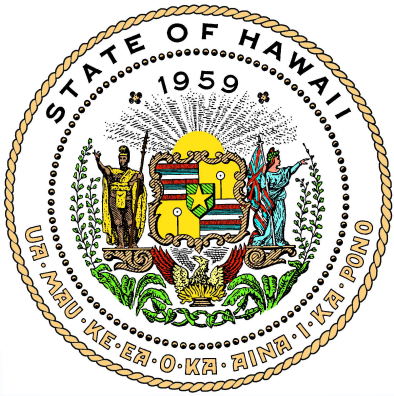
# Hawaii Office of Enterprise Technology Services Strategy Workshop

*February 2022*

## Workshop Report

Prepared for: **State of Hawaii**, Doug Murdock, CIO

Prepared by: **Info-Tech**, Bill Holliday, Senior Director, Workshop Delivery  
Baird Miller, Executive Counselor



## Hawaii Office of Enterprise Technology Services (ETS) Strategy Workshop

### Executive Summary

# What is an IT Strategy?

An Information Technology (IT) strategy provides a holistic view of the current IT environment, the future direction and the initiatives required to achieve the desired future state.

- An IT strategy is defined based on the organization imperatives it enables, not the technology used to accomplish this.
- It should support nimble, reliable and efficient responses to strategic objectives.
- It guides the prioritization of initiatives and investments, focused on driving organization value, while ensuring alignment between IT and the business.

- Organizes IT's financial, technical, & human resources around the organization's goals, provides oversight, & manages risks.
- Decisions are made with a focus on long-term investments.
- Aligns IT activities with organization objectives & sets *expectations* about what can be achieved.

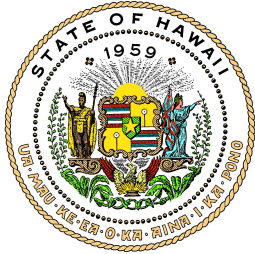
IT



- Ensures the wise investment of organization dollars on IT initiatives that help achieve organization goals and objectives while driving future enablement.
- Supports efforts to prioritize and order based on the organization's definition of value and an enterprise-first approach.

Organization





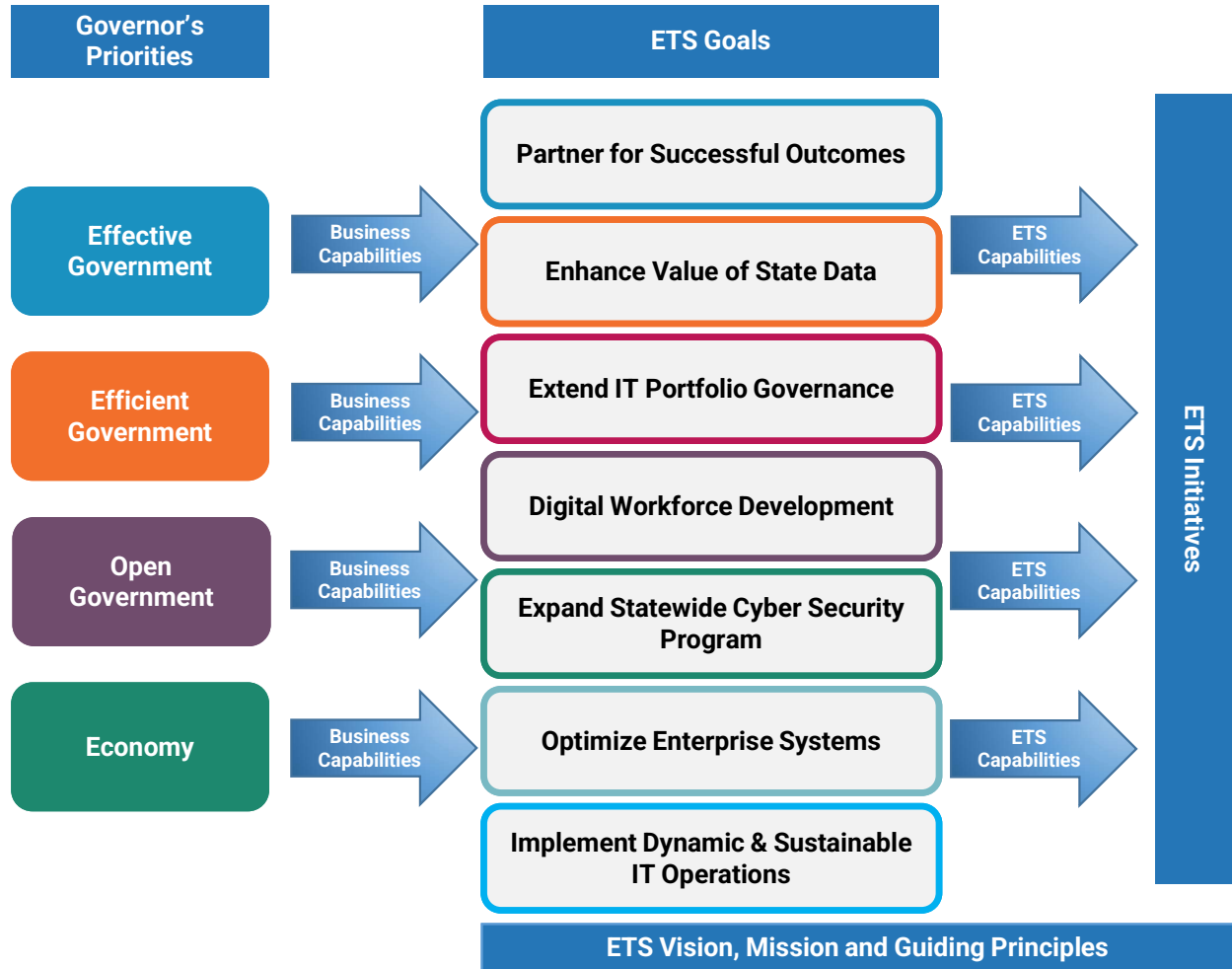
# ETS Strategy

## ETS Vision

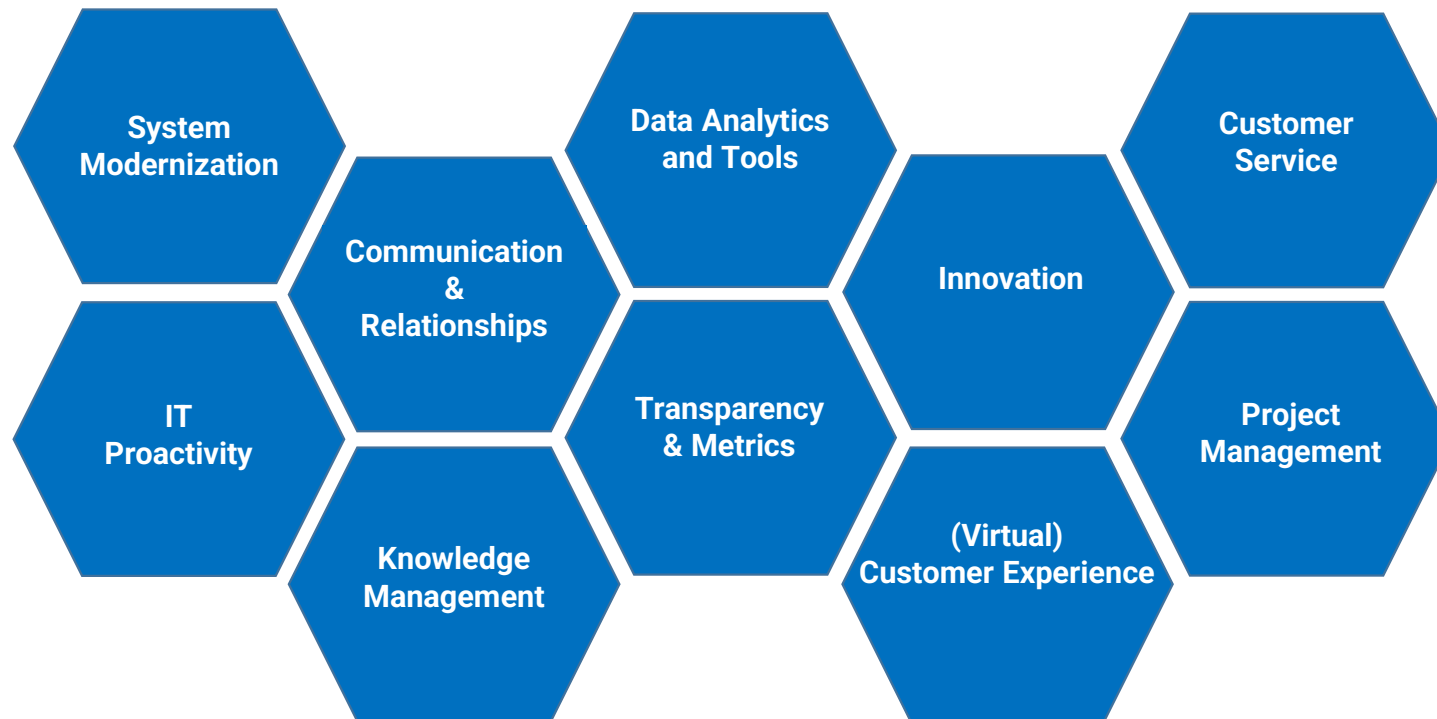
Transformative information and technology-enriched government that serves all the people of Hawai'i and the 'āina\*

