



STRATEGIC PLAN

September 2020





Mission

We partner to deliver secure, reliable technology solutions to improve the lives of all Minnesotans.



Vision

An innovative digital government that works for all.



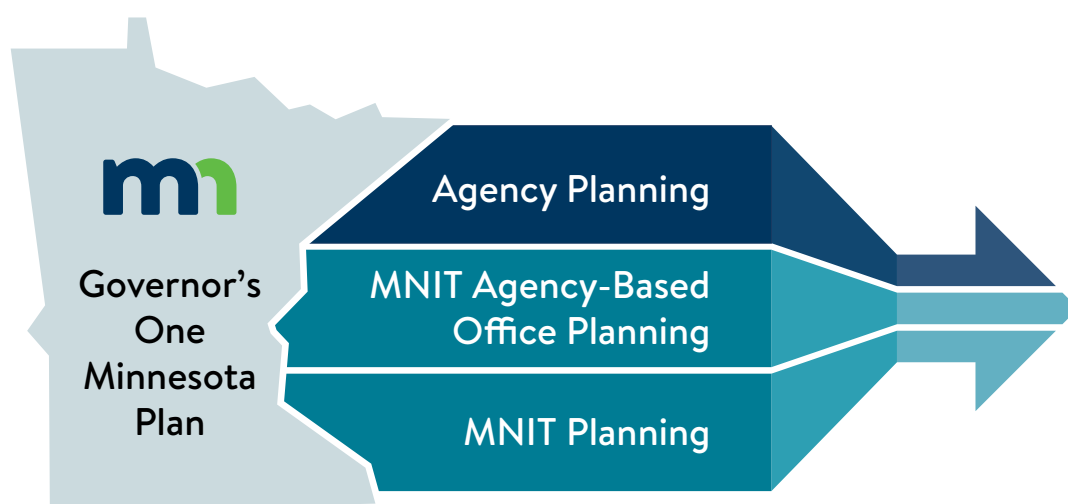
Guiding Principles

- Practice servant leadership.
- Treat everyone with respect and dignity.
- Do the right thing, especially when it is difficult.
- Ask how your actions are reinforcing or removing structural inequity.
- Promote the common good over narrow special interests.
- Be accessible, transparent, and accountable.
- Include voices from communities who will be most impacted.

Planning Process

At its core, our strategic direction is human-centered and focused on our end users. Participatory processes, stakeholder input, and elevating best practices are critical in developing and implementing our results-focused Strategic Plan. Outreach, feedback, and collaboration with our staff and agency partners across the executive branch directly informed and shaped the direction of our Strategic Plan:

- We held listening sessions, available to all staff, that shaped the narrative and direction of our strategies.
- We used the collective brain power of all our managers and supervisors to create the themes of our mission and vision statements.
- We held a multi-agency event, Reimagining the Relationship, where more than 50 executive branch leaders discussed the future of state technology, innovation, and our partnership through a human-centered design framework.
- MNIT leadership is making historic visits to all 11 of Minnesota's tribal nations to learn about opportunities for collaboration and their needs from state technology.
- Commissioner Tomes visited each MNIT location in person in a series of town halls in fall 2019 and has held several digital town halls in 2020 to ensure focus on Connected Culture, capturing questions and concerns from MNIT staff across the agency.
- MNIT held two all-day retreats where our Senior Management Team, a group of 45 leaders across the agency, mapped out strategies to reach our long term goals.
- We incorporated recommendations outlined by the Office of the Legislative Auditor and the Governor's Blue Ribbon Council on Information Technology.
- We learned about cultural challenges and opportunities across our agency through a series of over 20 feedback sessions led by the Employee Engagement Team.
- We built on our experience developing and rolling out MNIT's 2020 Tactical Plan.



Goals

The following goals and their accompanying strategies reflect MNIT's priorities over the next three years.



Goal: Cultivate a holistic and Connected Culture of work

MNIT's Connected Culture is foundational to our agency. It's our contribution towards a more collaborative, innovative, diverse, and successful state – one that makes Minnesotans proud of their government. The relationships we build with each other and with our business partners, while keeping the people we serve at the center of our work, are key to identifying opportunities to innovate and deliver effective and efficient government services to all Minnesotans.

Strategies

- Break down silos across MNIT by establishing a consistent cadence of inter- and intra-agency communication and collaboration.
- Promote a culture of innovation to challenge the status quo.
- Build a culture where a plurality of perspectives are engaged, where careers are supported, and where staff feel connected to our mission.
- Establish a community engagement network to share our expertise, build state IT talent, and demonstrate the importance of state technology.



Goal: Fortify the value and delivery of projects and initiatives

Our projects allow us to reimagine how state government connects Minnesotans with public services. Establishing proven methods of communication is key to project success and partner satisfaction. We will forge a new path forward to ensure success by harnessing the perspectives of business partners, project managers, and enterprise staff. By balancing the needs of our business partners with project management best practices, our projects and initiatives will align with state priorities and deliver results that matter.

Strategies

- Adopt project management best practices and ensure flexibility, stability, and transparency for all projects.
- Deliver the maximum value by ensuring alignment of projects and programs to MNIT, agency partner, and One Minnesota strategies.
- Engage and co-create solutions proactively with business partners and end users to foster trust and mutual accountability.
- Embed data-driven decision-making and communication across the project portfolio to deliver solutions that lead to improved outcomes for our business partners and end users.



Strategies

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Goal: Elevate Minnesota's Digital Estate

The vision and plan to lift up Minnesota's Digital Estate is not only a technology initiative, but a business journey and a culture shift. Building a dedicated data management program is less about the specific technologies we leverage than the organizational change management we need to be successful. We are asking people to work differently, to use different toolsets, to collaborate across organizational lines, and to answer their own questions. The technology simply enables the data to become consumable through data visualization tools and to improve decision-making.

Strategies

- Improve collaboration and communication within and between state agencies to drive insight and value from data.
- Promote benefits of cross-agency data sharing across the executive branch.
- Focus on results-oriented strategic data analytics to drive decision-making.



Goal: Bolster successful state cybersecurity efforts

One of Minnesota's greatest challenges is the cybersecurity threat facing its IT infrastructure, data, and systems that citizens depend on. Although MNIT's cybersecurity strategy has refined over the years, no organization is immune from these kinds of attacks. In 2019, legislative investment and the establishment of the Blue Ribbon Council Cybersecurity Sub-Committee allowed MNIT to focus on working towards larger strategic objectives. The items that emerged as top priorities through the security strategic planning process will allow us to make substantive progress towards achieving our security strategies.

Strategies

- Embed a security mindset into everything we do by building expertise across MNIT and the executive branch through training, communications, and engagement.
- Prioritize security, mature risk management practices, and provide agency-specific recommendations around high-value investments through active collaboration with agency partners.
- Use a layered approach to continually improve the defense of state infrastructure to address gaps that could lead to service outages or data breaches.
- Prioritize, test, and implement application security to protect citizen data and the delivery of state services.