

DEPARTMENT OF INFORMATION SYSTEMS

FY 2018 – FY 2019 STRATEGIC PLAN

MISSION:	EMPOWERING THE CITIZENS OF ARKANSAS THROUGH TECHNOLOGY
VISION:	TO LEAD AND OPTIMIZE TECHNOLOGY RESOURCES FOR ARKANSAS PUBLIC SECTOR
CORE VALUES:	TECHNOLOGY LEADERSHIP, CUSTOMER SERVICE, QUALITY RESULTS, AND EFFICIENCY
DECISION DRIVERS:	PEOPLE, COST, RELIABILITY, SECURITY

GOAL 1: BUILD AND MAINTAIN A QUALITY WORKFORCE AT THE ARKANSAS DEPARTMENT OF INFORMATION SYSTEMS

DIS Goal 1 Aligns with the Arkansas State Strategy Goals: Grow, Educate, Healthy, and Quality of Life.

Measureable Objective 1: Improve retention of new and existing employees over a two-year period.

Strategy 1: Develop new Human Resource processes to obtain and analyze data that will support employee retention.

- Tenure Data process (duration of employment, age group, type of position etc.)
- Exit Interview process (reason for leaving, liked, disliked etc.)

Strategy 2: Improve the availability and analysis of data related to initiatives that target employee retention and satisfaction via surveys and self-reporting tools.

- Keep employee engagement score at 3.75 or higher on a scale of 5.
- In addition to Gallup, find new partners to support our employee satisfaction efforts with quantifiable data, and use that data to create a more engaged workforce.

Strategy 3: Integrate agency's needs for efficiency, diversity, and quality into the hiring process to improve the match between the candidate and the agency culture.

Strategy 4: Enhance tracking and reporting methods to monitor hiring activity from beginning to end; addressing all challenges in a timely manner.

Strategy 5: Support and increase participation in state wellness initiatives such as the AHELP Program and create an awareness campaign to promote employee assistance program (EAP) services and other work-life programs.

- Find available programs by 12/31/2017.
- Invite speakers to introduce/explain available programs on a quarterly basis.

Strategy 6: Expand the Information Technology Intern Program to include the fall and spring semesters starting in 2018.

Strategy 7: Modify the employee service recognition program according to best practices.

Measureable Objective 2: Support a culture of continuous learning and career development that will engage and empower the workforce to achieve the agency's strategic goals within two years.

Strategy 1: Encourage a culture of lifelong learning that will increase effectiveness and job satisfaction.

Strategy 2: Support organizational development through training opportunities.

- Create a job shadowing and cross training program that allows employees to observe and gain new knowledge and skills within the agency.
- Improve leadership skills of the workforce through leadership workshops and trainings.
- Utilize key staff to facilitate learning and enhance collaboration between the roles of various divisions, leading to increased interaction and engagement to improve the agency culture and ultimately operational performance.
- Develop a training platform to determine training needs, track progress, and document measurable outcomes such as obtained certifications.

Strategy 3: Identify and create a succession plan for critical services.

Strategy 4: Promote the use of performance plans that align employees' skills and job duties with organizational goals and include results-oriented metrics.

GOAL 2: OPTIMIZE ENTERPRISE IT SERVICES

DIS Goal 2 Aligns with the Arkansas State Strategy Goals: Grow, Educate, and Efficient and Responsive.

Measurable Objective 1: Optimizing IT resources within state government to facilitate cost-savings and improved efficiencies within three years.

Strategy 1: Improve IT service management and IT solutions.

Strategy 2: Conduct a statewide assessment of IT infrastructure including total cost, benchmarking, and staffing.

Strategy 3: Develop a future state architecture and roadmap.

Strategy 4: Lead data center infrastructure optimization

- Improve the overall effectiveness of enterprise data center service by reducing the number of executive branch agency data center facilities and optimize the service model.
- Achieve cost reductions through reduced overall facilities costs, staff, and improved operational efficiencies.
- Standardize facility requirements and business processes.
- Improve risk profile.
- Improve operational maturity.
- Greater responsiveness to business needs.

Strategy 5: Implement and deliver a statewide solutions to facilitate collaboration between agencies to create greater efficiencies and cost savings within state government, and standardize on service delivery.

- Implement Unified Communication and Collaboration systems to improve agencies' productivity, team collaboration, and overall statewide agility.
- Enhance functionality of existing email solution to improve enterprise productivity, achieve economies of scale, communication effectiveness, and efficiency.

Strategy 6: Enhance IT procurement process

- Involve architecture team in all executive branch IT procurement processes to ensure appropriate functionality, environment integration, and alignment with the state IT plan.
- Track and manage DIS contracts via Contract Lifecycle Management Software solution (Contract Insight) providing a management dashboard and biweekly report to senior staff.
- Facilitate consolidated enterprise agreements with vendors.

Strategy 7: Implement initiatives to improve the collection, use, management, and publishing of data. Ensure that data is classified appropriately.