## ETS Mission

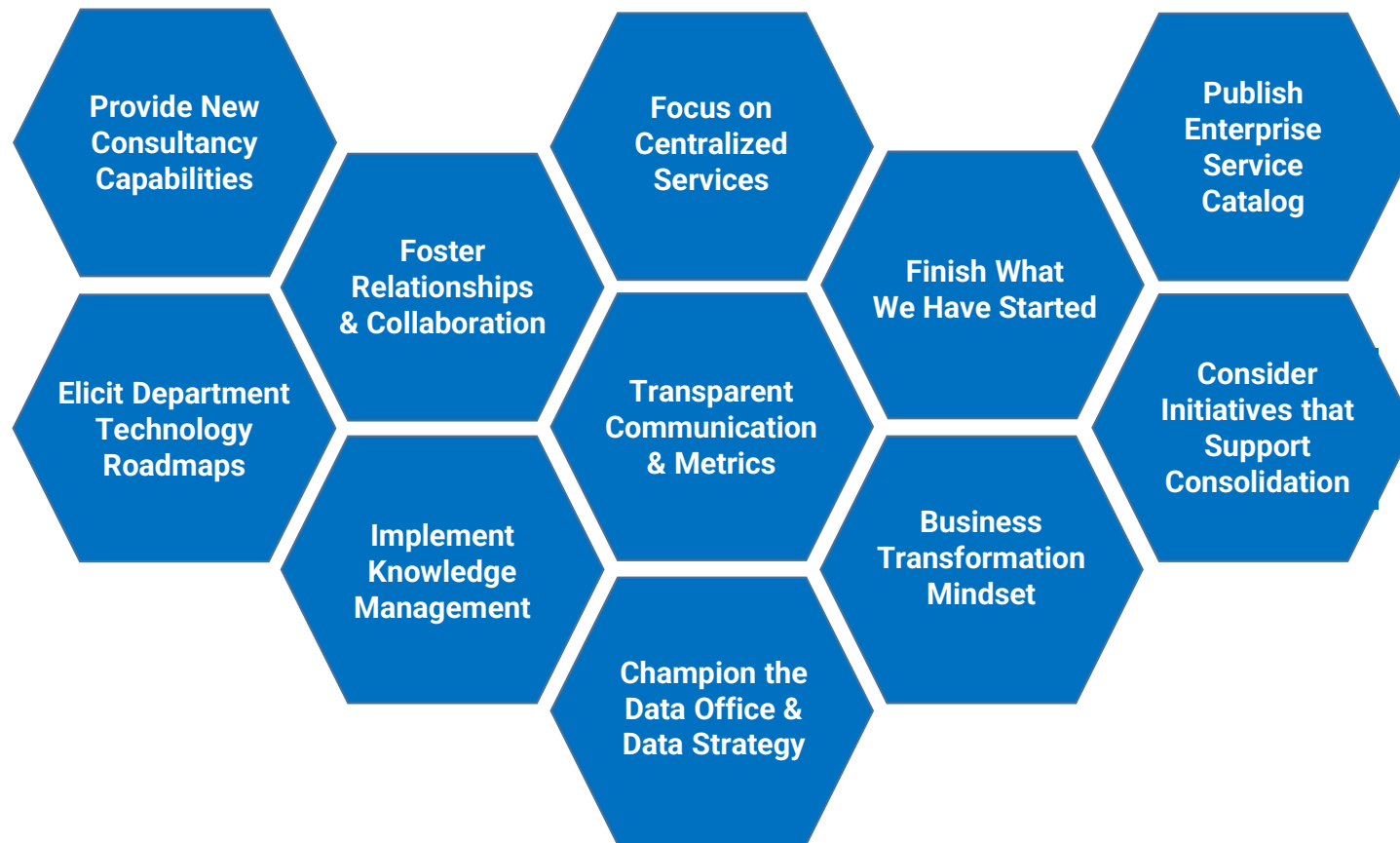
Seamlessly blend innovative IT with well-engineered business processes to deliver and support dynamic and sustainable systems that empower our workforce to accelerate excellent outcomes in support of the state's policies, decisions, operations, and services.



# Common Themes from the Business Context



# ETS Response: Strategic Objectives



# Key Findings and Recommendations

## Findings

### 1 Decentralized technology teams challenge alignment

Many departments have dedicated IT teams that operate and incur costs independently. There is little awareness between departments of each others' actions. Technology and solutions are duplicated.

### 2 Lack of analytical data constrains decision-making

Siloed systems and inconsistent architectures drive gaps in analytics and reporting. Cross-department data analysis is burdensome, and access may be constrained by outdated policy. Future system implementations present risk to informal data approaches.

### 3 Unique location drives numerous risks

Residents and visitors rely on the business continuity plans of emergency and as well as operational government services for survival during disasters. Documentation of these plans is not visible. Disaster preparation begins with the business.

## Recommendations

### Consolidate enterprise services and systems

Enabling legislation could lay the foundation for the consolidation of shared services, common platforms, commodity software and hardware, and supporting resources to drive cost optimizations & business transformation.

### Develop a holistic Data Strategy and implementation roadmap

A fully articulated Data Strategy including governance, management, and quality components, in advance of system migrations, establishes a framework and roadmap for on-going data migration, protection, and availability. Provide self-serve reporting tools & training to the business.

### Develop Department business continuity plans (BCP)

Critical government services support health and safety during disasters. They also support remediation & recovery efforts. It is imperative that every department define the business capabilities required to prevent service disruptions and continue to serve the needs of the people of Hawaii.



# Key Findings and Recommendations

## Findings

**4** **Loss of leaders, knowledge, and skillsets is a risk**  
Department personnel will soon be eligible for retirement. ETS leaders currently have responsibility for task execution. Knowledge & expertise is at high risk to be lost.

**5** **The culture is resistant to change**  
There appears to be significant attachment to the status quo. Change agents are sometimes viewed with suspicion. There is a degree of latitude to ignore change which prevents some efforts from achieving success.

**6** **Procurement/contracting services impede delivery**  
The business processes surrounding IT procurement and contract review are prolonged and lack transparency or visibility into status. The impact of this on delivery efforts is significant, and impacts value delivery. Lack of technical expertise in the business adds risk.

## Recommendations

**Leadership development and knowledge management is needed**  
Cross-training, skills development, and job shadowing are all tactical imperatives. Create job guides and capture process details into structured knowledge management approaches. Staff recruiting & retention is key.

**Formal organizational change management capability is needed**  
Change is hard. It can be disruptive to teams and unsettling for individuals. Best practices that guide teams through change are grounded in a consideration of this human nature. Structured approaches improve the probability of success. Be prepared to address those who refuse to change.

**Formalize business relationship management channels**  
The development of a formalized framework for interaction between ETS and department leadership will foster improved alignment and planning. Business portfolio owners and engagement managers would provide transparency and ensure that communication and collaboration is a focus.

## Key Next Steps

1. Finish ETS Strategic Plan Updates – May 2022
    - Outcomes, Benefits, Metrics, Objectives
  2. Define ETS Service Catalog
  3. Implement ETS Service Desk & ETS Help Desk Consolidation
  4. Investigate Security Risk Assessment ITRG Engagement
  5. Tailor Project Management Delivery Framework / Consulting Service
  6. Define Statewide Business Architecture
  7. Investigate Organizational Realignment to support Services delivery model
-

# Conclusion

The Enterprise Technology Service department is committed to becoming a true business partner focused on driving transformation across the State. Taking time to review department feedback from stakeholders was a critical step in properly realigning ETS objectives and metrics in support of the current Strategic Plan and Priorities.

With a focus on portfolio management, centralized services, organizational change management, and quality delivery, the team can establish themselves as a transformative, trusted technology partner.



# How can Info-Tech Support?

Info-Tech recommends the following supplementary research material to support ongoing improvement efforts and next steps

[Service Catalog Development](#)

[Service Desk Consolidation Strategy](#)

[Service Portfolio & Lifecycle Management](#)

[Vendor Management Resource Center](#)

[Redesign Your IT Organizational Structure](#)

[Tailor Project Management Processes to fit your Projects](#)

[Develop a Data Strategy](#)

[Data Architecture](#)

[Support Business Continuity Planning](#)

[Organizational Culture](#)

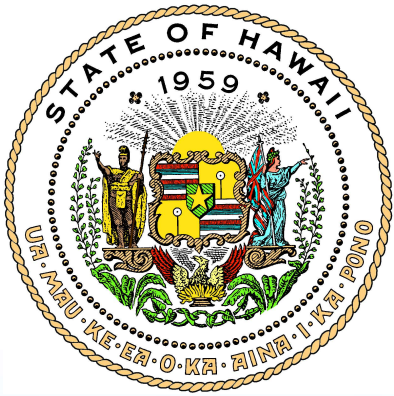
[Leadership Development](#)

[Organizational Change Management](#)



# Table of Contents

1. Workshop Overview
2. Business Context Analysis
3. ETS Vision, Mission, & Guiding Principles
4. Enterprise Services Analysis
5. Strategic Priorities Review
6. Maximizing the ITSC Advisory Role
7. Organizational Impacts & Evolution
8. Action Items & Next Steps - Detail
9. Appendices



## ETS Strategy Workshop

### 1 - Overview & Observations

# Workshop Agenda

	Day	Module	Outcomes
<b><i>Business Context Debrief &amp; Strategy Update</i></b>	<b>Day 1</b>	<b>Business Context Debrief</b>	<ul style="list-style-type: none"> <li>• Business Context – Services Implications</li> <li>• Vision</li> <li>• Mission</li> <li>• Guiding Principles</li> </ul>
		<b>ETS Vision, Mission &amp; Guiding Principles</b>	
<b><i>ETS Services</i></b>	<b>Day 2</b>	<b>Review of Current Services</b> <b>Identification of New Services</b> <b>Elaboration of Service Detail</b>	<ul style="list-style-type: none"> <li>• Identify enterprise services &amp; details</li> <li>• Identify department services / centralization</li> </ul>
<b><i>Strategic Priorities</i></b>	<b>Day 3</b>	<b>Strategic Priorities Metrics &amp; Reporting</b> <b>ITSC Discussion</b>	<ul style="list-style-type: none"> <li>• Maturity / capability model</li> <li>• Revised metrics, measurements</li> <li>• Communication plans</li> <li>• ITSC Mandate analysis</li> </ul>
<b><i>Operating Model &amp; ITSC Meeting</i></b>	<b>Day 4</b>	<b>Organization SWOT</b>	<ul style="list-style-type: none"> <li>• Future operating model analysis</li> <li>• Organizational recommendations</li> <li>• ITSC Debriefing</li> </ul>
		<b>ITSC Meeting</b>	

# The IT Strategy Workshop

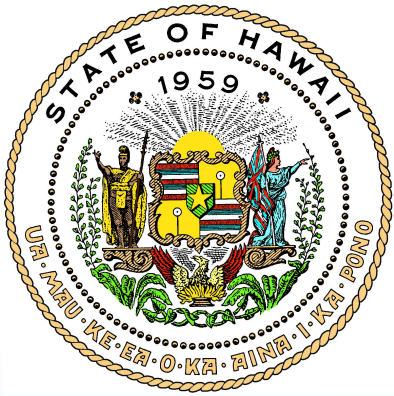
- The State of Hawaii ETS team completed a Workshop to review and update their current Strategic Plan. Since the Plan is formally approved by the State, the workshop activities focused on the maturity and evolution of initiatives and metrics of the current Priorities. The scope of this workshop did not represent a refresh or revision to any of the strategic components of the Plan.
- The Workshop was facilitated by the Info-Tech Research Group and took place over four days from February 22 - 25, 2022.
- The workshop began with a debrief session of the previous Business Context results. ETS leaders ensured that Department feedback was not only received, but also provided input to the planned workshop discussions. Leveraging the “voice of the business” was an important consideration in developing next steps and other tactical adjustments.
- Significant analysis and discussion was placed on enterprise services including current offerings as well as needed enhancements. Additionally, new services were identified that support centralization and emergent needs that will begin to transform government services.
- During the workshop, the team also identified key ETS capabilities, prerequisites, priorities and resources needed to provide the next generation of transformative, centralized enterprise services.



