

DEPARTMENT OF INFORMATION SYSTEMS

FY 2018 - FY 2019 STRATEGIC PLAN

MISSION: EMPOWERING THE CITIZENS OF ARKANSAS THROUGH TECHNOLOGY

VISION: TO LEAD AND OPTIMIZE TECHNOLOGY RESOURCS 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.

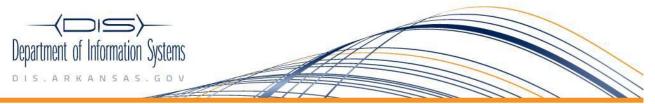
Measureable Objective 1: Improve retention of new and existing employees over a two-year period.

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.

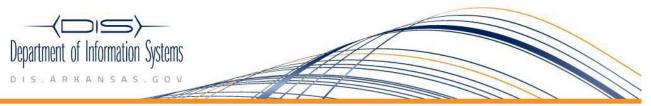


- Strategy 3: Integrate agency's needs for efficiency, diversity, and quality into the hiring process to improve the match between the candidate and the agency culture.
- Strategy 4: Enhance tracking and reporting methods to monitor hiring activity from beginning to end; addressing all challenges in 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.

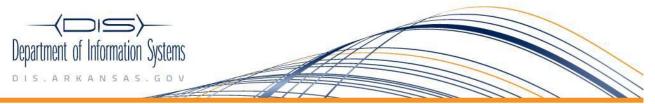
Measurable Objective 1: Optimizing IT resources within state government to facilitate cost-savings and improved efficiencies within three years.

- 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.

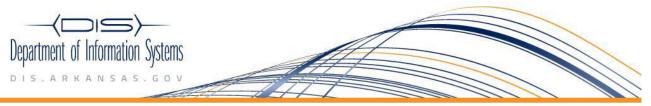
- Strategy 1: Create a follow up survey to gather information after each project completion to measure the responsiveness of agency personnel , the quality of service provided and to collect customer feedback (positive or negative) regarding the project. Analyze survey data on a quarterly basis (or as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

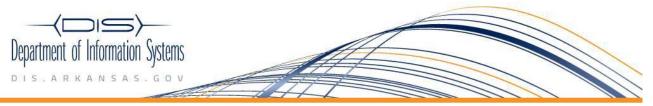
- Strategy 1: Create reports from the IT planning data base that depict current hardware, software, projects and major applications to be included in the strategic IT plan.
- Strategy 2: Identify new and emerging technology trends that may impact Arkansas and related legislation.
- Strategy 3: Identify 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)
- o Profile of the workforce
- Strategic challenges and advantages
- o Other relevant information

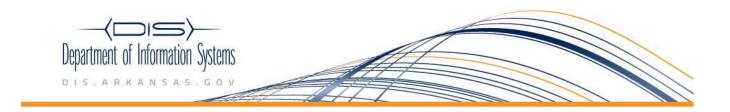
ADDITIONAL PLAN INFORMATION:

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ARKANSAS DEPARTMENT OF INFORMATION SYSTEMS



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