

# The Art of Digital Transformation: 5 Steps to Revolutionize Government

DIR Technology Forum | October 3, 2019





# Agenda

- Introductions
- 5 Steps to Revolutionize Government:
  1. Perception
  2. Processes
  3. Behavior
  4. Content
  5. Reputation
- Q&A

# Introductions



**Ryan Ellis**

Senior Business Analyst  
*DataBank*



**Caleb Wederquist**

Solution Architect  
*DataBank*



600+ Dedicated  
DataBank Experts



1 Billion Documents  
Processed Annually



1200 +  
Customers



Microsoft  
Partner

Gold  
Cloud  
Productivity

Silver  
Collaboration &  
Content Competencies.



The public sector is our

**LARGEST**

industry and the  
backbone of our business.

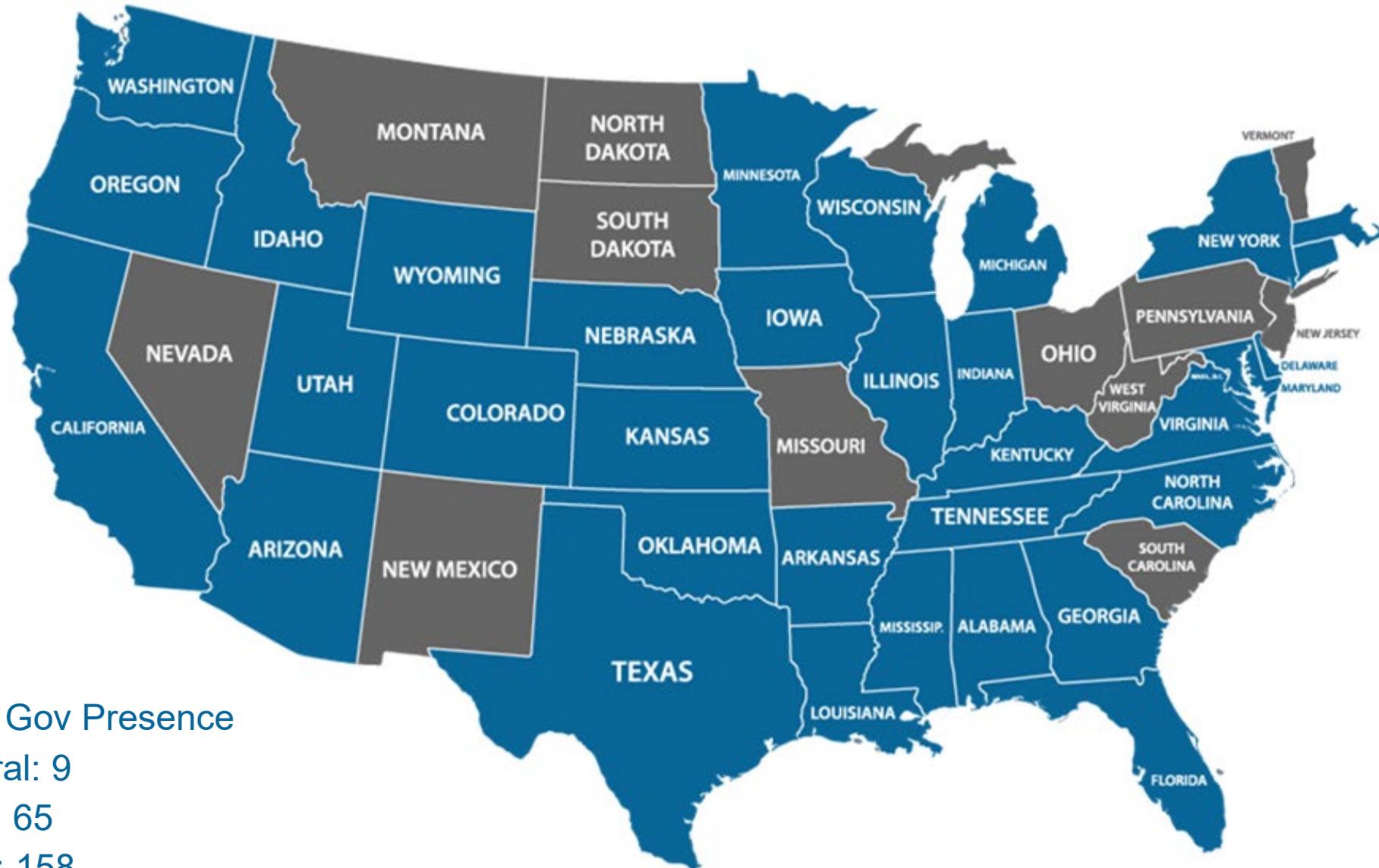
# Delivering the Solutions You Deserve

Whether it's serving local or state-wide enterprises, we recognize the unique nature of the Public Sector and strive to provide industry-leading service to our customers.



Hyland®

**2019 PUBLIC SECTOR**  
PARTNER OF THE YEAR



■ DataBank Gov Presence

- Federal: 9
- State: 65
- Local: 158

# Delivering the Solutions You Deserve

DataBank has worked with over 65 state & local agencies within the State of Texas.



## Digital Transformation is...



Using **digital technologies** to remake processes and services to become **much more efficient or effective.**

It **is not** replicating existing service in a digital form.  
It **is** using technology to transform existing services and processes into **something significantly better.**