# Info-Tech Observations

Based on previous engagements, workshop preparation and the one-week onsite engagement with ETS, the Info-Tech advisors identified several common themes throughout our direct interactions. The highlights are outlined below:

- There are growing needs to leverage a state-wide data strategy and governance model. ETS has championed efforts to make progress in this area, and significant legislative and financial support along with proactive department collaboration will be needed to achieve success.
- Decentralized IT teams operate independently, and coordination of each others' actions often relies on voluntary collaboration. Lack of cooperation sometimes creates needless friction and waste. There is proposed legislation that may affect the technology operating model at a state level. ETS appears poised to leverage a transformational mindset to embrace this change.
- The migration from legacy systems to 3rd party software, SaaS, and vendor services will challenge current delivery approaches and skillsets. Service accountability between teams seems unclear. Vendor management, project management, and skillset modernization are all key capabilities that will drive success.



ETS Strategy Workshop

## 2 – Business Context Analyses

# Analysis of the Business Context Workshop

- ETS is at a positive tipping point – defining a forward-facing agenda is crucial
- Departments look to ETS for making things happen - leadership and guidance
- There is a high demand for centralized services and technology governance
- Standardizing and supporting technology procurement is a priority need
- ETS must balance providing help versus requiring departments to comply
- Departments ask for ETS support but often act independently and unaligned

# Analysis of the Business Context Workshop

- A new ETS service catalog would represent high value “toolkit” to support departments
  - New ETS services analysis:
    - Must be value-driven; may often be intangible
    - Enable Departments to spend their money better / aligned with roadmaps
    - Does not envision directly delivering technology
  - Investigate existing service catalogs from other states
    - Public domain information can jump start a new ETS service catalog
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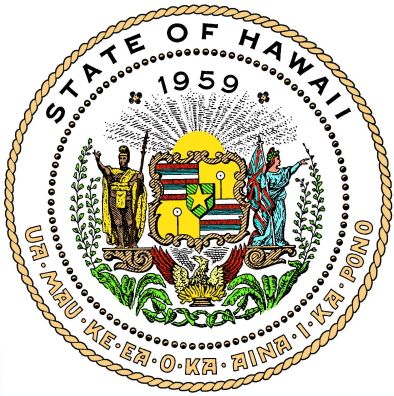
# Analysis of the Business Context Workshop

Service Desk consolidation is a big opportunity and currently possible, requiring:

- Financial support, people realignment, and cost sharing
- An industry standard toolset – like Service Now
- Internal State support
- Public-facing Help Desk

# Analysis of the Business Context Workshop

- ETS needs to formalize Knowledge Management
  - Historic documentation, when available, is not easily accessed
  - Need to identify missing documentation – within both ETS and Departments
  - Significant historical knowledge is lost from upcoming retirements
- Current Governance function supports Business Relationship Management
  - Rebranding / renaming / differentiation may support greater engagement
- People Leadership has never been more important
  - Defining priorities and focus, demonstrating teamwork and collaboration, being optimistic
  - Always be recruiting – even after people are hired, focus on retention



ETS Strategy Workshop

## 3 – ETS Vision, Mission, and Guiding Principles

# ETS Vision and Mission

## Vision:

Transformative information and technology-enriched government that serves all the people of Hawai'i and the 'āina\*

## Mission:

Seamlessly blend innovative IT with well-engineered business processes to deliver and support dynamic and sustainable systems that empower our workforce to accelerate excellent outcomes in support of the state's policies, decisions, operations, and services.



# ETS Vision & Mission Revisions – Draft Ideas

Workshop participants explored alternative Vision and Mission statements that focus ETS attention on emergent, future directions through succinct, marketable themes.

## Optional Vision Statements:

- Driving citizen value through modern, adaptable Government
- Modern, adaptable Government
- Driving citizen value through modernization
- Transforming Government to make life better

## Optional Mission Statement:

- Lead the business and technology transformation for the State of Hawaii

# The Workshop Team Developed Guiding Principles

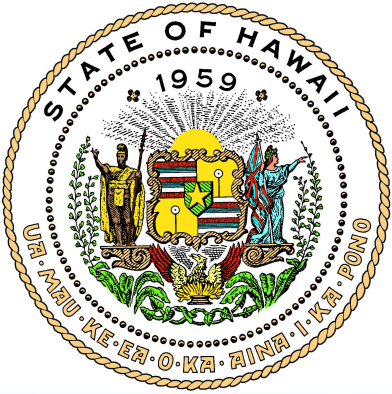
In order to supplement the current advisory role that ETS provides across all State branches and departments, the ITSC advocated approaches that enhance the consideration and prioritization of process and technology planning in the form of Guiding Principles.

These principles are designed to establish a framework for expected behavior and decision-making that are highly regarded by State and Department leaders.

By setting a standard for collaboration within the organization, guiding principles can shape the culture of the work environment and ensure that employees can easily understand the operational imperatives that guide decisions as well as creating uniformity of expectations in their interactions with technical teams.

The following slide represents the ETS Guiding Principles defined during the workshop which are meant to augment the current Strategic Plan.

ETS Guiding Principle	ETS Guiding Principle Statement
<b>Evergreen - Adaptability</b>	We prioritize system architectures that can grow and adapt over time; to be highly dynamic and sustainable.
<b>System Resiliency</b>	We implement system designs that provide business continuity by being highly available & resistant to interruption and disaster.
<b>Automation</b>	We strive to automate processes that are well-defined and repeatable that can be done without human intervention (i.e., Testing)
<b>Business Continuity</b>	We advocate & champion department efforts to define requirements for critical business capabilities that must operate during service interruptions and disasters.
<b>Disaster Recovery</b>	We develop technology response planning to business continuity requirements using geographically separated protection & restoration.
<b>Procurement</b>	We value staged success with early wins delivered by pilots, prototypes, and minimum viable products and success criteria.
<b>Simplicity</b>	We choose solutions that aim to reduce operational complexity and improve user experience.
<b>Teamwork</b>	We foster a people-first culture of transformation and continuous improvement.
<b>Innovation</b>	We seek innovative ways to drive business improvement through technology.
<b>Cost-effectiveness</b>	We are cost-conscious in making technology decisions and delivering solutions, being mindful of long-term value.
<b>Enterprise-wide focus</b>	We maximize long-term benefits across the State while optimizing resources, mitigating risks & complying with laws & regulations.
<b>Agile Delivery</b>	We will leverage Agile principles to embrace change and deliver value incrementally with the big picture in mind.
<b>Strive for process discipline</b>	We will follow our operational processes and be purposeful about how we deliver quality products and services.
<b>Customer centricity</b>	We deliver best experiences to our customers with our services and products.
<b>Alignment</b>	Our ETS decisions will align with the ETS Strategic Plan.
<b>IT Knowledge and Skills</b>	We will value technology skills development for the IT community.



ETS Strategy Workshop

## 4 - Enterprise & Centralized Service Analysis

# The Workshop Team Analyzed Enterprise Services

The Business Context Workshop results presented a clear message from the business about the value of visible, enterprise services that departments could easily access to support their business and technology improvement efforts.

It was apparent that the availability of these services had lapsed during the previous 12 – 18 months due to the prioritization of pandemic response efforts, decreases in funding, and lack of resource capacity. In addition, departments had increasing needs for services that were either outdated or did not currently exist.

As a result, ETS recognized that moving forward a renewed focus on centralized, enterprise services are needed to properly support individual departments and the State.

The workshop provided an opportunity for the team to initialize efforts to re-define business critical services and plan for the marketing and communication of them to the business and the public.

The following slides are a summary of this effort. See the Appendix for detailed workshop outputs.

# Identification of Current ETS Services – Partial List

- Enterprise Architecture – Jussi
- Department Roadmap Consultation – Jussi
- Project Portfolio Management – Jussi
- Application Portfolio Management – Jussi
- Network - Data – Vince
- Network Protection – Vince
- End-Point Protection – Vince
- Cloud Services – Bryce
- Mainframe & Printing – Al
- Mainframe Data Entry – Al
- Cobol Development & Maintenance - Al
- Active Directory – Bryce
- IBM Power Series – Al
- Data Center Services – Al
- E-signature – Bryce
- SharePoint – Bryce
- Outlook Email – Bryce
- O365 – Bryce
- Radio – Vince
- Salesforce Development
- Group Private Cloud (GPC) – Vince
- GIS – Todd
- Portal – Bryce

# Identification of New ETS Services

- Citizen ID
- Vendor Brokerage
- Vendor Management
- RFI / RFP Standards and Consultation
- Contract Review Consultation
- Document Management / ECM
- Project Management Consulting – Brian
- Data Strategy, Management & Governance
- Data – Analytics
- Data – Business Intelligence & Reporting Tools
- Business Relationship Management
- Knowledge Management
- Organizational Change Management
- ASO / Business Collaboration

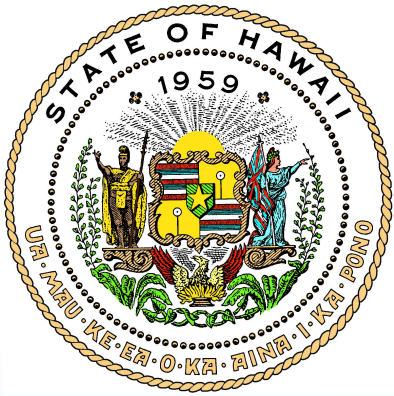
# Centralized Service Opportunities - Departments

- Citizen ID
- RFP / RFI Standard and Consultation
- Procurement Support – Technology & Services
- Cyber-Security Program Enhancements
- Service Desk
- Data Strategy, Management & Governance
- Contract / Services Management – Technology Implementations
- Conversion to IP Telephony
- Software Development
- Enabling Telework / Remote Workforce
- Training – O365 / Teams, Azure, e-signature



# Actions based on Centralized Services Analysis

- All ETS services require lifecycle management – regular reviews and performance assessments
- Current services need to be expanded
- Define which services require modernization
- Identify services that need to be retired – need managed approach
- Set expectations about services – communicate information better to Departments:
  - What we are currently doing, should be doing, and not doing (out of ETS scope)
- Define workforce development initiatives driven by future services needs
  - Training, upskilling, new job descriptions, recruiting and hiring initiatives, reorganization
- Explore product-centric services
- ETS needs a transformation mindset – services transform business (not just transactional)
- Some services may be delivered via 3<sup>rd</sup> parties or consultative referrals (“service brokerage”)



ETS Strategy Workshop

## 5 – ETS Strategic Priorities Review

# The Workshop Team Reviewed the Strategic Priorities

The Business Context Workshop results also confirmed the value and legitimacy of the current ETS Strategic Plan. Each priority and description clearly defines core strategic imperatives and provides a clear outlook for the transformation of State government.