GOAL 3: IMPROVE CYBERSECURITY PERFORMANCE

DIS Goal 3 Aligns with the Arkansas State Strategy Goals: Grow and Efficient and Responsive.

Measurable Objective 1: Improve cybersecurity awareness training in 2018.

Strategy 1: Facilitate ongoing cybersecurity awareness training for all executive branch employees.

Strategy 2: Establish a process to audit and document the training history of all executive branch employees.

Strategy 3: Periodically introduce new or enhanced training to keep up with the most current security threats, understand the security risks and make better data protections decisions.

Measurable Objective 2: Implement a risk-based strategy for cybersecurity risk management and mitigation for 2018-2019.

Strategy 1: Develop a statewide cybersecurity strategy.

Strategy 2: Identify existing relevant threats and vulnerabilities.

Strategy 3: Improve available and existing controls to reduce risk.

Strategy 4: Determine likelihood and impact of adverse event(s).

Strategy 5: Utilize a risk mitigation strategy based upon risk, cost-benefit analysis, and available resources.

GOAL 4: PROVIDE AND ENHANCE THE BEST IT SERVICES TO THE PUBLIC SECTOR

DIS Goal 4 Aligns with the Arkansas State Strategy Goals: Grow and Efficient and Responsive.

Measurable Objective 1: Develop and improve public sector business partnerships within the next two years.

Strategy 1: Create a follow up survey to gather information after each project completion to measure the responsiveness of agency personnel , the quality of service provided and to collect customer feedback (positive or negative) regarding the project. Analyze survey data on a quarterly basis (or as necessary) to understand the agency's customer service standing.

Strategy 2: Provide a weekly report on open, closed and recurring tickets to the customer service group and executive team to understand the average cycle time for tickets and to address recurring common problems.

Strategy 3: Create a branding strategy to formalize and define our organizational identity.

Measurable Objective 2: Increase the effectiveness of communication and customer service within the next two years.

Strategy 1: Align customers in a 3-tiered segmented approach with different touch points to increase customer engagement and satisfaction.

Strategy 2: Generate a weekly report for customer status meetings to measure if DIS is hitting the measurement by segment.

Strategy 3: Leverage the customer newsletter and social media sites to inform customers about service offerings and other departmental initiatives.

Measurable Objective 3: Increase DIS business growth by 3% within the next two years.

Strategy 1: Develop a marketing strategy to target current and potential new customers.

Strategy 2: Conduct quarterly IT meetings with other executive branch agency IT directors to understand their needs and align them to DIS' service offerings.

Strategy 3: Present a report during senior staff meetings depicting current and projected revenue with new sales.

GOAL 5: CHAMPION IT GOVERNANCE

DIS Goal 5 Aligns with the Arkansas State Strategy Goals: Grow and Efficient and Responsive.

Measurable Objective 1: Develop and implement a state strategic IT plan aligning with DIS on an annual basis.

Strategy 1: Create reports from the IT planning data base that depict current hardware, software, projects and major applications to be included in the strategic IT plan.

Strategy 2: Identify new and emerging technology trends that may impact Arkansas and related legislation.

Strategy 3: Identify areas of product overlap and opportunities to optimize.

Measurable Objective 2: Establish an IT governance framework and produce a semi-annual report.

Strategy 1: Create and charter an IT governance committee to meet quarterly.

Strategy 2: Improve executive branch agencies project status reporting.

Strategy 3: Create and enhance policies, standards, and best practices to improve the efficiency and effectiveness of IT enterprise-wide.

Strategy 4: Enhance the IT procurement process to provide transparency and leverage economies of scale.

Strategy 5: Facilitate compliance with statutory provisions regarding technology access for the visually impaired.

Measurable Objective 3: Establish and promote data management by establishing the Chief Data Officer Office in accordance with statutory provisions within two years.

Strategy 1: Direct and oversee the Data and Transparency Panel.

Strategy 2: Establish and promote data architecture management.

Strategy 3: Establish a catalog of data utilized by each state agency to facilitate standardized access.

Strategy 4: Provide a data governance framework over the management of state data assets and establish a formalized data stewardship program.

Measureable Objective 4: Establish and promote data confidentiality and compliance by establishing the Chief Privacy Officer Office in accordance with statutory provisions within three years

Strategy 1: Oversee, develop, and implement methods to ensure that all state agencies comply with federal and state laws governing the privacy and access to protected data.

Strategy 2: Assure that the use of technology sustains and does not erode privacy protections relating to the use, collection, and disclosure of personal information.

Strategy 3: Prepare and submit an annual report to the Joint Committee on Advanced Communications and Information Technology concerning activities that affect privacy.

APPENDIX: AGENCY PROFILE AND ORGANIZATIONAL CHART

- Key stakeholders
- Primary services (and products, if applicable)
- Profile of the workforce
- Strategic challenges and advantages
- Other relevant information

ADDITIONAL PLAN INFORMATION:

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