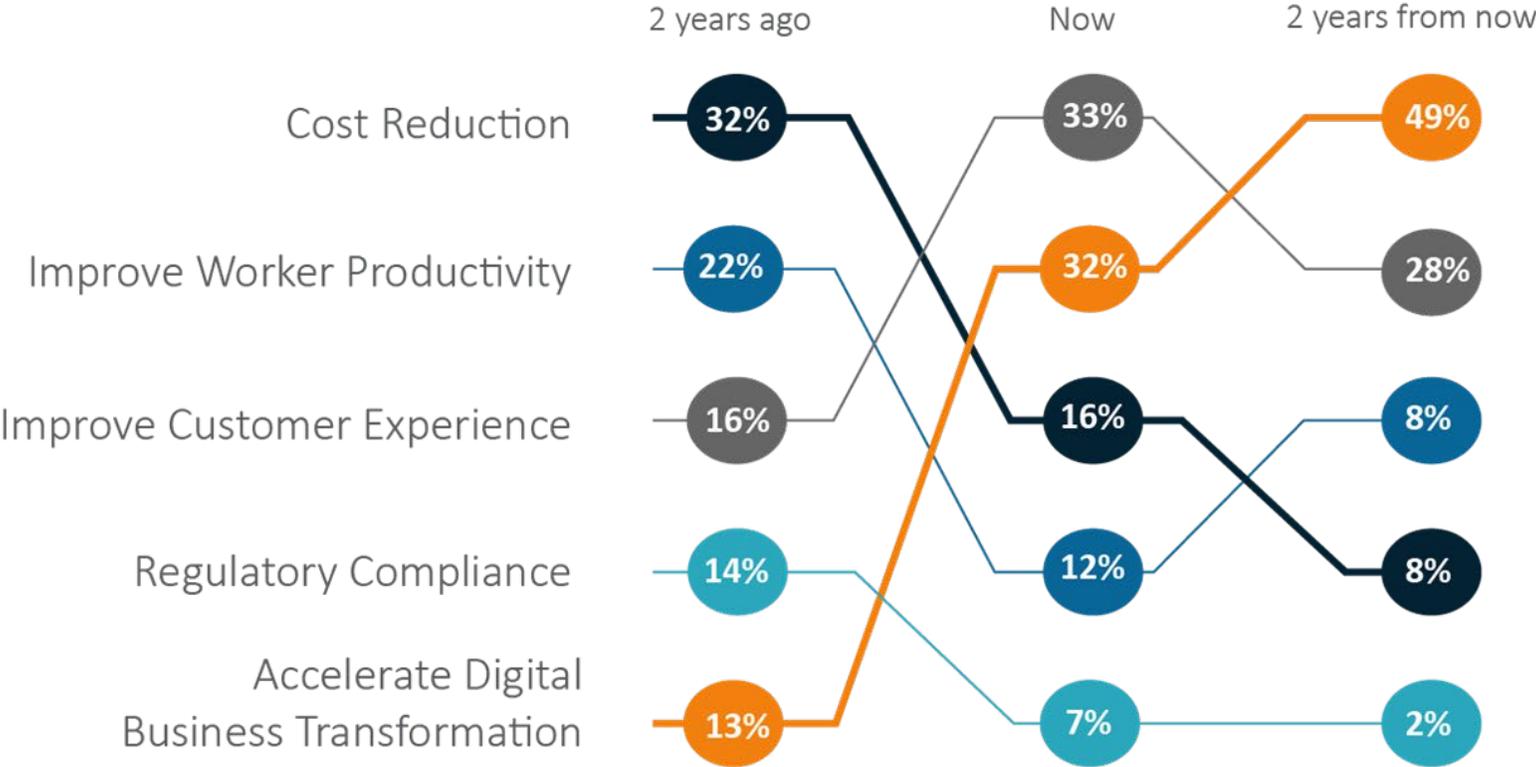




Digital transformation is no longer a luxury. Across virtually all sectors, digital transformation is becoming a competitive imperative, crucial for each company's survival.

# Digital Transformation is the Primary Focus for Process Improvement

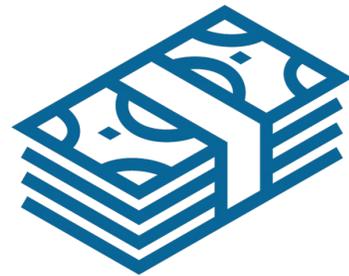
“What’s the primary focus of process improvement efforts for the time periods below?”



Source: Forrester’s Q1 2018 Digital Process Automation Survey



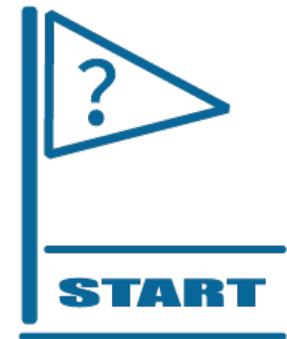
Will it take too much of our time and focus?



Will it cost too much?

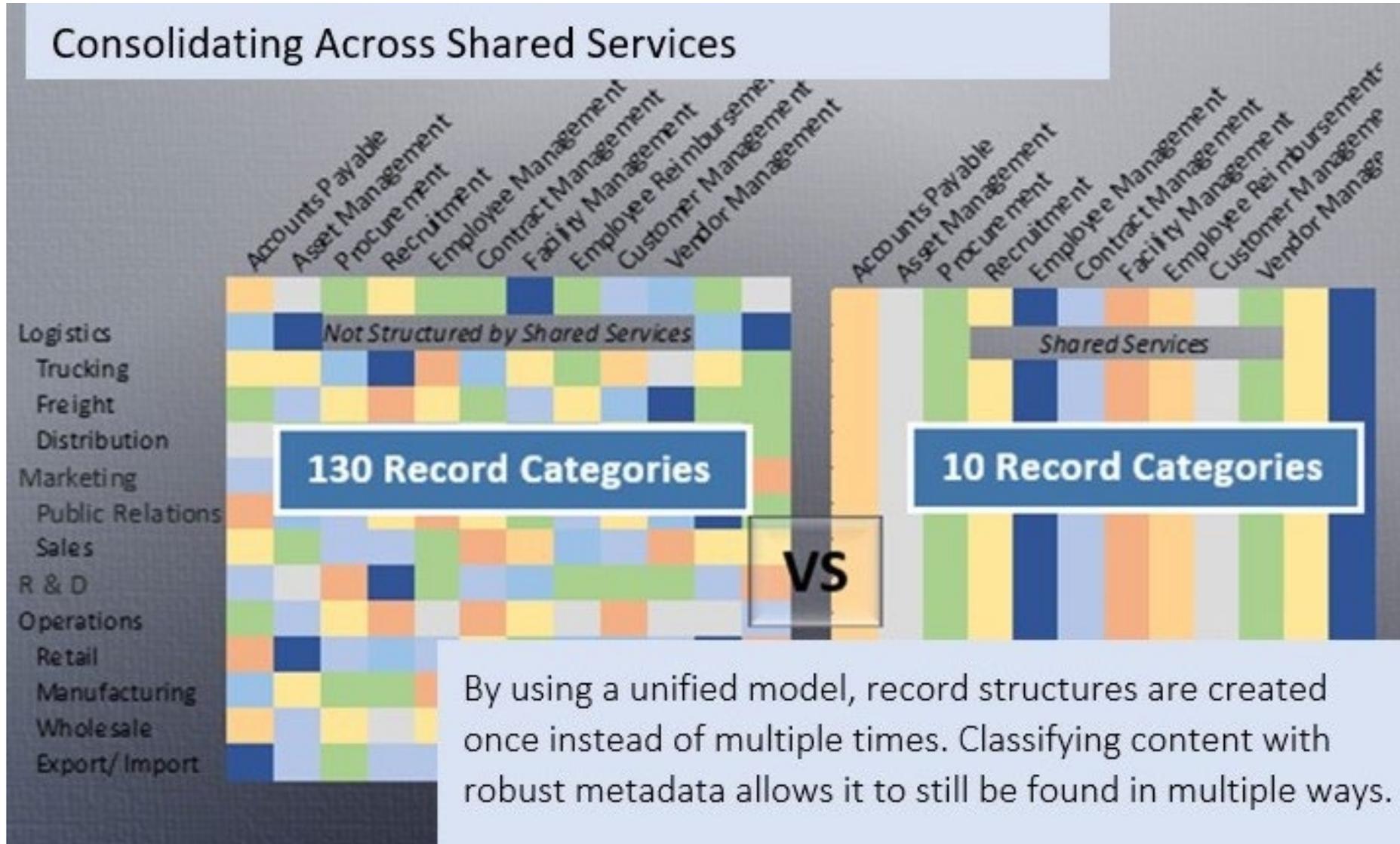


Is it hard to get started?



Where do I even begin?