According to the design of the original Plan, the periodic review and update of the tactical, execution-level components of each priority was anticipated. Sections related to Desired Outcomes, Benefits, Objectives, and Metrics must be regularly matured to satisfy the evolution of needs and the passage of time.

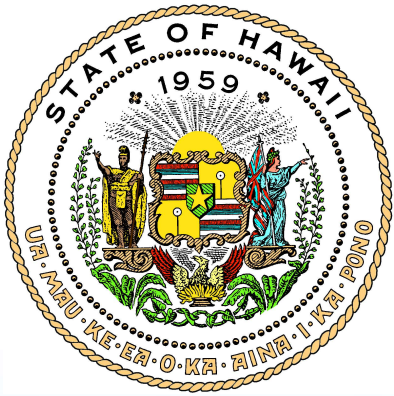
The workshop provided an opportunity for the team to refocus their attention on these content areas and collaborate on the appropriate responses to the internal and external impacts that recent events have had on the tactical items in Plan.

# The Workshop Team Reviewed the Strategic Priorities

Due to the formal version control requirements for the Strategic Plan itself, no changes were made to the actual Plan documentation during the workshop.

However, the ETS Team did collaborate on draft revisions and ideas that represent updates and improvements to the execution sections.

See the Appendix for details on these workshop outputs and follow up action items.



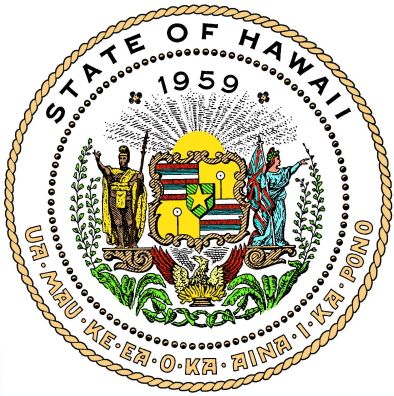
ETS Strategy Workshop

## 6 – Maximizing the ITSC Advisory Role

# Enriching the Interaction between ETS and ITSC

The ETS Team review the ITSC mandate and collaborated on additional opportunities and approaches to deepen the quality and value of the advisory role that the Committee provides. Below are these ideas:

- Restart reporting progress and maturing of the Strategic Priorities
- Improve visibility into future portfolio projects – future focus
- Solicit legislative lobbying for funding needs
- Report on ETS initiatives that impact non-ETS governed departments / branches
- Add agenda topics that leverage committee expertise and experience. Solicit greater input.
  - Security, data, post-covid change, centralized services, consolidation



ETS Strategy Workshop

## 7 – Organizational Impacts & Evolution

# SWOT Activity

The team analyzed the current operational model and organization structure in the context of ETS service reinvention

## Right?

- Leadership direction
- Good leadership
- Solid strategy
- Rapid mobilization capabilities
- Strategy focus
- Willingness to improve
- Right ITSC role
- Right Sub-offices
- Core competencies
- Relative stability last 8 years
- Small culture shifts

## Wrong?

- Too many clinging to old ways
- Legacy resourcing
- Focus of transactional services vs transformation
- Priority services not aligned with strategy
- Siloed branches and sections
- Departmental IT investment & decision-making
- Functional support performed by the business not ETS
- Wrong Help Desks – too many
- Ops data driven decisions
- Not aligned with business value streams
- Not enough business engagement

## Missing?

- Future-looking ETS branch org structure
- Business Manager Officer
- Strategy Officer
- Deputy CIO
- Data Officer
- Engagement with department leadership
- Vendor management, contract management, and service management
- Clear implementation plans and processes

## Confusing?

- What is the direction for new services
- Jurisdiction in Executive Branch and State
- MOAs & MOUs
- Internal ETS procurement culture
- Bridging strategy with action
- Unbalanced spending vs priorities
- Roles and responsibilities – “not my job”
- Governance vs Portfolio vs PMO
- Role of ETS, DAGS

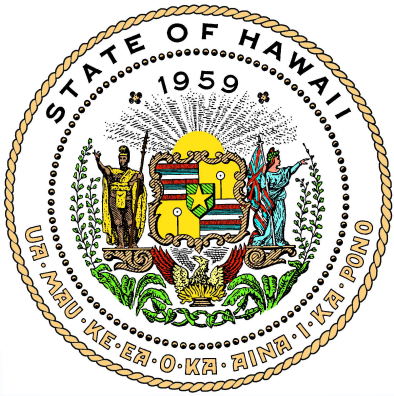


# Take-aways from Organizational SWOT Analyses

- A PMO team structure is needed – staffed and services identified
  - An Administrative Office is needed – the business of IT
  - Need Business Relationship Manager (BRM) roles along with Business Analysis (BA) roles
  - Need to differentiate between BRM, governance, and portfolio management roles and functions
  - Embed ETS BRM within departments – (perhaps a “business transformation officer”)
  - Develop strategy for new Service Desk and consolidation of old Help Desks
  - Need Data Officer and fully staffed data office
  - Future operational model may consider several options:
    - Operate & Transform, LOB alignment, or service alignment
  - Future needs: Team charters, mission statements, roles and responsibilities for PMO, Gov, DAGS
  - Need a Vendor Management Office – RFI/RFP, management & performance, contracts, procurement
  - Workforce needs include cultural aspects, collaboration approaches & organizational change mgmt
-

# Take-aways from Organizational SWOT Analyses

- Continue with Strategic Priority updates
  - Define the clear picture of value for each of the 7 Priorities
    - Business value of technical strategies
      - Communication must be business-centric
      - Governor and department heads are primary audience
  - ETS needs to be a broker – advocate for right technology, streamlined process, and solutions
  - Leverage Organizational Change Management framework – psychology skills & approaches
  - Have ETS team meetings on how to do things better – continuous improvement & staff input
  - Recognize blue sky vs gray sky – efforts and approaches
  - Realign help desk organizations & teams – combine/align, tools, section chiefs
  - Define strategy for legacy role transformation – new roles / skillsets needed and conversion
  - Align new organization structures to service delivery – horizontal and vertical functions
-



## 8 – Action Items & Next Steps

# Workshop Action Items

- Define Charter template for Department Executive Steering Committees
  - Committee needed for each department – ETS leads them
  - Different goals than Technical Support Meeting – IT working groups
- Need structure / methodology for Department Engagement (why, what, how)
  - Investment portfolio / readiness reviews
- Begin direct engagement with Departments on visual technology roadmaps
- Develop easy, objective scoring model for each department's maturity:
  - Staff, resourcing, executive steering committee, cybersecurity program status, roadmap
  - Support this with a Governor memo
- Anticipate, support, and improve department budget request details

## Workshop Action Items

- Resurrect ETS Business/ASO meetings with department business roles
- Plan to meet with ALL new department directors on department portfolio current state and scoring
- Define and document lifecycle processes for:
  - Work intake, PMO delivery, governance, and operations support
- Create new future-facing Service Catalog and Service Management capability
- Define ETS role that is accountable for overall ETS Service Catalog

## Workshop Action Items

- Complete Service Catalog elaboration and details
- Define Services that are core competencies for ETS
  - Align to State imperatives
- Marketing Plan for new Service Catalog
  - Report out, website, roadshows
  - Investigate multiple communication channels and media
  - Strive to over-communicate
- Select Service Desk toolset – take a pilot approach
- Explore how Lean IX could be leveraged to support Portfolio functions

## Workshop Action Items

- Update Strategic priorities details – exec status on objectives
- Meeting on mainframe staffing – current and future states
- Get Info-Tech support for BRM, Exec Committee and Gov Templates
- Scope and schedule Service Catalog workshop
- Workshop debrief meeting
- Schedule periodic ETST meetings to update status on workshop next steps related to updating the Strategic Plan
  - Todd volunteers to lead this – April draft due for May ITSC meeting

# How can Info-Tech Support?

Info-Tech recommends the following supplementary research material to support ongoing improvement efforts and next steps

[Service Catalog Development](#)

[Service Desk Consolidation Strategy](#)

[Service Portfolio & Lifecycle Management](#)

[Vendor Management Resource Center](#)

[Redesign Your IT Organizational Structure](#)

[Tailor Project Management Processes to fit your Projects](#)

[Develop a Data Strategy](#)

[Data Architecture](#)

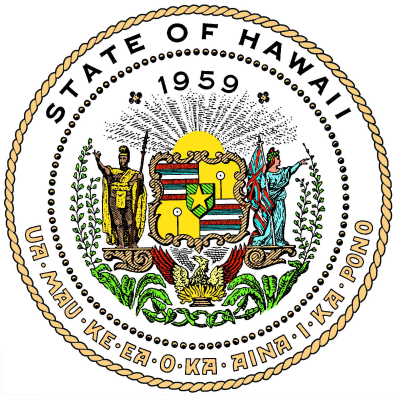
[Support Business Continuity Planning](#)

[Organizational Culture](#)

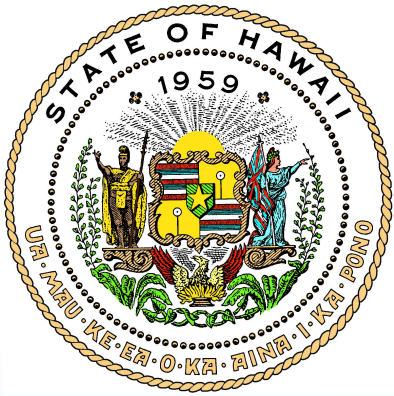
[Leadership Development](#)

