

Gartner®

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.

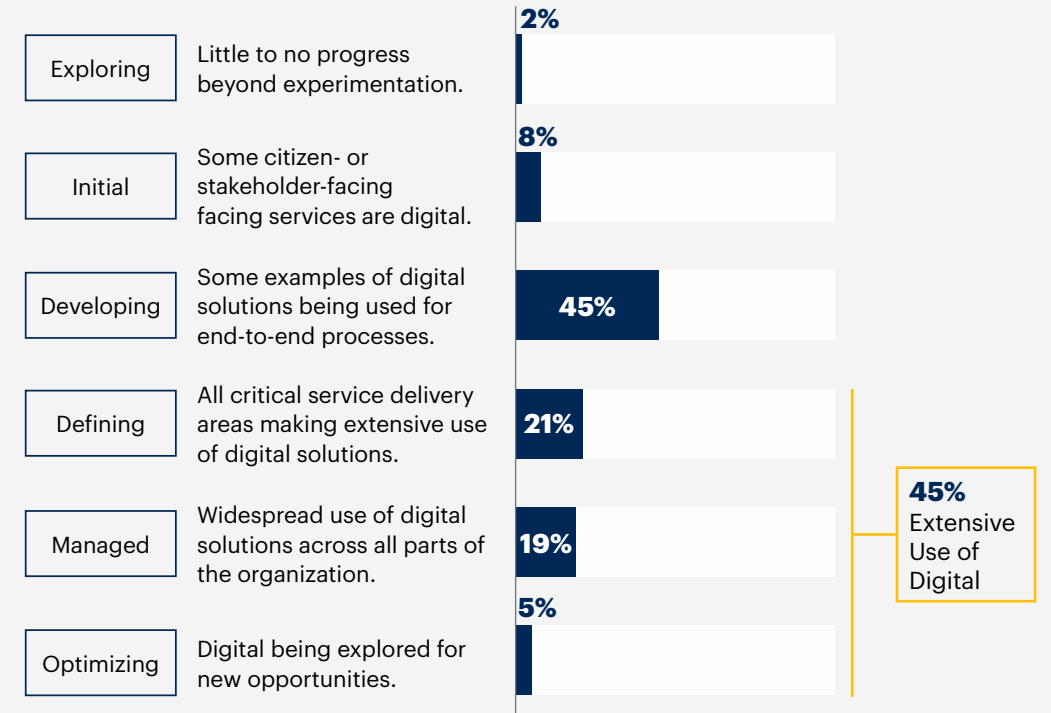
To do that, and provide a far more adaptable, responsive and sustainable value proposition to citizens, government organizations will need to be composable — able to reuse technology, architecture, data and capabilities to continuously adapt to changing regulatory, legislative and public expectations.

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



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

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.



* 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

Establish operating framework

Establish and execute governance

Scale and accelerate

Refine and progress



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.

+more

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 the 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.

+more

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.

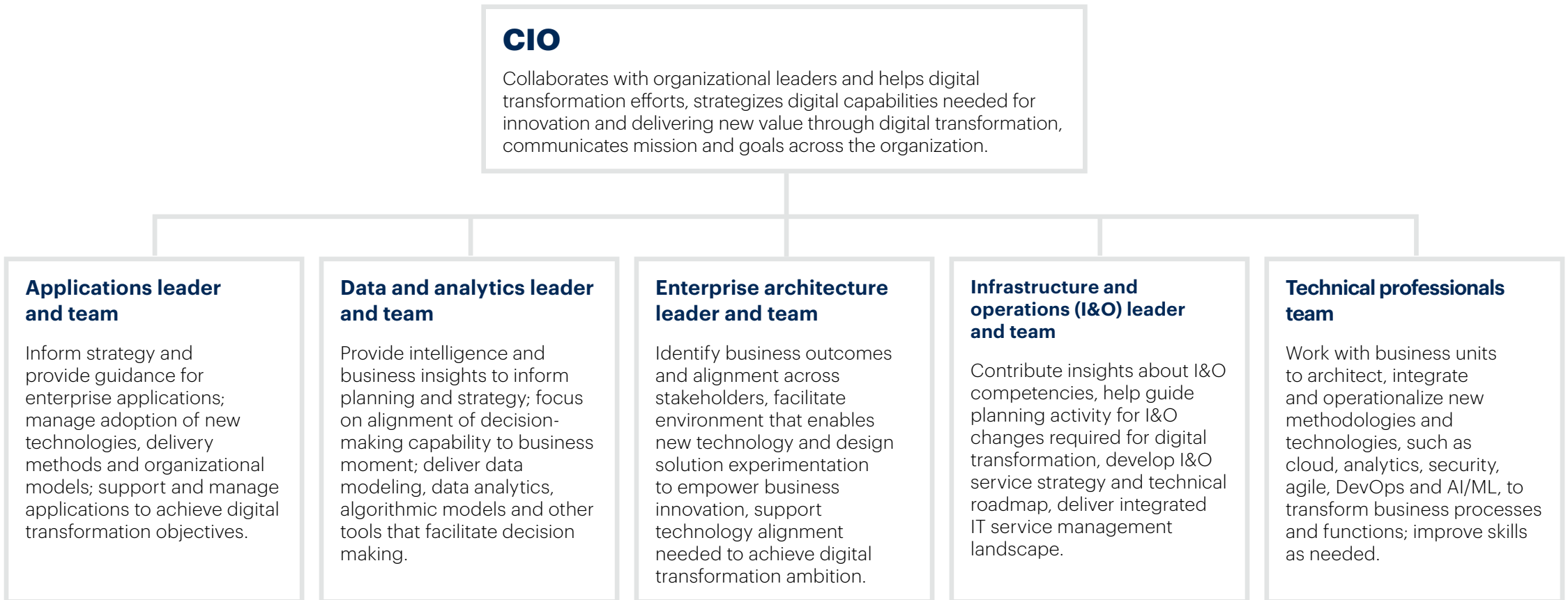
+more

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.



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



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](#)

Already a client?

Get access to even more resources in your client portal. [Log In](#)

Connect With Us

Get actionable, objective insight to deliver on your mission-critical priorities. Our expert guidance and tools enable faster, smarter decisions and stronger performance. Contact us to become a client:

U.S.: 1 855 811 7593

International: +44 (0) 3330 607 044

[Become a Client](#)

Learn more about Gartner for Technical Professionals

gartner.com/en/information-technology

Stay connected to the latest insights