# Getting Started



# Getting Started

<b>Content Purpose</b>	Any internal or external document that can start a new case file, such as an application, request for modification, notice of intent, or request for termination.
<b>Initiate</b>	Any internal or external document that impacts, justifies, or supports an end record, but is not sufficient to serve as an end record as a stand-alone document.
<b>Support</b>	Any internal or external document that summarizes, annotates, or provides evidence of one or multiple end records, but does not impact the end decision.
<b>Report</b>	A document that records an action or decision; this document is generally tied to a unique operational or transactional record.
<b>Record of Action/Decision</b>	Any internal or external document that communicates information regarding a case file, but does not impact or support the outcome, and does not summarize or prove the action or decision.
<b>Correspondence</b>	A document created solely for the purpose of internally managing a case file, such as a coversheet, routing slip, internal checklist, or summary page.
<b>Administrative</b>	A document that guides the process of a case file, but does not change between cases of similar characteristics, such as Federal guidelines or technical standards.
<b>Reference</b>	A document that does not record or support an action or a decision, but is a work product or deliverable, such as marketing materials, project materials, and digital assets.
<b>Product</b>	

**Consider differentiating these within a record type by listing them in a dropdown to be selected from, instead of defining each one as a separate type of document.**

The collage features several key documents:
 

- Outlook Email:** A screenshot of an email from 'IT Self Service Portal' with a warning message.
- Invoice:** A document titled 'Invoice' with fields for company name, date, and customer ID.
- Approval request:** A document stating 'Your approval has been re document'.
- Message:** A document with the text 'Hi everyone Can you please approve this document. Th'.
- Review:** A document with the text 'Include a comment (opti'.
- Packing Slip:** A document titled 'PACKING SLIP' with a table for tracking items.

**Administrative and supporting documents created during a process or case can often be indexed with the same metadata as an end record.**



1. Transform

# Perception

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Alter the way constituents perceive government and how they view interacting with government.

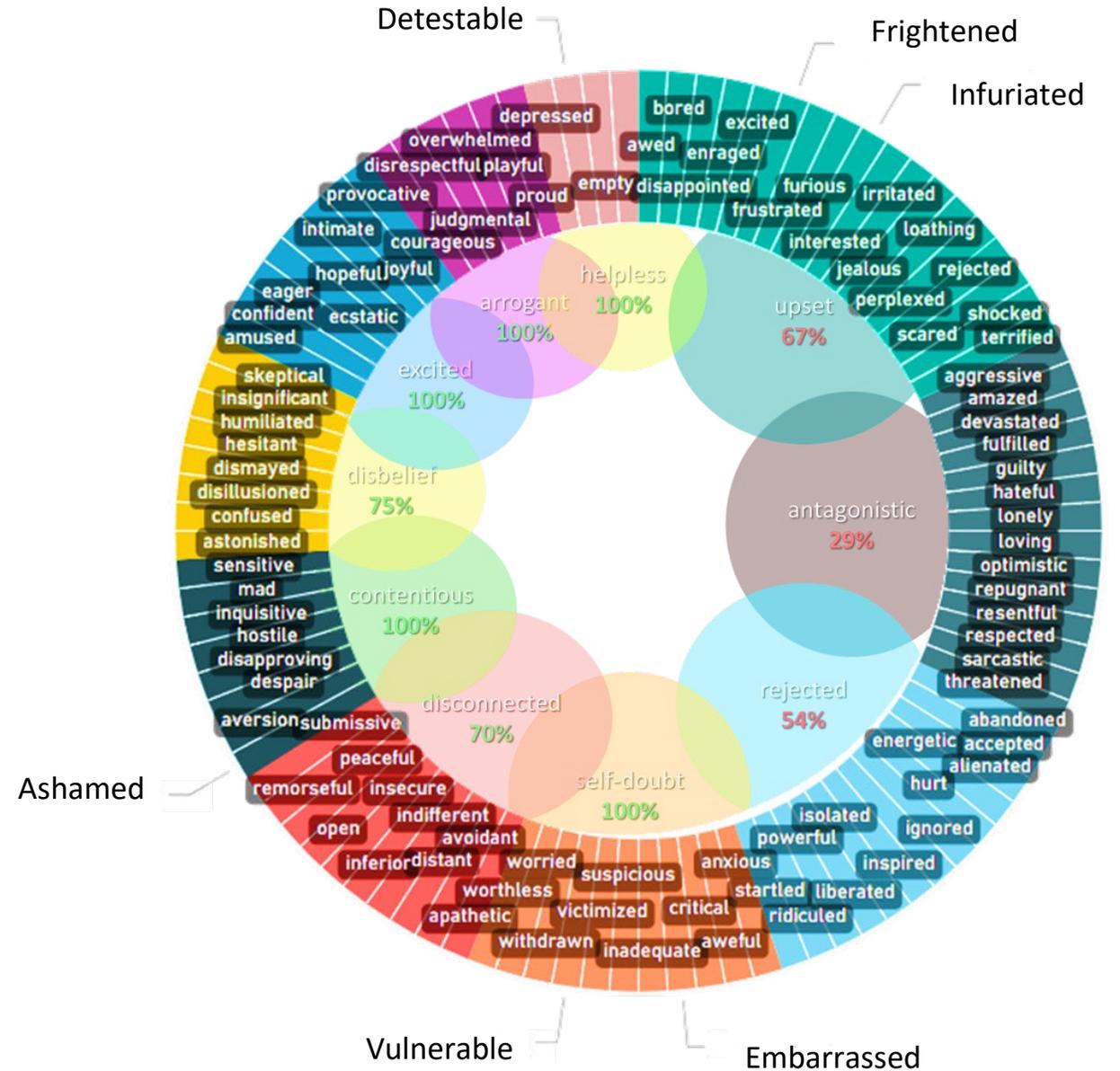
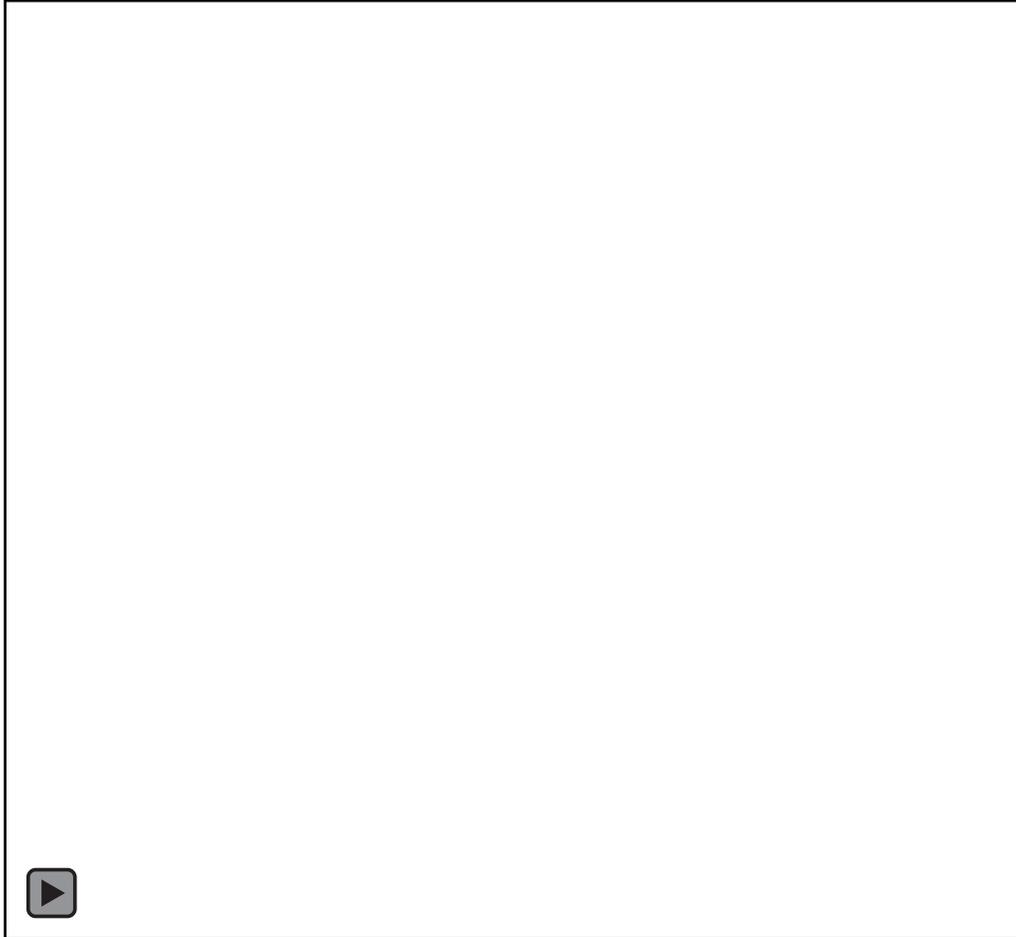
# Current Perception of Government