[Organizational Change Management](#)





## 9 – Appendices



## 9.1 – Service Catalog Workshop Outputs

<b>Service Name &amp; Category:</b> <b>Public Web Site Platform</b>			
<b>Scope Description:</b> <b>To provide a managed web publishing platform for department and agency web sites.</b>	<b>Features – What is Delivered:</b> WordPress is a web publishing software you can use to build your own blog or website. Our ETS managed WordPress service provides a content management system (CMS) platform to power our state web sites, and comes pre-installed with the Statewide State of Hawaii Theme for a consistent look and feel throughout all department, agency, and program web sites. Content administrators need only to be responsible for the content they create and are able to manage their web content directly from an internet browser. Here is what is included with our ETS WordPress service: <ul style="list-style-type: none"> <li>• A Single WordPress Site or Multi-site installation</li> <li>• State of Hawaii Theme</li> <li>• ETS Managed Cloud Hosting</li> <li>• ETS Managed Webserver</li> <li>• ETS Managed Database</li> <li>• ETS Managed Sentinel One Security</li> <li>• Cloudflare CDN and WAF</li> <li>• Backup/Restore</li> <li>• Forms/reCAPTCHA Service</li> <li>• Google Analytics</li> <li>• Google Webmaster Tools</li> <li>• WordPress Training</li> </ul>	<b>Service Category:</b> Web Services	<b>Current Status:</b> Operational
<b>Metrics:</b> <ul style="list-style-type: none"> <li>• Number of web sites supported</li> <li>• Amount of user traffic</li> <li>• Amount of page views</li> </ul>			
<b>OWNERS, USERS, &amp; AVAILABILITY</b>			
<b>Service Owner(s):</b>  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b> <b>Executive Branch departments and agencies with the exception of some Leg/Jud agencies grandfathered.</b>	<b>Authorized User(s):</b> <b>Web, IT, PIO, Clerks at the Department's discretion.</b>	<b>Availability:</b> Not defined  <b>Support Hours:</b> M-F 7:45a – 4:30p
<b>SERVICE REQUEST DETAILS</b>			
<b>Request Process – How is it Delivered:</b> Requests are submitted to <a href="mailto:ets.servicedesk@hawaii.gov">ets.servicedesk@hawaii.gov</a> .	<b>Internal Cost &amp; Resourcing:</b> <b>AWS Hosting - \$125,000</b> <b>Domain Renewals - \$400</b> <b>Misc Web Tools - \$2000</b>	<b>Customer Cost:</b> \$0	<b>User Responsibility:</b> <ul style="list-style-type: none"> <li>• Content Management and Publishing</li> <li>• Content Accessibility</li> <li>• Train the Trainer</li> <li>• Dept Tier 1 support</li> </ul>

<b>Service Name &amp; Category:</b> <b>Enterprise Service Desk</b>			
<b>Scope Description:</b> <b>To provide enterprise technical support and incident escalation for ETS supported services.</b>	<b>Features – What is Delivered:</b> Technical Support for IT Systems <ul style="list-style-type: none"> <li>• Create tickets and manage cases</li> <li>• Prioritize case work according to scope of impact and urgency</li> <li>• Provide in-person, phone, or web support to customers</li> <li>• Perform remote troubleshooting using diagnostic techniques and pertinent questions to isolate the issue and provide solutions</li> <li>• Escalate case work to internal IT staff or vendor support when appropriate</li> <li>• Exhibit effective communication skills and customer-oriented attitude when working with customers</li> </ul> Outage Response and Notification <ul style="list-style-type: none"> <li>• Monitor critical IT systems uptime and performance</li> <li>• Create outage alerts through existing notification systems</li> <li>• Review outage procedures</li> </ul> Knowledge and Solutions Center <ul style="list-style-type: none"> <li>• Develop documentation, user guides, and training manuals to add to the knowledge base</li> </ul>		<b>Service Category:</b> Service Desk  <b>Current Status:</b> Operational  <b>Metrics:</b>
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b>  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>  <b>Support Hours:</b>
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

<b>Service Name &amp; Category:.</b> <b>Electronic Signature Platform</b>			
<b>Scope Description:</b> <i>To provide an enterprise platform for digital signatures to facilitate the signing of documents securely and legally through the web.</i>	<b>Features – What is Delivered:</b>		<b>Service Category:</b>  <b>Current Status:</b>  <b>Metrics:</b>
<b>OWNERS, USERS, &amp; AVAILABILITY</b>			
<b>Service Owner(s):</b>  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>  <b>Support Hours:</b>
<b>SERVICE REQUEST DETAILS</b>			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> <b>Adobe Creative Cloud Apps</b>			
<b>Scope Description:</b> Access to the full suite of Adobe Creative Cloud applications for all state employees.	<b>Features – What is Delivered:</b>		<b>Service Category:</b>  <b>Current Status:</b>  <b>Metrics:</b>
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b>  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>  <b>Support Hours:</b>
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> <b>Open Data Platform</b>			
<b>Scope Description:</b> <b>To provide an enterprise platform to host government open data in accordance to</b> (HRS §27-44).  Each executive branch department shall use reasonable efforts to make appropriate and existing electronic data sets maintained by the department electronically available to the public through the State's open data portal at data.hawaii.gov or successor website designated by the chief information officer. (HRS §27-44).	<b>Features – What is Delivered:</b> The Open Data platform will provide the ability for citizens to access government datasets that are made publicly accessible, allowing users to query, analyze, and visualize the data. The platform will also be used to generate reporting and dashboarding of data such as the State's Budget and Expenditure data.		<b>Service Category:</b>  <b>Current Status:</b>  <b>Metrics:</b>
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b>  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>  <b>Support Hours:</b>
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> <b>Web Accessibility Reporting Platform</b>			
<b>Scope Description:</b> <i>To provide a means for the state to monitor and report on the level of web accessibility compliance of state web sites. To provide a platform for users that identifies and guides users on how to fix accessibility issues.</i>	<b>Features – What is Delivered:</b>		<b>Service Category:</b>  <b>Current Status:</b>  <b>Metrics:</b>
<b>OWNERS, USERS, &amp; AVAILABILITY</b>			
<b>Service Owner(s):</b>  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>  <b>Support Hours:</b>
<b>SERVICE REQUEST DETAILS</b>			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>



<b>Service Name &amp; Category:</b> <b>Legislative Tracking Apps</b>			
<b>Scope Description:</b> <i>To provide an application that allows departments to perform legislative tracking tasks, such as the tracking of bills and hearings, and to collaborate on comments and testimony.</i>	<b>Features – What is Delivered:</b>		<b>Service Category:</b>  <b>Current Status:</b>  <b>Metrics:</b>
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b>  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>  <b>Support Hours:</b>
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> <b>Content Delivery Network for Hawaii.gov</b>			
<b>Scope Description:</b> To provide CDN and Firewall services for web site and applications under the hawaii.gov domain.	<b>Features – What is Delivered:</b>		<b>Service Category:</b>  <b>Current Status:</b>  <b>Metrics:</b>
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b>  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>  <b>Support Hours:</b>
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> <b>Government Private Cloud (GPC)</b>			
<b>Scope Description:</b> This service provides virtual servers for hosting departmental applications in a secure, government-owned and maintained private cloud environment. Virtual servers, also known as Virtual Machines (VMs), are provided on ESXi host servers, allowing State of Hawaii departments to use a shared pool of resources to build economies of scale. The Government Private Cloud service supports Windows and Linux environments. Guest servers (Virtual Machines or VMs) can be sized to support customer processing requirements with different configurations of memory and processors.	<b>Features – What is Delivered:</b>		<b>Service Category:</b>  <b>Current Status:</b>  <b>Metrics:</b>
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b>  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>  <b>Support Hours:</b>
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> <b>Enterprise Active Directory</b>			
<b>Scope Description:</b> To provide a centralized identity provider for State of Hawaii Executive Branch accounts.	<b>Features – What is Delivered:</b>		<b>Service Category:</b>  <b>Current Status:</b>  <b>Metrics:</b>
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b>  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>  <b>Support Hours:</b>
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> <b>All Things Office 365</b>			
<b>Scope Description:</b>	<b>Features – What is Delivered:</b>		<b>Service Category:</b>  <b>Current Status:</b>  <b>Metrics:</b>
<b>OWNERS, USERS, &amp; AVAILABILITY</b>			
<b>Service Owner(s):</b>  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>  <b>Support Hours:</b>
<b>SERVICE REQUEST DETAILS</b>			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> <b>Microsoft Unified Support</b>		
<b>Scope Description:</b> <b>To provide the State of Hawaii a consolidated support contract for Microsoft products and services.</b>	<b>Features – What is Delivered:</b> Technical Support (24/7) Expected response times: – Critical Sev 1: 15-min for Azure/1-hour for all other products – 1-hour Sev A/2-hour Sev B/4-hour Sev C  Escalation Management For Critical Business System Down issues, resource assigned after 15- minutes for Azure, or 1-hour for all other products For Critical Business System Degraded issues, resource assigned after 1- hour for all products  IT Health On-demand assessments with as-needed setup and configuration services  Cloud Assistance Billing support provided by the Azure Support team (included in the free support)  Account Management Assigned Customer Success Account Manager  Advisory Support Advisory Phone Support (limited to six hours or less per incident)  Technical Training On-demand videos, hands-on labs, learning paths, and expert-led webcasts  Proactive Services Expert-led, solution-specific engagements designed to help customers onboard and optimize their key solutions with services for Well-Architected, Server Migration, Security, Microsoft Teams, Power Apps, Analytics, and more  Enhanced Solutions Relationship-driven, in-depth support experiences, including Azure Event Management, Azure Rapid Response, Designated Support Engineering, Developer Support, Office 365 Engineering Direct, Support for Mission Critical	<b>Service Category:</b>  <b>Current Status:</b>  <b>Metrics:</b>

