

**1.1 Mission**

In service to the citizens of New Hampshire, the Department of Information Technology provides comprehensive technical leadership and solutions to agency partners in a secure, transparent and fiscally responsible manner.

**1.2 Vision**

The NH Department of Information Technology (DoIT) will be recognized as a valued partner to New Hampshire and a major contributor toward innovation and efficiency efforts.

**Figure 1: Strategic Themes/Objectives (DRAFT)**

Strategic Themes	Objective	Objective Description
Enterprise Partnership	Increase Enterprise Alignment	Work with agency partners to align resources where possible to utilize staffing and financial resources efficiently. There may be similar needs across agencies (for example: geographic information system (GIS), document management, scheduling, and disaster recovery, licensing renewals and forms utilization). Enterprise efforts require excellent communication, coordination and collaboration among all involved.
	Mature Governance	Work with agency partners to define standard governance processes to be used by all state agencies to improve the way the state does business. This will be done by defining policy and procedures that are complemented with qualified staff to improve responsiveness and ownership of critical state practices.
Customer Satisfaction	Enhance Citizen Services	Work on projects that improve services to New Hampshire citizens by providing updated or new mechanisms to acquire needed services (for example: automated form submission, renewal of licenses, performing standard registration activities, or simply updating websites to provide easier or more consistent and transparent access to the public.)
	Improve Customer Communications	Promote activity and efforts that improve communications with agency partners, such as participation in critical planning sessions, providing leadership on technology matters and guidance on future procurements. This also includes efforts to provide education for agencies on the value that DoIT provides and the services available.
Performance	Promote Continuous Improvement	Promote practices and projects that will improve existing processes and systems. This includes adding measurable performance expectations where appropriate and strengthening existing performance measures. Incremental methodologies (where applications are designed, developed and implemented in small achievable increments) will be leveraged.
Effective Resource Management	Employee Development	Initiate and manage training programs that will develop employee skills and match those skills to specific projects or activities within agencies that will benefit the organization and best utilize staff expertise.
	Invest in talent Management	Given the challenges the state is facing regarding current retirement statistics (i.e. estimated that 40% of State employees could retire within the next 3-5 years) it is vital to plan for the following: <ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Recruitment and performance management</li> <li>• Training and</li> <li>• Other talent management programs</li> </ul> These activities must be initiated to continue to bring in skilled resources that

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Strategic Themes	Objective	Objective Description
		can help the state meet its responsibilities to serve New Hampshire citizens. This will be done by defining future skills that will be needed to meet business needs and aligning them with staff recruitment efforts.
	Promote Financial Transparency	Work towards supporting efforts to provide enhanced financial transparency on state projects to promote learning, improve project management, and better utilize financial resources.
Cybersecurity	Improve the State’s Security Posture	Instantiate security controls in all technical projects (both applications and infrastructure) and provide training to educate all data stakeholders.

**Figure 2: Strategic Themes and Key Initiatives (DRAFT)**

Strategic Themes	Objective	Key Initiatives
Enterprise Partnership	Increase Enterprise Alignment	<ul style="list-style-type: none"> <li>Geographic Information System (GIS) standardization evaluation (tools, methods, platform usage)</li> <li>Document and Workflow management solution analysis</li> <li>Statewide scheduling system</li> </ul>
	Mature Governance	<ul style="list-style-type: none"> <li>Project Collaboration Initiative</li> <li>Project Management Office usage assessment</li> </ul>
Customer Satisfaction	Enhance Citizen Services	<ul style="list-style-type: none"> <li>Statewide Online forms (all agencies)</li> <li>Division of Motor vehicle Vision Project (New DMV system)</li> <li>Liquor Commission POS (Point of Sale) system upgrade</li> <li>New Heights Eligibility System</li> </ul>
	Improve Customer Communications	<ul style="list-style-type: none"> <li>Email consolidation</li> <li>Voice System Consolidation</li> </ul>
Performance	Promote Continuous Improvement	<ul style="list-style-type: none"> <li>Balanced Scorecard (performance metrics)</li> <li>Tools evaluation</li> </ul>
Effective Resource Management	Employee Development	<ul style="list-style-type: none"> <li>Statewide e-learning platform</li> <li>Performance management initiative</li> <li>Targeted training initiatives</li> </ul>
	Invest in talent Management	<ul style="list-style-type: none"> <li>Job classifications that match the needs of the organization</li> <li>Outreach to market the value and importance of state service</li> <li>Modernize recruiting techniques</li> </ul>
	Promote Financial Transparency	<ul style="list-style-type: none"> <li>Standardized project initiation</li> <li>IT budget transparency assessment</li> </ul>
Cybersecurity	Improve the state’s Security Posture	<ul style="list-style-type: none"> <li>Statewide Cybersecurity Training (all agencies)</li> <li>Cybersecurity Integration Center (NHCIC)</li> <li>Continuously adjust to meet evolving threats</li> </ul>