Roadmap

Transitioning to Digital Government
How do successful government organizations achieve digital transformation?

Most governments are digital-transforming to some degree, but the challenge for most is strategizing what comes next.

Seventy-two percent of digital government programs accelerated in response to pandemic demands, but most are still optimizing existing services and programs. This delivers clear benefits, such as cost savings and increased transparency, but government CIOs tend to confuse this type of digital progress with maturity.

Fifty-five percent of digital government programs are failing to scale the impact of digital across their organization. And few are radically transforming public services with digital.

To do that, and provide a far more adaptable, responsive and sustainable value proposition to citizens, government organizations will need to be composable — able to reuse technology, architecture, data and capabilities to continuously adapt to changing regulatory, legislative and public expectations.

Government leaders must decide why and how to use digital to optimize or transform further and then prioritize, plan and implement execution.

Rick Howard
Vice President, Research

Global Digital Government Maturity

- **Exploring**: Little to no progress beyond experimentation. 2%
- **Initial**: Some citizen- or stakeholder-facing services are digital. 8%
- **Developing**: Some examples of digital solutions being used for end-to-end processes. 45%
- **Defining**: All critical service delivery areas making extensive use of digital solutions. 21%
- **Managed**: Widespread use of digital solutions across all parts of the organization. 19%
- **Optimizing**: Digital being explored for new opportunities. 5%

n = 166; total
Q: Which of these best describes the stage of your organization’s overall digital maturity?

Source: Gartner Digital Transformation Divergence Across Government Sectors

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Some of the top questions with moving to more digital government are:

1. What emerging trends are impacting the transition to digital government, including technology innovations and shifting citizens’ needs?
2. What are peer government organizations doing to successfully prioritize, plan and implement digital initiatives?
3. Which leaders and teams need to be involved in formulating and executing decision making and digital strategy?

What are the key stages?

Whatever your starting point, your digital transformation roadmap must incorporate key milestones that enable you to formulate, sequence, measure, monitor and evolve objectives and outcomes — while aligning all stakeholders.

Create vision and strategy  Establish operating framework  Establish and execute governance  Scale and accelerate  Refine and progress

* The Gartner Digital Transformation Roadmap for Government derives best practices from a peer group of government organizations that have successfully implemented digital transformation. Gartner clients can access the complete roadmap and all related resources for each step.
Create vision and strategy

The digital government strategy is an overarching, long-term vision that determines how you’ll succeed in your mission. It requires careful planning to align the strategic use of data and emerging technologies to mission outcomes. A practical, effective strategy provides clear and actionable decisions and choices, makes sure that all stakeholders understand what will be different and better about your stated digital ambitions, and plots a path to execute on the strategy and monitor its progress and success.

**Actions to take**

- Define and articulate your digital business strategy, ensuring broad organizational alignment.
- Assess your organization’s digital business maturity and readiness for change. Understand required critical capabilities and competencies.
- Create a compelling communication strategy to sell the transformation story to your board of directors, senior executives and the agency at large.

**Sample of associated Gartner resources**

- **Research:**
  - Use Gartner Reset Scenarios to Move From Survival to Renewal for Government
  - Leverage the Digital Government Maturity Model to Accelerate Transformation
  - Digital Government in Action: 3 Practices to Transform Life Events Into Digital Civic Moments
  - Human-Centered Design Essential to Digital Government
  - Top Technology Trends in Government for 2022
  - 2021-2023 Emerging Technology Trends Roadmap
  - Digital Government 2030: Planning for an Uncertain Future
- **Expert inquiry:** Review the overall strategy.
- **Phone consultation:** Discuss the vision and goals for digital. Is the ambition to optimize the existing business or transform the business through digital?
- **Conference:** Gartner IT Symposium/Xpo
Establish operating framework

Your operating model and frameworks define how you will organize and what supporting technology, processes and information are needed. They also define how the organization manages itself and its resources through its management processes, governance and culture. The operating model must be fit for and adapt to your digital objectives and what’s needed to deliver on your citizen value proposition.

Actions to take

☐ Evaluate market and technology disruption and innovation in your own and other industries to ensure your knowledge remains current.

☐ Scale and optimize the I&T operating model by adopting agile and product management practices to improve the “ways of working” of the organization.

☐ Check your design against emerging customer and constituent needs and desires and ensure those elements lie at the center of your efforts.