<b>Service Name &amp; Category:</b> <b>Mainframe as a Service</b>			
<b>Scope Description:</b> <b>Support for legacy mainframe applications for other departments: DAGS FAMIS, DLIR UI &amp; DCD, ATG CSEA KEIKI, etc.</b>	<b>Features – What is Delivered:</b> Systems programming and management Applications support & maintenance Database support		<b>Service Category:</b> Mainframe, Legacy  <b>Current Status:</b> Phasing out as applications are modernized on other platforms  <b>Metrics:</b>
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b> ETS  <b>Business Owner(s):</b> ETS & stakeholder departments  <b>Support Owner(s):</b> ETS with contractors	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b> 24x7  <b>Support Hours:</b> 24x7
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b> SI form Change Advisory Board Servicenow – for FNTS MFaaS systems work	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b> Defined by chargeback for federally funded projects	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> <b>IBM Power Series</b>			
<b>Scope Description:</b> <b>IBM AIX platform for vertical applications for ATG HCJDC &amp; DCCA</b>	<b>Features – What is Delivered:</b> AIX, Oracle,		<b>Service Category:</b> Mini-computer  <b>Current Status:</b> New system with 3-year expected phase out period  <b>Metrics:</b>
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b> ETS  <b>Business Owner(s):</b> ATG HCJDC, DCCA, State Archives (data only)  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b> 24x7  <b>Support Hours:</b> 8x5
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>



<b>Service Name &amp; Category:</b> <b>Xerox enterprise duty cycle printers for mainframe applications</b>			
<b>Scope Description:</b> Printing for mainframe applications. Millions of pages/year	<b>Features – What is Delivered:</b> Printing	<b>Service Category:</b> Mainframe  <b>Current Status:</b>  <b>Metrics:</b>	
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b> ETS  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>  <b>Support Hours:</b>
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b> ETS PSB Control Section & Operators	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> <b>PSB Data Entry</b>			
<b>Scope Description:</b> Human data entry. Mostly for DAGS mainframe applications	<b>Features – What is Delivered:</b>		<b>Service Category:</b>  <b>Current Status:</b> Phase out after migration to EFS?  <b>Metrics:</b>
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b>  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>  <b>Support Hours:</b>
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

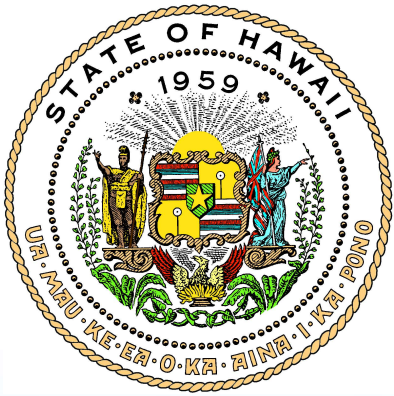
<b>Service Name &amp; Category:</b> <b>Adabas/Natural maintenance and development</b>			
<b>Scope Description:</b> Mainframe applications support for DLIR, ATG CSEA, DHS	<b>Features – What is Delivered:</b>		<b>Service Category:</b> Mainframe  <b>Current Status:</b> Phasing out as applications are modernized  <b>Metrics:</b>
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b> ETS  <b>Business Owner(s):</b> DLIR, ATG, DHS  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b> 24x7  <b>Support Hours:</b> 8x5, 24x7
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b> Change Advisory Board	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> <b>Future: Document Management Guidelines/Practices</b>			
<b>Scope Description:</b> Executive Branch departments currently manage document workflow either semi-manually (paper or email) or a department-specific workflow product such as IBM FileNet or DocuSign.  Establish guidance for document management software/services for maximal integration with ETS Adobe Sign.	<b>Features – What is Delivered:</b> <i>Guidance with Adobe Sign integration practices</i>		<b>Service Category:</b> <i>Document management</i>  <b>Current Status:</b> Non-ETS solutions  <b>Metrics:</b>
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b>   <b>Business Owner(s):</b>   <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>   <b>Support Hours:</b>
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> <b>Future: Hawaii Citizen Identity Program</b>			
<b>Scope Description:</b> Enable citizen identity with a single login across state programs. Enhance delivery of digital services. Reduce costs. Minimize fraudulent claims.  The Hawaii Citizen Identity project is to establish a single identity for citizens to use when securely accessing any online state service. ETS has standardized Azure B2C as the centralized identity provider, and are working towards integrating fraud protection and identity-proofing layers as the service matures. The value of such service comes from the ability to provide a more consistent user experience when accessing various online services for citizens. The benefit for the state comes from the increased credibility of online engagements when interacting with citizens online. The support for identification and verification of citizen identities will aid in preventing identity theft and fraud.	<b>Features – What is Delivered:</b> User lifecycle management, identity proofing, strong authentication and authorization, fraud analytics and threat monitoring.		<b>Service Category:</b> <i>Identity Services</i>  <b>Current Status:</b> In development  <b>Metrics:</b> <ul style="list-style-type: none"> <li>• <b>Number of accounts managed</b></li> <li>• <b>Number of state applications integrated</b></li> <li>• <b>Number of threats detected</b></li> </ul>
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b>  <b>Business Owner(s):</b>  <b>Support Owner(s):</b>	<b>Authorized Departments:</b>	<b>Authorized User(s):</b>	<b>Availability:</b>  <b>Support Hours:</b>
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b>	<b>Customer Cost:</b>	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> <b>Procurement Readiness Consultation</b>			
<b>Scope Description:</b> As part of the (18-03) IT project governance, the departments must present their large (\$100 or more) IT project procurement specification – typically the RFP – for review by CIO, with the help of ITG.  ITG provides the following tools for the departments for IT RFPs: <ul style="list-style-type: none"> <li>• IT RFP Template</li> <li>• IT RFP Checklist</li> </ul> When ready, a department will contact ITG for RFP checklist review.	<b>Features – What is Delivered:</b> <ul style="list-style-type: none"> <li>• IT RFP Template</li> <li>• IT RFP Checklist</li> <li>• IT RFP Checklist Review</li> </ul>	<b>Service Category:</b> IT Governance  <b>Current Status:</b> In development  <b>Metrics:</b>	
<b>OWNERS, USERS, &amp; AVAILABILITY</b>			
<b>Service Owner(s):</b> ITG  <b>Business Owner(s):</b> Department Business Leaders  <b>Support Owner(s):</b>	<b>Authorized Departments:</b> Executive branch departments	<b>Authorized User(s):</b> Departmental business owners	<b>Availability:</b>   <b>Support Hours:</b>
<b>SERVICE REQUEST DETAILS</b>			
<b>Request Process – How is it Delivered:</b> As a meeting or a series of meetings	<b>Internal Cost &amp; Resourcing:</b> ITG staff	<b>Customer Cost:</b> Effort the develop the RFP in compliance of the RFP requirements	<b>User Responsibility:</b>

<b>Service Name &amp; Category:</b> Project Management Consulting			
<b>Scope Description:</b> Provides expertise in best practices and problem-solving to State projects in partnership with the leadership, business, and IT staff of agencies.  Project Management Consulting team may be called on as an IT specialized, cross-functional team to help troubled Department projects get back on track.	<b>Features – What is Delivered:</b> <ul style="list-style-type: none"> <li>Project Management Framework outlining best practices for IT projects.</li> <li>Consulting services to help tailor Project Management Framework to needs of the department's project.</li> <li>Document Library: template project work products.             <ul style="list-style-type: none"> <li>Project Charter</li> <li>Project Plan</li> <li>IT System Security Plan</li> <li>RTM</li> <li>RIO-D</li> <li>etc.</li> </ul> </li> </ul>	<b>Service Category:</b> Consulting  <b>Current Status:</b> To Be Created / funding allocated for five (5) FTE.  Training funding has been requested.  <b>Metrics:</b>	
OWNERS, USERS, & AVAILABILITY			
<b>Service Owner(s):</b> ETS Enterprise Program Manager  <b>Business Owner(s):</b> SOH CIO  <b>Support Owner(s):</b>	<b>Authorized Departments:</b> State of Hawaii Executive Branch departments.	<b>Authorized User(s):</b> State of Hawaii Executive Branch Directors.	<b>Availability:</b>   <b>Support Hours:</b>
SERVICE REQUEST DETAILS			
<b>Request Process – How is it Delivered:</b>	<b>Internal Cost &amp; Resourcing:</b> Resourcing: AD No. (AD) 19-02 authorized the creation of this team of five (5) FTE.  Team hiring and team training in PMI, SAFe, Disciplined Agile, etc. is required.	<b>Customer Cost:</b>	<b>User Responsibility:</b>



## 9.2 – Strategic Priority – Action Items



# Strategic Priorities – Action Items

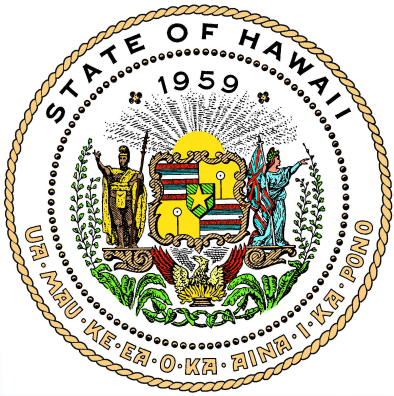
- Expand Statewide Cyber Security Strategy
    - Update desired outcomes
    - Update near-term objectives & add budget items
    - Revise metrics & add capability maturity model references
  - Extend IT Portfolio Governance
    - Continue next steps presented in debrief
  - Partner for Successful Outcomes
    - Revise objectives to align with list of collaboration items
    - Include vendor services, RFP, etc
    - Include delivery governance here
-

# Strategic Priorities – Action Items

- Enhance Value of State Data
    - Include SCR5 cataloging
    - Focus on current state
    - Champion data and documentation requirements for all new work
  - Implement Dynamic & Sustainable IT Operations
    - Include shared services and users
    - Include application patch levels in reporting
    - Include skillset modernization roadmap
    - Provide more tactical objectives
    - Define user-based metrics
-

# Strategic Priorities – Action Items

- Digital Workforce Development
  - Continue next steps presented in debrief
- Optimize Enterprise Systems
  - Revise again based on debrief input and comment



## 9.3 – Strategic Priority Tactics: Draft Updates



## Strategy

*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 gov't workforce as an Innovation Center with a culture that embraces digital tools/tech, flexible/remote work environment

### Key Strategic Stakeholders

- Current & potential employees
- Unions (legislative change support)
- CIO & IT leadership
- Department & Business Leadership
- Legislature

### 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

### METRICS

- Vacancy aging
- Reference Model & CMM Scores
- Training completed
- Internal Promotions
- # of Interns