49%

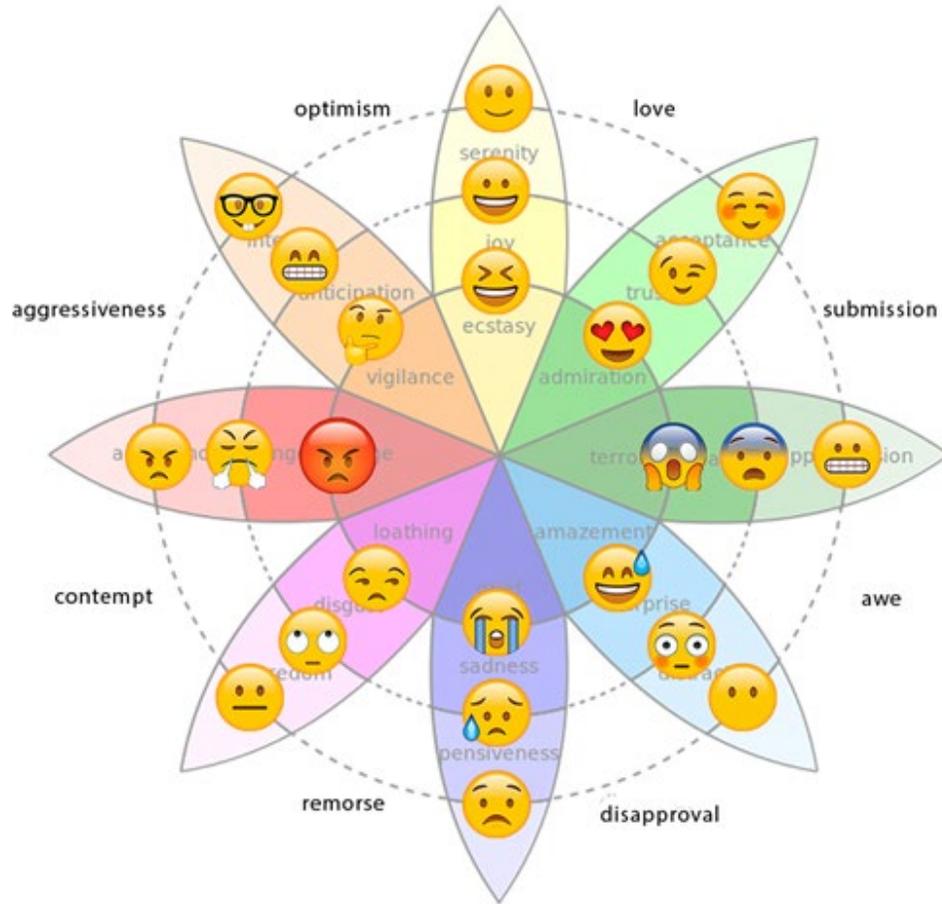
of constituents rate their perceptions of using gov't digital services as **low**.

20%

of constituents choose not to use gov't digital services due to **lack of trust**.



## Wheel of Emotions:



## Poster:



Kazim, S. (2016, October 18). Emotive UI.  
<https://magenta.as/introduction-to-emotive-ui-97fc34680cf6>



