

TRANSFORM HAWAI'I GOVERNMENT

Modernization of State of Hawai'i
Government Business Services Study -

A Provisional Report on Research Themes

[ANTHOLOGY®]

A FINN Partners Company

METHODOLOGY

- Qualitative research in the form of in-depth executive interviews
- As of November 21, 2022, interviews have been conducted with 84 participants (6 additional interviews scheduled)
- Executive interviews conducted by David Pettinger, senior partner, and Amy Kelly, director of market research

PRELIMINARY THEMES

General consensus is that the State of Hawaii is about halfway in its business services modernization efforts in the current era.

- Time and Attendance, Payroll, e-sign / paperless initiatives, expanded use of cloud systems, and migration to Microsoft Office 365
- Enterprise Financial System modernization is considered the most critical such effort currently in progress
- COVID-19 pandemic as the catalyst for modernization of the unemployment systems and other advances in the State's communication technologies

PRELIMINARY THEMES

There is no single definition of “modernization.”

- Depends on exposure to and level of involvement in enterprise projects
- Time & Attendance, Enterprise Financial System, etc.
- Others considering public-facing applications

PRELIMINARY THEMES

Staffing is a significant challenge.

- Existing HR processes a barrier to hiring for positions that are critical for modernization
- Compensation levels; particularly for IT positions
- Civil service job descriptions need updating
- State's inability to attract and retain workforce

PRELIMINARY THEMES

Certain colleagues can be a barrier to modernization.

- Desire for existing workflows to be digitized
- Uncomfortable with workflow changes
- High volume of day-to-day work
- Some fearful of losing job

PRELIMINARY THEMES

Successful modernization efforts invest in change management activities.

- Clear, consistent communication is key to success
- Engagement of users of the system is important but perceived as severely lacking
- Training is critical
- Driven and supported at the highest levels

PRELIMINARY THEMES

Leadership and collaboration are critical tools for successful efforts.

- Department silos are seen as costly and inefficient
- For many, statewide vision for modernization efforts is lacking
- Inter-departmental relationships are personnel drive--no formal structure for working across departments

PRELIMINARY THEMES

Consistency and transparency may improve outcomes.

- Changes across administrations can be disruptive
- Confusion exists for project ownership

QUESTIONS?