+more

Sample of associated Gartner resources

- **Research:**
  - How Total Experience Can Improve Government Service Delivery
  - End the Confusion About Who Is Accountable for Digital Government
  - Digital-Outcome-Driven Metrics for Government Human Services
  - Top Technology Investments for Government CIO IT Strategic Planning
  - Case Study: Apply a Total Experience Framework to Improve Government Service Delivery

- **Tool:** Gartner Essential Frameworks for Government

- **Expert inquiry:** Redesign the IT operating model to accelerate digital government transformation.

- **Phone consultation:** Discuss Digital Business Overview: Major Frameworks in One Report.

- **Conference:** Gartner IT Symposium/Xpo
Establish and execute governance

The role that I&T plays in an enterprise changes when it transitions from traditional to digital — and governance capabilities to drive successful execution change as well. To fulfill digital ambitions, government CIOs need a new paradigm for IT governance that allows agencies and departments to be adaptive and nimble in decision-making processes and respond quickly to opportunities, while continuously addressing investments, risk and value.

Actions to take

- Create an effective governance framework for enterprise initiatives by establishing a clear leadership role with accountability and authority for delivery across the enterprise.
- Identify your talent, skill and competency needs to successfully execute your digital transformation.
- Establish KPIs, define clearly how success would be measured and include them as part of the communication effort.

+ more

Sample of associated Gartner resources

- **Research:**
  - Effective Governance Is Critical to the Success of Government Enterprise Initiatives
  - Eight Government Strategies to Attract and Retain Tech Talent
  - CIO Leadership of Strategy, Governance and Operating Models Primer for 2022
  - Senior Executive Leadership Is Critical to the Success of Public-Sector Digital Initiatives
  - Improve Strategic IT Demand Management in Government by Focusing on Prioritization and Governance

- **Tool:** I&T Governance Charter/Terms of Reference

- **Expert inquiry:** Four Definitions Make a Digital Business Strategy Process More Effective

- **Phone consultation:** Succeed With Digital Business Through Adaptive Governance

- **Conference:** Gartner IT Symposium/Xpo
Scale and accelerate

Many government organizations are continuing to invest in digital promise of optimizing or transforming the delivery of government services, far fewer have managed to scale their initiatives. The challenges include organizational silos, risk-averse cultures, budget constraints, and lack of digital skills. The key to scaling digital is to identify the right pace of change for the organization and adopt practices and technology that help support the momentum required to maintain that pace.

Actions to take

- Build executive sponsorship for investment in digital by working with department heads and business line leaders to clearly define their vision for digital’s role in achieving the mission.
- Scale the impact of digital across the organization by expanding the scope of the digital program to include transformational activities that align with the organization’s vision.
- Accelerate the investment in emerging technologies and capabilities by using a prioritized roadmap that demonstrates the link between these investments and the scaling of digital across the organization.

Sample of associated Gartner resources

- Research:
  - What Sets Leaders Apart in the Digital Government Race
  - Still a Long Way for Digital Government to Scale
  - Government CIOs Must Tackle These Top Barriers to Digital Transformation
  - Digital Government Acceleration and Momentum
  - Predicts 2022: Governments Scaling Gains From Disruption
  - Drive Adoption of a Digital Government Technology Platform for Government Transformation

- Tool: Digital Government Maturity, Urgency and Readiness Assessment

- Workshop: Build a comprehensive plan for bringing the organization forward and ensure full alignment to the plan.

- Conference: Gartner IT Symposium/Xpo
Refine and progress

Government CIOs must ensure their IT strategy and capabilities are agile and scalable enough to keep pace with changes in political priorities and citizen demands by frequently reviewing the progress of digital initiatives with key stakeholders and aligning to changes in context. Line of sight is needed between measurable digital outcomes and measurable business value to ensure the strategy evolves as needed.

Actions to take

- Monitor the environment to assess whether and when changes occur that impact your digital ambitions.
- Evaluate the impact that your digital government transformation strategy has on your citizens and organization.
- Ensure your organization has the agility to reset strategy and plans reflecting that transformation is a journey, not a destination.

Sample of associated Gartner resources

- **Research:**
  - Government Technology Optimization and Modernization Primer for 2022
  - Government CIOs Must Tackle These Top Barriers to Digital Transformation
  - Top Business Trends in Government for 2022
  - Use Distributed Decisions to Accelerate Strategic Planning and Execution
  - Government Insight: Citizen Digital Identity Trends Provide Growth Opportunities

- **Expert inquiry:** Ensure your organization has the agility to reset strategy and plans reflecting that transformation is a journey, not a destination.

- **Conference:** Gartner IT Symposium/Xpo
Who needs to be involved?

