

FOCUSING ON THE FUTURE

Many of the examples presented in the Looking Back section – e.g., implementing an ERP system, consolidating infrastructure services, enhancing enterprise security frameworks, and building our IT workforce – describe not ends in themselves, but efforts to lay the groundwork for the truly transformational initiatives envisioned by the state government’s IT community.

The fact is that the government’s relationship to citizens has changed in fundamental ways. Citizens expect increasingly transparent, convenient, and cost-effective services available through mobile platforms. This is what they can get from private-sector merchants, and customers – quite rightly – expect the same level of responsiveness from government organizations as well. There are both customer-service and cost imperatives driving state agencies to change the way they interact with each other and, ultimately, citizens. Enterprise approaches on the back end that produce seamless, easy-to-use services on the front end – services designed around the needs and busy schedules of citizens, not on the processes and organizational structures of government agencies. This is what the future of IT looks like in Wisconsin.

The state IT community has identified five key strategic goals that will be essential in achieving our vision for the future of government service delivery:

1. The Digital State

- Modernize legacy applications and infrastructure to reduce costs, meet the needs of stakeholders, and improve service delivery to citizens.
- Transform enterprise IT culture and business practices by continually generating and implementing innovative technology solutions that provide value, while establishing a strategic framework for evaluating and prioritizing these innovation initiatives.

2. Citizen Engagement

- Increase and enhance the portfolio of eGovernment services to generate greater participation by citizens and organizations.
- Implement technologies with a “mobile-first” approach.
- Expand broadband access to connect citizens, businesses, organizations, and government entities.

3. Operational Effectiveness

- Optimize operational efficiency through continued implementation of a shared services model that utilizes enterprise standards to support agile, innovative management of IT services.
- Use Lean government principles to generate ideas and solutions for eliminating duplication and waste within processes.
- Strengthen the partnership between the Division of Enterprise Technology and state agency customers by sustaining a culture of open communication and collaboration.
- Establish a performance management program to measure and monitor the effectiveness of enterprise IT services.

4. Security and Continuity of Operations

- Cultivate a security awareness culture within Wisconsin state agencies by providing continuous training and educational opportunities.
- Develop an effective vulnerability management program to mitigate security risks and ensure IT systems are configured appropriately and securely.
- Create a Cyber Disruption Response Plan to use as a guide for training, response and recovery of operations and to protect the state's cyber infrastructure, both public and private.
- Deploy an IT disaster recovery strategy to ensure the continuity and resilience of IT services.

5. Workforce and Talent Management

- Develop a targeted talent-sourcing strategy to attract and retain a workforce that closes the gaps between necessary skills and existing talent.
- Cultivate a proficient workforce to meet current and future technology skill-set needs while promoting professional growth and enhancement of leadership and other non-technical skills.
- Formalize an effective succession-planning process for attracting, developing and retaining future leadership talent within the state IT community.
- Establish an employee-recognition program to highlight the success of state IT employees and emphasize their contributions to the enterprise.

The more detailed sections below provide specific strategies and objectives for each of these five strategic goals. Much of the immediate effort will involve crafting project charters and action plans for the specific activities outlined, and doing so through enterprise participation. Drafting and agreeing on those documents is challenging and sometimes painstaking work, but the time invested initially in collecting agency input and generating enterprise buy-in will undoubtedly accelerate the overall process of achieving our future vision.