Things can be different between  
the private & public sectors

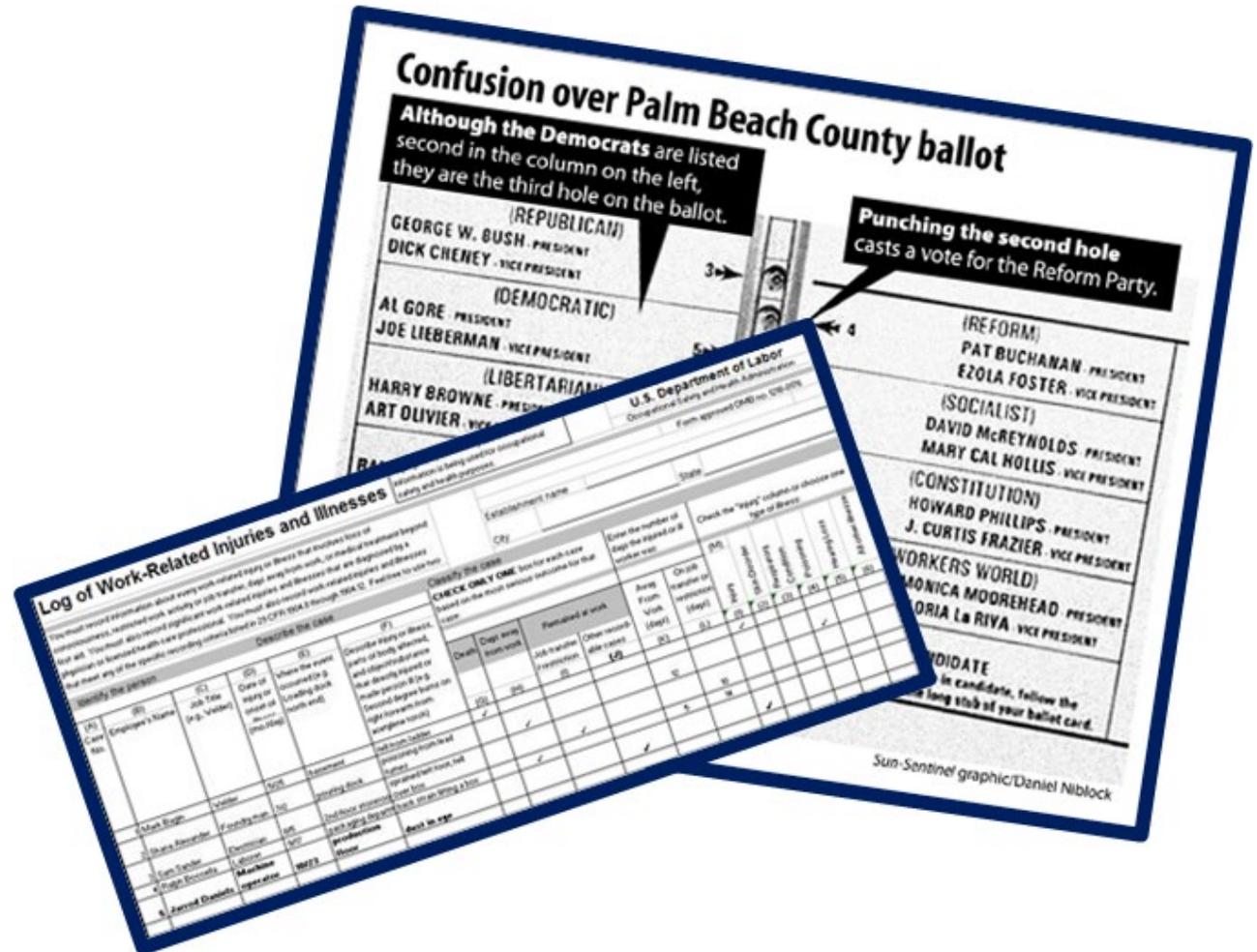
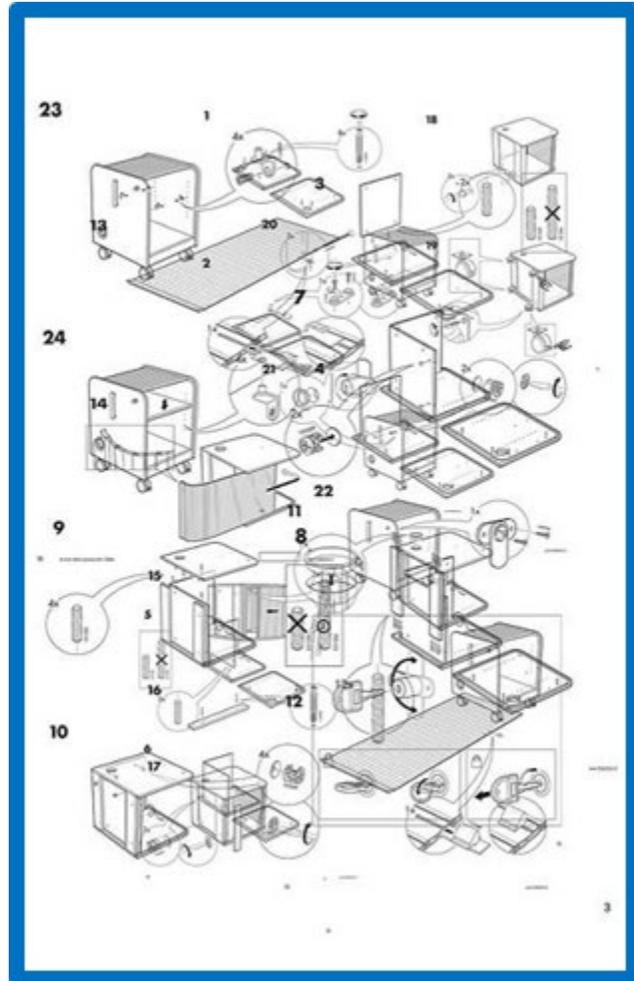


## 2. Transform **Processes**

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Redefine service from the customer's perspective and expectations.

# Things that can be confusing



# Making it intuitive and accessible

Section Notes	V. Potential Adjustments in Rent
Conditional	1. Is any member of your household who is 18 years of age or older, a full time student?..... Yes ___ No ___ If yes, list name(s): _____
	2. Do you pay for child care while a family member is employed or attending school?..... Yes ___ No ___ If yes, list child care provider's Name: _____ Address, zip code: _____ Phone: _____ Child care cost per week \$ _____ per month \$ _____
Conditional	3. Do you receive Medicare benefits?..... Yes ___ No ___
	4. Do you receive medical assistance from any government? ..... Yes ___ No ___
	5. Do you pay for any medical or hospitalization insurance such as Blue Cross, etc.)?..... Yes ___ No ___ If yes, how much and how often: \$ _____ per _____ Is this a payroll deduction? ..... Yes ___ No ___
Conditional	6. Do you make payments on outstanding medical bills? ..... Yes ___ No ___ To whom? _____ Amount per month? \$ _____
	7. Do you have expenses related to a disability that are necessary for your employment? ..... Yes ___ No ___ If yes, explain: _____
Conditional	8. Do you take prescription drugs on a regular basis? ..... Yes ___ No ___ If yes, list name and address of pharmacy: _____
Conditional	9. Do you anticipate any health care related expenses in the next 12 months that are not covered by health insurance? ___ Yes ___ No ___ If yes, explain: _____ _____

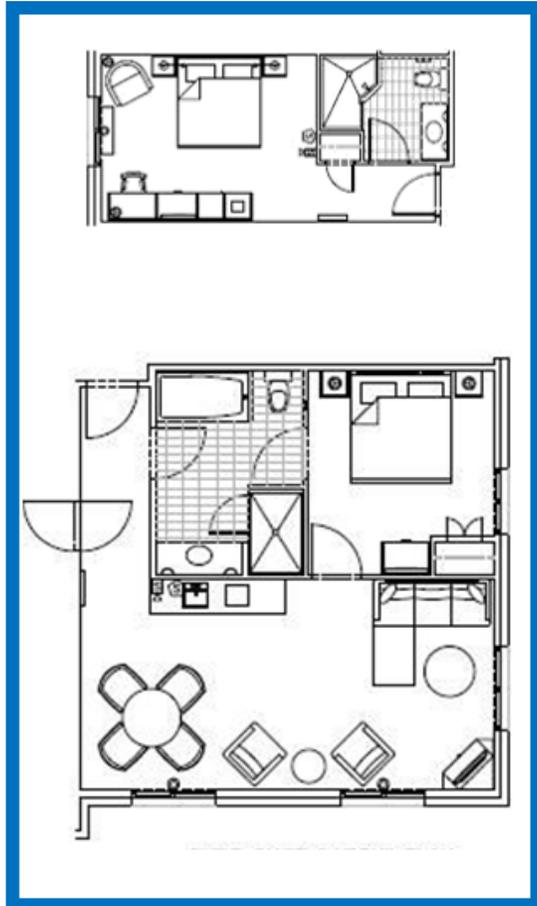
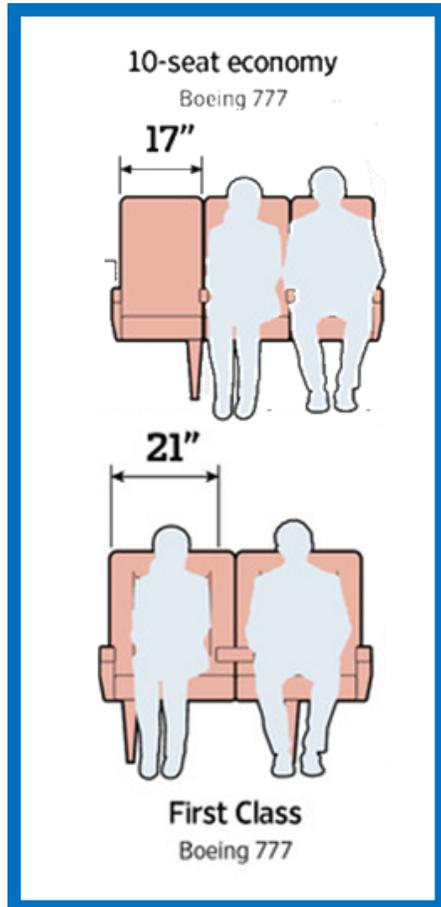
### Form Design Key