### Expected Challenges

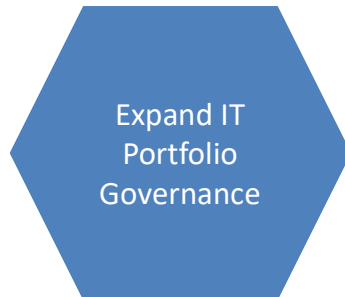
- Retention/turnover – pay, upward mobility issues
- Skillsets – need to be able to deal with legacy & new tech
- Competition with private sector
- Antiquated banding/hiring processes & rules
- Current climate, lack of learning/growing opportunity

### Near-Term Objectives (12 months)

- Recover ETS HR Officer & Staff
- Begin redesign of position descriptions and reorg of ETS
- Establish a strategy governance process, executive sponsor, charter, program lead, staff, working group and user groups
- Identify & drive next-tier legislative changes/additions including funding for training and internships
- Plan & begin implementing change management efforts – early communications: Threats, benefits, timing, current action

### Longer-Term Objectives (2-4 years)

- Establish a high-level Capability Maturity Model measurement framework and begin measurement
- Capability Maturity Model: Increase level attained and granularity in for state, departments and agencies
- Develop a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement
- Reference Model: Increase progress in prioritized reference model and adjust as necessary



## Strategy

*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

### Key Strategic Stakeholders

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

### 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

### METRICS

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

### Expected Challenges

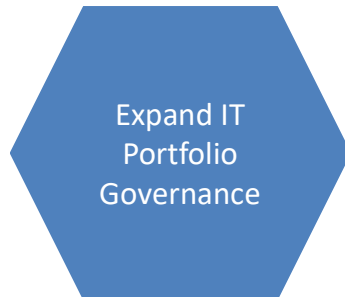
- Gathering, organizing and analyzing portfolio data from across the enterprise
- Resource constraints – funding, limited skillsets
- Buy-in to adopt required standards, shared services, common platforms vs. customized habits, systems
- Organizational commitment to share data
- Selecting appropriate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

### Near-Term Objectives (12 months)

- Establish a strategy governance process, executive sponsor, charter, program lead, staff, working group and user groups
- Develop a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement – LeanIX portfolio model – what else?
- Establish a high-level Capability Maturity Model measurement framework and begin measurement
- Plan & begin implementing change management efforts – early communications: Threats, benefits, timing, current action – What is this?

### Longer-Term Objectives (2-4 years)

- Capability Maturity Model: Increase level attained and granularity in for state, departments and agencies
- Reference Model: Increase progress in prioritized reference model and adjust as necessary
- Complete inventory that informs plan & funding for modernizing/replacing legacy systems across the enterprise



## Strategy - REVISED

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

- Statewide IT modernization is prioritized according to most critical business needs
- High-value, low-risk IT projects are fast-tracked
- ~~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

### Key Strategic Stakeholders

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

### Expected Challenges

- ~~Gathering, organizing and analyzing portfolio data from across the enterprise~~
- Difficulty in engaging business decision-makers
- 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

### 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

### METRICS

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

### Near-Term Objectives (12 months)

- ~~Establish a strategy governance process, executive sponsor, charter, program lead, staff, working group and user groups~~
- ~~Develop a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement~~
- ~~Establish a high-level Capability Maturity Model measurement framework and begin measurement~~
- ~~Plan & begin implementing change management efforts – early communications: Threats, benefits, timing, current action ???~~
- Establish policy for departmental IT portfolio ownership
- Establish and communicate shared services inventory
- Enhance portfolio-level Project definition: Project Charter, Benefits
- Establish project portfolio benefits & phase gate tracking
- Establish visibility to statewide data portfolio

### Longer-Term Objectives (2-4 years)

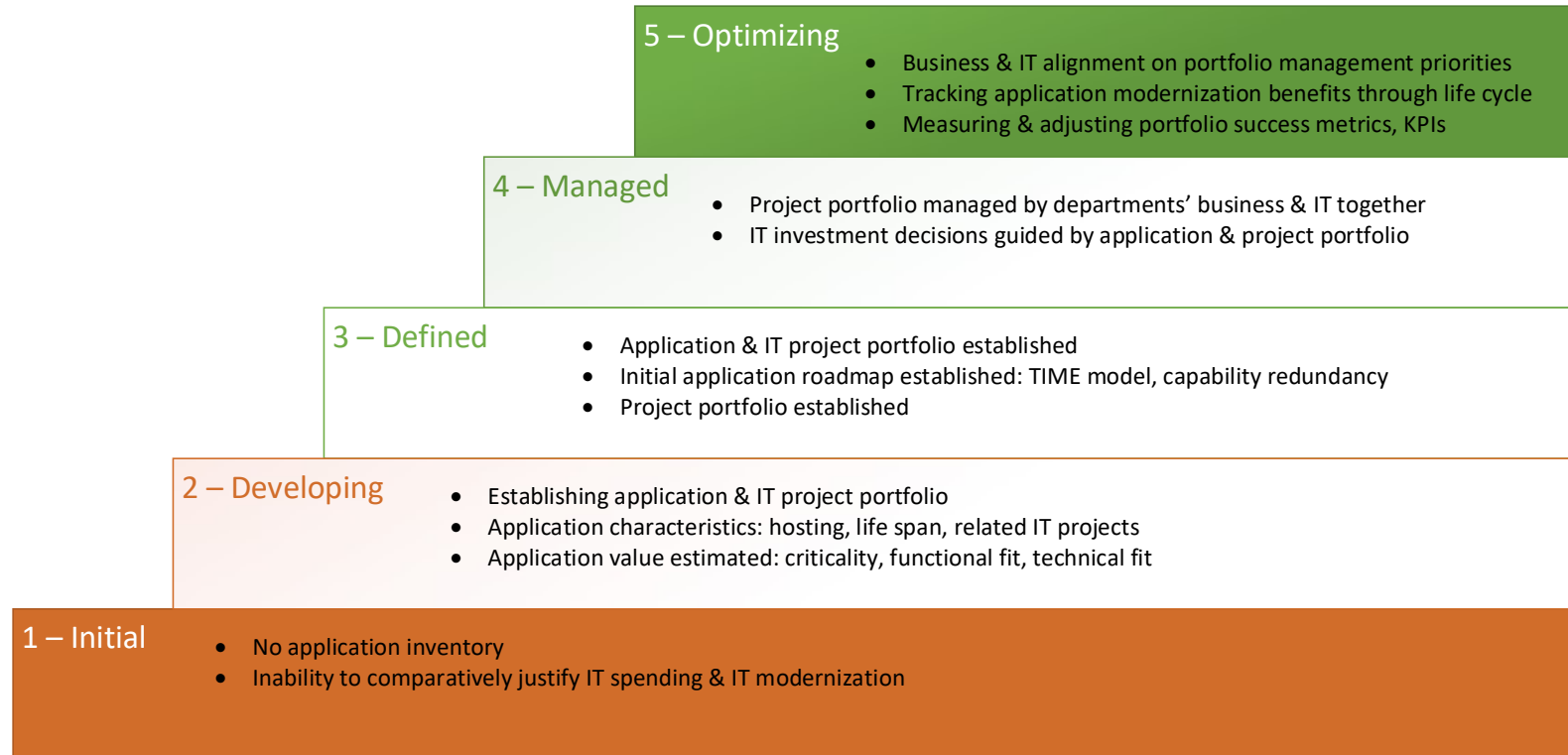
- ~~Capability Maturity Model: Increase level attained and granularity in for state, departments and agencies~~
- Reference Model: Increase progress in prioritized reference model and adjust as necessary – Architecture reference models?
- Complete inventory that informs plan & funding for modernizing/replacing legacy systems across the enterprise
- Establish statewide technology stack inventory (LeanIX?)
- Establish inventory of departmental IT Plans
- Establish portfolio-level vendor performance metrics
- Establish standard IV&V reporting – including standardized portfolio-level tracking

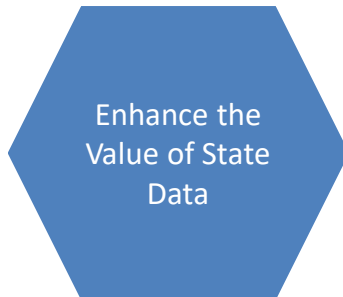
Extend IT Portfolio Governance - Performance Metrics

Desired Outcomes	Objectives	Key IT Portfolio governance metric	7/23/2020	10/22/2020	10/28/2021
Proactive and transparent portfolio planning and management through system life cycle	Engage IT Coordinators	# of applications inventoried (also track per department)	498	497	520
		% of applications roadmapped (also track per department)	59.0%	87.0%	86.9%
		# of planned or active projects inventoried (also track per department)	784 *	274	299
		% of projects roadmapped (also track per department)	15.9% *	25.1%	55.5%
		% of active LeanIX users logged in during the past 3 months	39.5%	34.0%	48.2%
	Engage departmental business decision-makers	# of application roadmap disposition (TIME) validated by business users	NA	NA	NA
Transparency into cost, schedule and performance and re-baselining of projects	Manage IT project costs & cost overruns	# of project business value metrics (Business Value & Project Risk) validated by business users	NA	NA	NA
		Base IT investment decisions on IT portfolio assessment	NA	NA	16
		# of IT Spend Requests justified by portfolio assessment	NA	NA	16
	Manage IT project schedule	% of active LeanIX projects with Capex and/or Opex \$ values	92.8% *	83.5%	64.9%
		# of awarded IT projects with validated cost baseline	NA	NA	NA
		# of IT projects with cost overrun	NA	NA	NA
Sharing and reuse of existing hardware and software	Provide shared services guidance for the departments	% of active projects with at projected completion established	NA	NA	50.3%
		% of active projects with schedule slippage (Actual > Projected)	NA	NA	NA
		% of active LeanIX projects with RAG status	14.0% *	10.2%	12.4%
		% of active IT projects (& project stage) visible to the public	NA	100.0%	100.0%
IT systems are well-engineered and appropriately designed for their intended use	Provide shared services guidance for the departments	# of shared (statewide) applications	NA	NA	NA
		# of shared (statewide) IT components	NA	NA	NA
		# of SSO (Azure AD) integrations	NA	NA	NA
		# of eSign (Adobe Sign) integrations	NA	NA	NA
	Advance cloud-computing	% of applications with hosting data entered	NA	NA	81.3%
		# of cloud (IaaS, PaaS, SaaS) applications	39	72	99
	Advance DevOps	% of cloud applications (IaaS, PaaS, SaaS) from those with hosting data entered	NA	22.0%	23.4%
		# of projects including DevOps implementation in LeanIX	NA	NA	NA
		NOTE: metrics notated with * were based on raw data imported from SharpCloud - before project completion data was updated in LeanIX			