The most successful governments establish cross-functional teams for their digital transformation initiatives. We have outlined the recommended functions to involve and their roles to ensure the best success in achieving milestones.

**CIO**
Collaborates with organizational leaders and helps digital transformation efforts, strategizes digital capabilities needed for innovation and delivering new value through digital transformation, communicates mission and goals across the organization.

**Applications leader and team**
Inform strategy and provide guidance for enterprise applications; manage adoption of new technologies, delivery methods and organizational models; support and manage applications to achieve digital transformation objectives.

**Data and analytics leader and team**
Provide intelligence and business insights to inform planning and strategy; focus on alignment of decision-making capability to business moment; deliver data modeling, data analytics, algorithmic models and other tools that facilitate decision making.

**Enterprise architecture leader and team**
Identify business outcomes and alignment across stakeholders, facilitate environment that enables new technology and design solution experimentation to empower business innovation, support technology alignment needed to achieve digital transformation ambition.

**Infrastructure and operations (I&O) leader and team**
Contribute insights about I&O competencies, help guide planning activity for I&O changes required for digital transformation, develop I&O service strategy and technical roadmap, deliver integrated IT service management landscape.

**Technical professionals team**
Work with business units to architect, integrate and operationalize new methodologies and technologies, such as cloud, analytics, security, agile, DevOps and AI/ML, to transform business processes and functions; improve skills as needed.
Client success story:
Canada regional government leverages Gartner composability guidance in rapid pandemic response

**Mission-critical priority**
Adapt to the COVID-19 pandemic in a way that did not disenfranchise employees and erode the public trust of Halton Region, Canada, by developing a flexible system of IT delivery rooted in composability in order to deliver capabilities within weeks, days, hours.

**How Gartner helped**
Gartner research and experts were critical in providing strategic input and the architecture blueprint for case management driven by SaaS, PaaS and IaaS for maximum flexibility to deliver:
- Case and contact management within six weeks
- Remote work in 24 hours
- Vaccination scheduling within six days

**Mission accomplished**
With the help of Gartner for IT Leaders, the client was able to leverage composability to:
- Enable remote work for 1,200 employees within 24 hours
- Support a population of 600,000 managed by a remote staff of 100 within six days
- Process over 19,000 positive cases between March 2020 and October 2021
- Constitute vaccination booking for 400,000 residents with 1.2 million scheduling transactions at six points of public vaccination sites
- Refine process for case and contact management
Why Gartner for government?

Unparalleled insights with experts for your sector, across the globe

Data Governance and Analytics
Public Safety and Justice
Health and Human Services
Defense and National Security
Modernization and Citizen Engagement
Public Services

Source: Gartner
Expert guidance and tools for key government agencies

Public safety and justice
Integrated digital public safety and justice capabilities require composable solutions and modular information and technology design.

Key considerations Gartner helps you address:
- What trends, including technology, are shaping the digital strategies of justice and public safety organizations?
- How do data and technology help to meet the needs of constituents and decision makers?
- How will technology shape the future of public safety and justice?

Human services
How can you deliver seamlessly integrated and coordinated public assistance and services to a highly diverse ecosystem?

Key considerations Gartner helps you address:
- What trends and priorities are shaping the digital investments being made by social and human services organizations?
- How is data being used to improve outcomes for citizens?
- How will technology shape the future of social and human services?

U.S. federal and defense
Uniquely challenged to meet policy and legislative objectives, these government agencies must modernize and advance their digital maturity.

Key considerations Gartner helps you address:
- What policies, governance, product development practices and technologies are needed to improve the digital experience of constituents and employees?
- What is the role of data?
- How will IT-related legislation and policy impact our digital strategy?
Actionable, objective insight

Explore more complimentary resources from Gartner on digital transformation:

Infographic
Transitioning to Digital Government in 2022
Build your insight on digital transformation, and understand how governments plan to transition and what it all means for government CIOs.

Webinar
Government CIOs, Build a Cost Optimization Strategy for a More Digital Future
Explore how government IT leaders develop a cost optimization strategy that will enable expanded digital transformation and reshape what the government can do for its citizens.

Article
3 Things Advanced Digital Governments Do Differently
Know more about digitally advanced governments and how they are willing to transform and optimize digital success.

Conference
The Gartner IT Symposium/Xpo™ 2022 conference
Explore the technology, insights and trends shaping the future of IT and business.

Access other IT roadmaps in this series:

2022 Strategic Roadmap for Data and Analytics Governance
The IT Roadmap for Digital Business Transformation
Agile Transformation Roadmap
2021-2023 Emerging Technology Roadmap

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