- Data from Elite
- Manual Entry Form Fields
- Automated Form Fields
- Manual Entry Keywords
- Automated Keywords
- Document Links
- Signature Page

# How does cloud based architecture support accessible, intuitive processes?

- Online forms can be responsive and guiding
  - *“I know I haven’t missed any boxes.”*
- Standardizes data and content captured and how it is routed
  - Leads to new routine patterns of interaction
  - *“If it’s a digital process, it feels less likely to change based on the constituent involved.”*

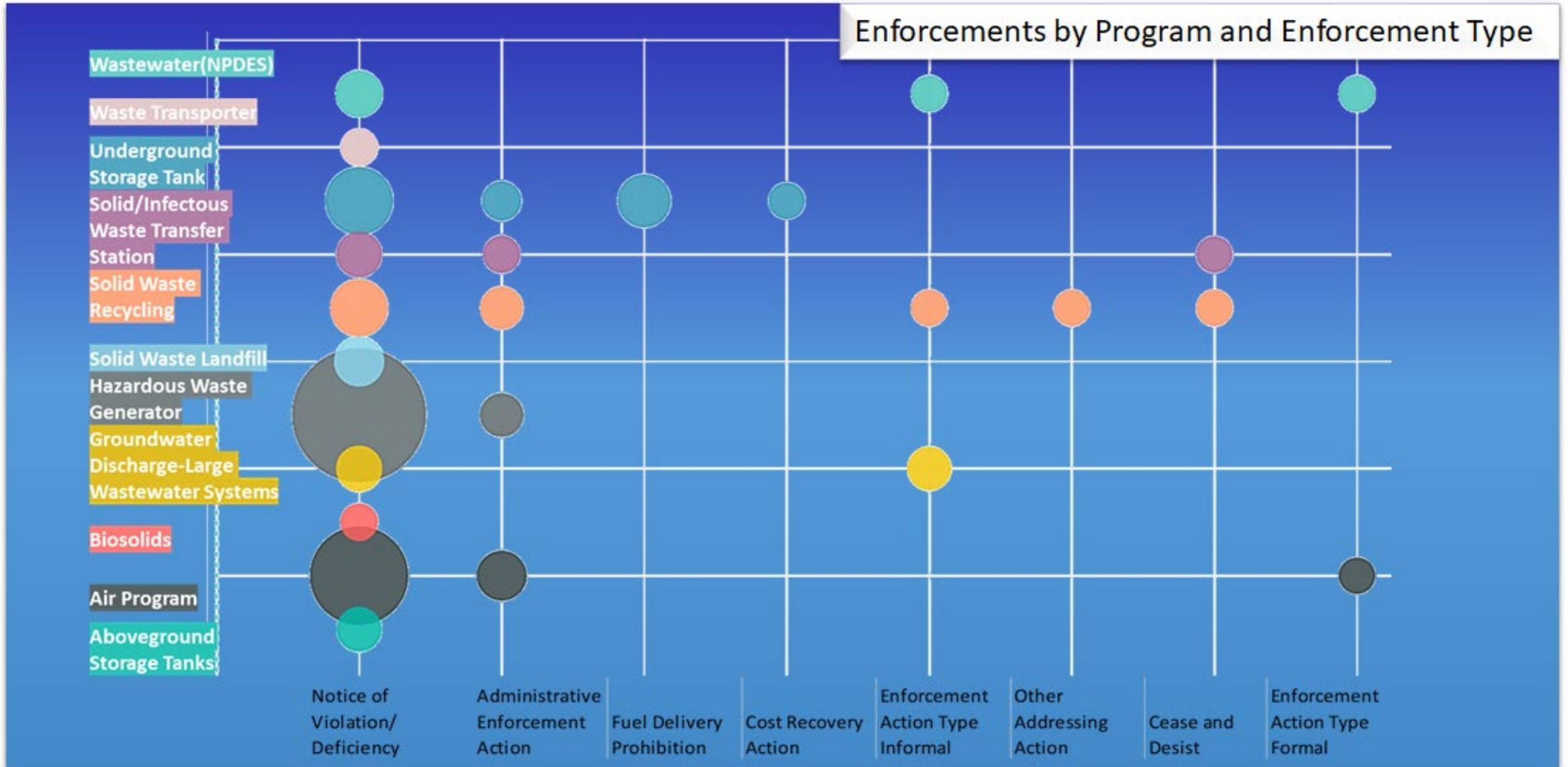
# Things that can be unfair



**Higher-Ups Knew of IRS Case**  
*Hearing Shows Obama Administration Officials Were Told in June 2012 of Probe Into Tea-Party Targeting*

**Contractor claims Nez Perce County engages in unfair bidding practices**  
*William Schamhorst, owner of Guardian Plumbing, Heating and Air Conditioning claims a competitor won with a lower bid submitted after his was opened*

# Making the process fair



# How can cloud architecture ensure a process is fair?

- Enables real-time data aggregation along process lines and case types for evaluating whether decisions are made evenly.
- Enhances services and processes with better analytics and forecasting - the right information, to the right decision maker, at the right time.



# Things that can be unreliable



# Creating a familiar, stable framework

**County of Galveston**

Elected Officials Finance & Administration Constituent Services Judicial & Law Enforcement Careers For...

**Upcoming Events** Public Notices Announcements Quick Links

**SEPTEMBER 17** 1:30 PM  
**Galveston County Commissioners Court Special Meeting**  
Hosted By - County Judge  
\*\*\*CALDER ANNEX MEETING LOCATION 174 Calder Rd., Rm. 117 League City, Texas 77573\*\*\* in accordance with the provisions of the Americans with Disabil... more

**SEPTEMBER 25** 12:00 PM  
**Classroom Tobacco/Nicotine Cessation Workshop**  
Hosted By - Human Resources  
Each year the County offers a number of opportunities to participate in a Tobacco/Nicotine Cessation course to its employees, retirees and their famil... more

**SEPTEMBER 30** 12:00 AM  
**Online Tobacco/Nicotine Cessation Program**  
Hosted By - Human Resources  
Each year the County offers a number of opportunities to participate in a Tobacco/Nicotine Cessation course to its employees, retirees and their famil... more

**OCTOBER 31** 12:00 AM  
**Deadline for Health Risk Assessments (HRA)**  
Hosted By - Human Resources  
ANNUAL HRA/BLOOD DRAW IS DUE BY OCTOBER 31, 2019 FOR NEXT YEAR'S MEDICAL PLAN. No exceptions and no grace period. All employees covered on one o... more

**NOVEMBER 11** 12:00 AM  
**Veteran's Day**  
Hosted By - County Judge  
Galveston County will be closed Monday, November 11, 2019... more

**NOVEMBER 28** 12:00 AM  
**Thanksgiving**  
Hosted By - County Judge  
Galveston will be closed Thursday and Friday, November 28-29, 2019... more

**DECEMBER** Christmas

Public Meetings and Agendas  
Tropical Weather Information  
Galveston County Disaster Outreach  
Mosquito Spray Maps and Schedules  
Financial Transparency and Public Information

DOJ Notice of Accessibility Statutory County Boards County Forms County Events

## Galveston County launches new website

July 15, 2013

The new website will provide a one-stop location for finding out any information on the entire range of County services, hearing from County leadership, searching County databases, completing forms, and other local government activities.