# Maturity Continuum Option





## Strategy

*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*

### Key Strategic Stakeholders

- *Data Stewards: Jurisdiction, 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*

### 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 gov't*

### METRICS

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

### 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*

### Near-Term Objectives (12 months)

- *Establish a strategy governance process, executive sponsor, charter, program lead, staff, working group and user groups*
- *Develop a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement*
- *Establish a high-level Capability Maturity Model measurement framework and begin measurement*
- *Plan & begin implementing change management efforts to address culture & gain departmental and employee buy*
- *Standardize business intelligence tools*
- *Establish business case analysis model for open data and data sharing*

### Longer-Term Objectives (2-4 years)

- *Capability Maturity Model: Increase level attained and granularity in for state, departments and agencies*
- *Reference Model: Increase progress in prioritized reference model and adjust as necessary*
- *Identify & drive next-tier legislative changes/additions*
- *Data drives government and economic decisions*
- *Sharing data becomes the norm*



*State of Hawaii*

*Office of Enterprise  
Technology Services*

## **Data Discovery and Accessibility Analysis**

January 2022



## Strategy 'Pillar': 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

# Goals / outcomes

- **Improved analytics capability for planning and decision making**

- Access to quality data, more real time than before

- **Increased internal administrative/process efficiency**

- Interoperable and connected data would allow governments to streamline “back end,” reducing friction and cutting clearing times.
- Remote work

- **Improved user experience (in combination with government wide SSO / )**

- Once only principle - data is submitted just a single time, saving time and reducing the need for repeated manual inputs.
- Event driven / triggered services
  - E.g. registration of a newborn child automatically leads to the provision of childcare benefits, with data from the tax registry determining how much money should be transferred to which bank account.
- **Remote access to services**

- **Improved privacy and security**

- Reduced number systems and people in contact with data and risk of leaks. Improved management of consent. Can show what data and where it is saved.

- **Reduce waste and abuse**

- Interoperable and connected government data mitigate loss risk by reducing errors from manual inputs and inconsistent data across registers and by enabling analytics tools.
  - E.g. combine agriculture registers data and satellite images to analyze whether subsidized land is cultivated.

## *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*

# Actions – near term objectives (1-2 years)

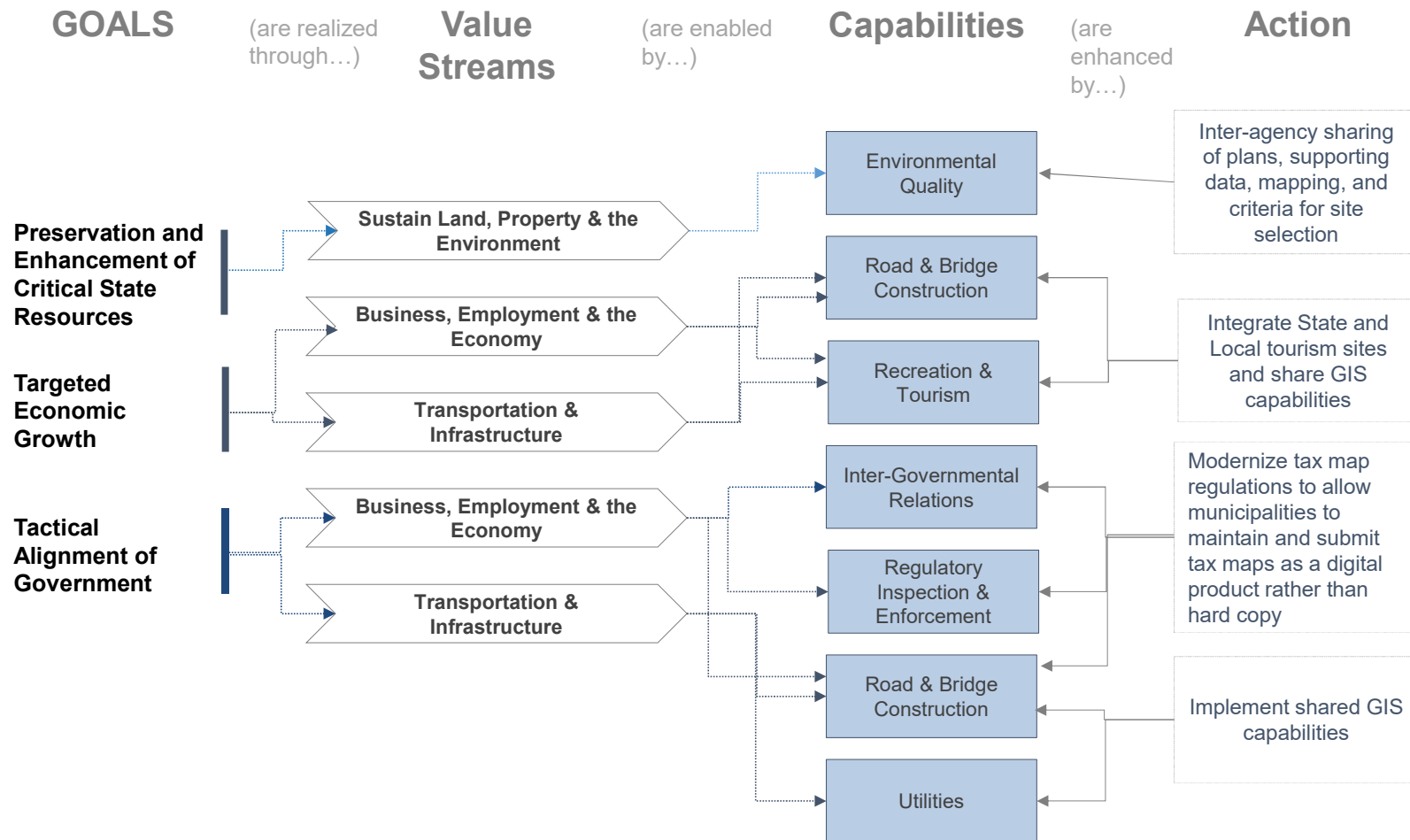
- 1. Establish a process, executive sponsor, charter, program lead, staff, working group and user groups**
  - Create plan and roadmap forward
- 2. Revalidate business goals and objectives – impact of covid; departments, governor**
  - Revalidate current pain points and USE CASES departments have, in light of strategic goals
    - E.g. remote anything - *education*, and analysing the effectiveness of these
    - What info really is important for the decisions, quality of data sources
- 3. Current governance (potential enablers and barriers of reaching goals - regulations, agreements, policies)**
- 4. Revisit stakeholders to be consulted (AHC, NIC, other vendors?, other states)**
- 5. Identify ongoing or planned initiatives related to data governance/management (or related)**
  - DOH, OHA's SCR5, Modernization efforts - DAGS EFS (UCOA), other 'ERPs'
- 6. Identify and analyse cross departmental means and vehicles for data sharing (portals; NIC)**
- 7. Identify, on high level, current and new sources of data (e.g. IOT)**
  - Future new use cases, RPA, AI
- 8. Identify, select, adapt a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement**
  - DMBOK2, MIKE2, COBIT, Program structure
  - Establish a high-level Capability Maturity Model measurement framework - and begin measurement (later)

- 
- 1. Data discovery and cataloguing**
    - Transparency on data point availability, whether in multiple sources, or where the most current data resides.
      - Data Catalog
  - 2. Identifiers, technical standards, platforms, legal agreements**
  - 3. Data Modeling and MDM**
    - Categories, objects, flows & integrations, ownerships
  - 4. Solutions identification / assessment / prioritization**
    - ERP's, BI&A platform, citizen portals
  - 5. Culture & mindset**

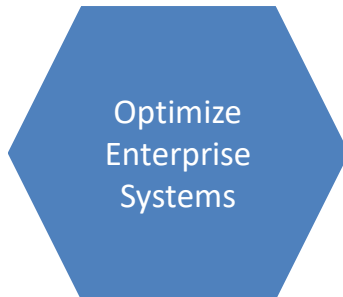
- *Identify ongoing or planned data governance/management initiatives (or related) – SCR5, EFS (UCOA)*
- *Revisit current pain points and USE CASES departments have, in light*
- *Establish a governance process, executive sponsor, charter, program lead, staff, working group and user groups (SCR5)*
- *Develop a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement*
  - *DMBOK2, MIKE2, COBIT, Program structure*
- *Establish a high-level Capability Maturity Model measurement framework and begin measurement*
  
- *Plan & begin implementing change management efforts to address culture & gain departmental and employee buy*
- *Standardize business intelligence tools*
- *Establish business case analysis model for open data and data sharing*

## 1. Accessibility and interoperability

- **Consistent semantic conceptions and logic across sources** - precise meaning of exchanged information to be interpreted unambiguously between different sources / registries.
  - Data Dictionary
- **Legal consensus and agreements** - clarity which data can legally be shared with which parties and under what specific conditions and safeguards.
- **Unique identifiers** associated with a constituent, company, building, entity to enable links between entries
- **Technical standards** - many registers still paper based or where digitized, access is not standardized - additional infrastructure, such as secure connections, standard formats and APIs, are required.
- **Culture and mindset** – departments viewing themselves as service providers that enable secure and reliable access to anyone who has the right.







## Strategy

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

### Key Strategic Stakeholders

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

### 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, Power Series, 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

### Expected Benefits

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

### METRICS

- Reference Model & CMM Scores
- SLA measures for systems

### Near-Term Objectives (12 months)

- **(ITG)** Establish a strategy governance process, executive sponsor, charter, program lead, staff, working group and user groups
- Develop a high-level prioritized reference model for best practices in tactics, techniques and procedures and begin measurement
- ~~Establish a Capability Maturity Model measurement framework and begin measurement~~
- **Unify current change management efforts – early communications: Threats, benefits, timing, current action**
- **Single Service Desk**
- **Enable telework processes, services, and technology for permanent hybrid/telework**

### Longer-Term Objectives (2-4 years)

- ~~Capability Maturity Model: Increase level attained and granularity in for state, departments and agencies~~
- ~~Reference Model: Increase progress in prioritized reference model and adjust as necessary~~
- ~~Identify & drive next tier legislative changes/additions~~
- **Data center consolidation**
- **Enable modernization via MFaaS sunset best practices**
- **Enable staff workforce**