"This has been a long time coming and we're very happy the day is finally here," said County Judge Mark Henry. "I hope users of our website find it easy to navigate and much more helpful."

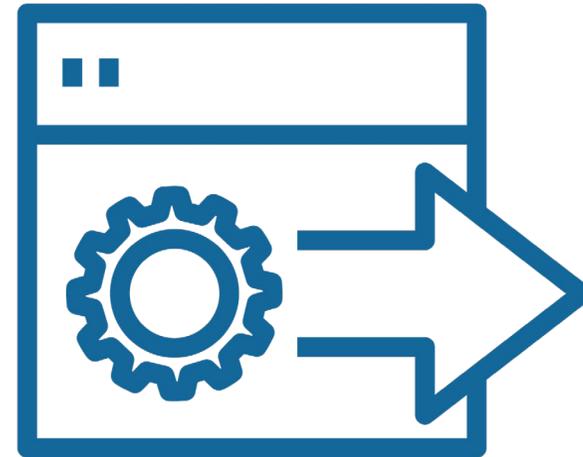
The website is built on a collaborative content management platform known as SharePoint that allows each County department to independently manage its own pages, while still displaying all of the events, forms, and information in easily accessible central locations.

SharePoint lists across departments/offices at the department level aggregated in one place for a consistent user experience.

# How does cloud based architecture support effective, stable interactions?

By investing in platforms instead of building ad-hoc applications:

- Experiences can be uniform & consistent
- Support and upgrades can be centrally planned and coordinated



# Process & Perceptions...

Frustration leads to mistrust.  
Intuition feels efficient and inclusive.

Vague or imbalanced outcomes feel malicious.  
Clarity and awareness are perceived as honorable.

Inconsistency feels disjointed and ineffective.  
Consistency feels reliable and inviting.



### 3. Transform

# Behavior

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Change how government employees work and shift to a more efficient mindset.

# Transform Behavior

The most dangerous phrase is...

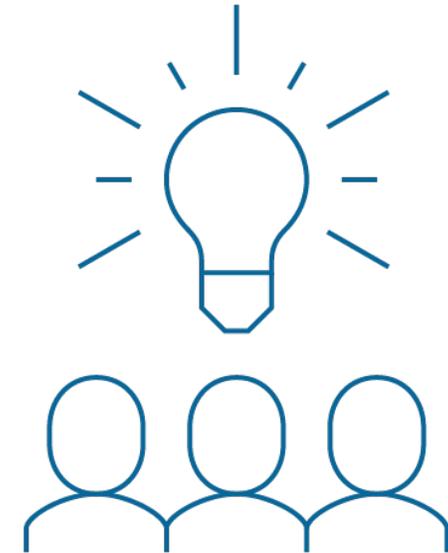
**“We’ve always done it this way.”**

Rear admiral Grace Hopper

1976 January 26, Computer World, Vol. 10, Num. 4, Page 9

# Transform Behavior

- People don't like change
- The longer we've done something a certain way, the easier it is to do it that way
- Challenge the status quo
- Think outside the box, one challenge at a time

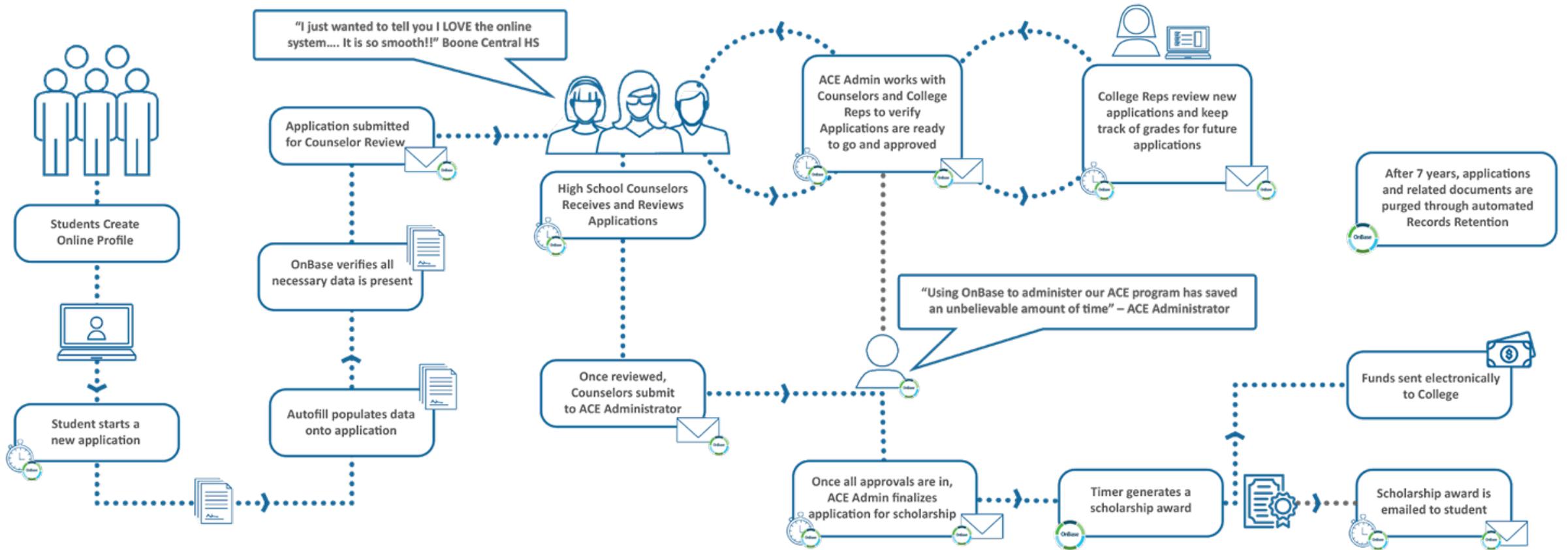


# Case Study | Nebraska's Coordinating Commission for Postsecondary Education

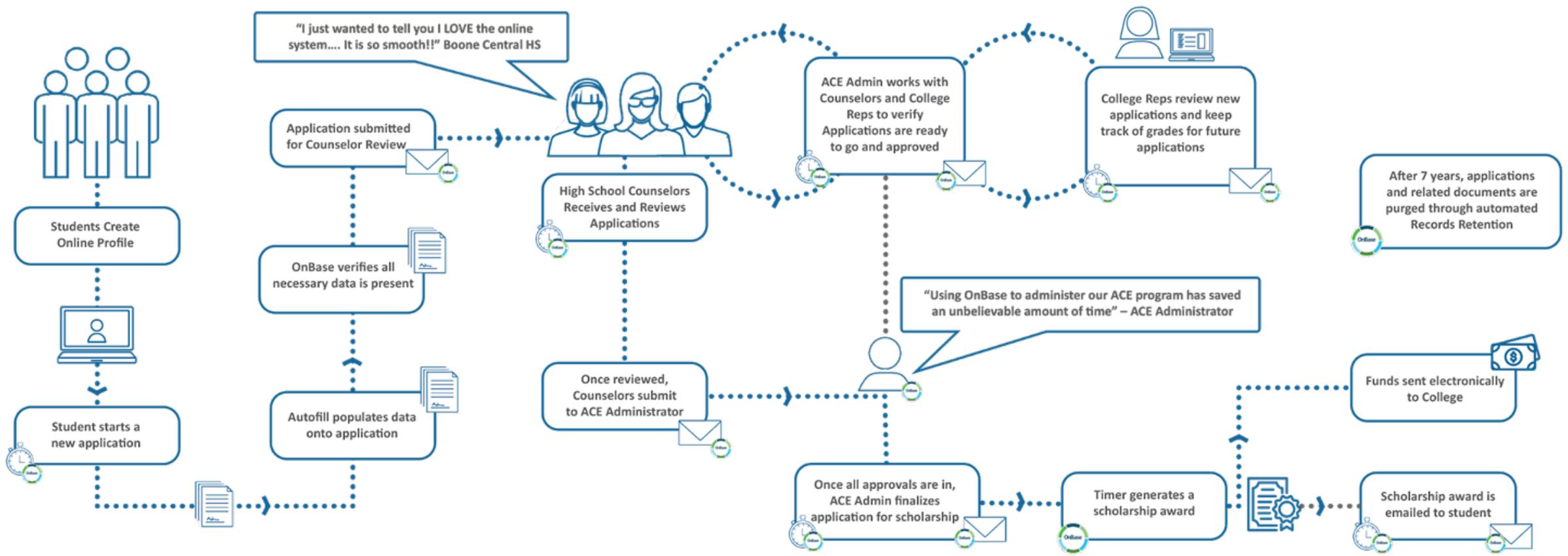
- Scholarship Applications for local high school students
- Available to any student with a financial hardship
- Multiple parties:
  - Student
  - Counselors
  - College Financial Reps
  - State Agency Administrators



# Transform Behavior



# Transform Behavior



Week	0	1	2	3	4	5	6
Former Paper Process							STOP
Electronic Process		STOP	Can Finish in 6 Days				

**Took 6 weeks minimum**



# Benefits



All paper, envelopes and stamps have been removed



Automated email notices keep everyone notified



Weekly timers remind individuals to complete their work



Anytime, anywhere access, with real-time status updates



Shared views allow for transparency of student data between counselors or financial reps



## 4. Transform

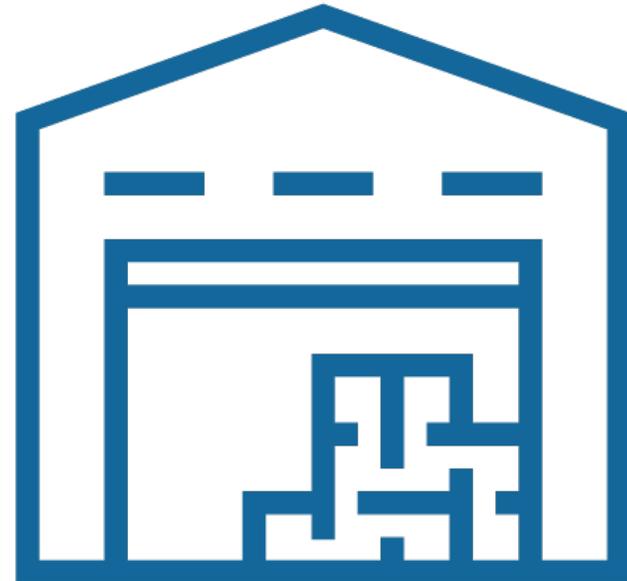
# Content

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Turn documents, audio, video and legacy applications into usable, decisional data sitting in a secure cloud.

# Transform Content

- How much paper do you have....
  - In file cabinets?
  - On someone's desk?
  - In a box?
  - In a storage room?
- Who knows...
  - What that data is?
  - Where exactly the data is at?
  - How to easily get to it?

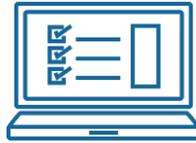




# By The Numbers



\$4,400.00 saved in scholarship award notifications over 5 years



Redundant backup for 116,966 files, annually, that formerly did not exist



Approx. \$1,204 saved annually in returned and re-submitted incomplete applications



465 hr/annually recovered by the ACE Admin not having to sort and search through paper



14,776 pages saved annually to start the application (That's \$7,378.00 in printing and postage for Nebraska High Schools)



# By The Numbers

GAME OF  
THRONES

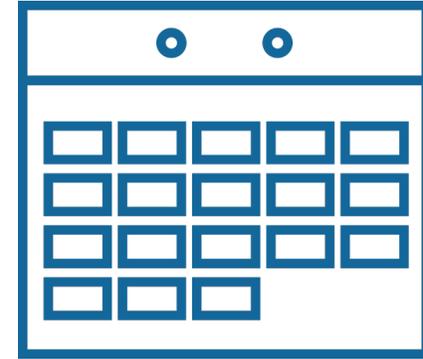
You could watch Game of Thrones,  
start-to-finish **6 times!**



465 hr/annually recovered  
by the ACE Admin not  
having to sort and search  
through paper



# By The Numbers



Or, that is 58 business days....



465 hr/annually recovered  
by the ACE Admin not  
having to sort and search  
through paper

# Transform Content

- What content do you have?
- What format is it in?
- Who has/needs access to it?
- Who shouldn't have access but does?  
Do you know?





5. Transform

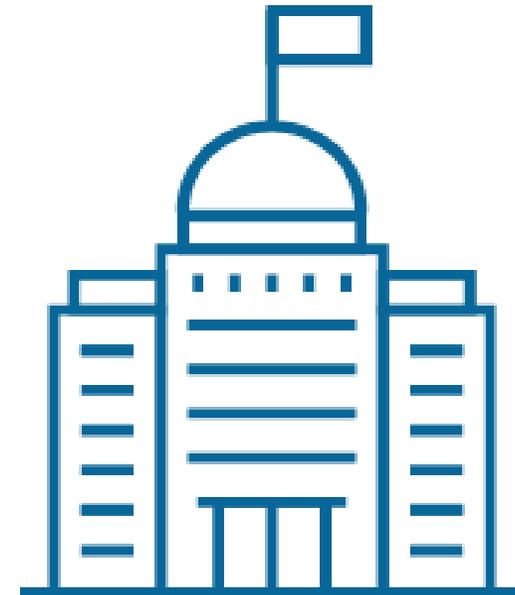
# Reputation

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Convert the State of Texas into the standard for digital government.

# Historical View of Government

- Departmental silos
- Modernization efforts focused at internal audiences
- Not citizen centric
- Lack of transparency



# Transform Reputation

## Government as a Brand?

- Deeper engagement with both internal & external constituents
- Engagement via multiple channels
- Personalization
- Platform standardization
- Citizen self service



# 5 Steps to Revolutionize Government

- Transform Perception
- Transform Processes
- Transform Behavior
- Transform Content
- Transform Reputation





Questions

# Thank You

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Ryan Ellis: [rellis@databankimx.com](mailto:rellis@databankimx.com)

# Come see us at our booth!



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