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In a fast-paced environment characterized by constant change, adaptability and agility are essential to delivering mission value. Deloitte empowers technology leaders to take a proactive approach in **aligning transformation goals with cutting-edge capabilities to accelerate mission outcomes and adopt the latest innovations in technology.**

Deloitte's CIO Program has curated a list of top CIO priorities for government and public services technology leaders. Developing a perspective on each of these issues will help you shape your agenda, anticipate critical challenges, and redefine the future for your organization.

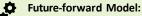| Align IT with mission value	Deliver cost-effective IT operational excellence	Harness the full potential of data, analytics & AI/ML	Accelerate delivery of innovative solutions	Develop high-performing IT talent and culture	Evolve to a digital agency for enhanced citizen experience	Enhance cyber security posture and compliance

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Align IT with mission value: *New technologies, leadership, and shifts in strategy are* **forcing CIOs to rethink how they enable the enterprise to deliver mission value.** *Organizations are reimagining their operating models and shifting to align IT to mission success.* ❯

Future-forward Model:
Operating models centered around agility and responsiveness allow organizations to adapt to emerging technologies and mission demands.

Speed & Agility:
In an increasingly challenging mission landscape, speed and agility are vital for organizations to continue delivering increased value.

Citizen-centric:
Citizen-centric digital transformation initiatives help organizations better engage with citizens and align operations with delivery.

Mission Outcomes:
Aligning to mission outcomes can help organizations properly prioritize initiatives and potentially deliver more incremental mission value.

Deliver cost-effective IT operational excellence: *CIOs are expected to creatively deliver value through tech investments while ensuring proper governance, public trust, and oversight to measure and monitor tech functions. The key to balance quick wins with long-term strategies is to* **link investments to value and examine potential hidden opportunities** *within the technology estate.* ❯

Understand Investment Value:
Focus on the long-term business case ROI to show the cause-and-effect relationship between tech investment and IT operational excellence.

Tangible & Intangible Optimization:
Realize tangible technology optimization through targeted investments, robust governance, visible public trust, and oversight mechanisms to enhance overall efficiency and effectiveness of IT services, aligning them more closely with core mission objectives.

Impact of Citizen Experience:
Crafting unique citizen experiences and positioning technology as a strategic enabler allows organizations to leverage IT to enhance citizen satisfaction and create differentiated experiences that align with mission capabilities.

Value Realization & Management:
Establish clear metrics for measuring value delivered by tech investments and implement continuous monitoring mechanisms to track performance against these metrics, using dashboards and reporting tools for real-time insights.

Harness the full potential of data, analytics & AI/ML: *Data, analytics and AI/ML can offer both mission advantage and new capabilities, but risk challenges and inconsistent executive commitment remain widespread. When organizations approach* **data as a strategic asset and establish data trust with citizens,** *it can open the door to new efficiencies, insights, and capabilities.* ❯

End-to-End Experience:
Partner with other enterprise leaders to position IT as an ecosystem provider and to improve the end-to-end citizen experience with best-in-class technology solutions.

Leverage Insights:
Establish capabilities to synthesize citizen data into insights that can be acted upon in real-time, leveraging data as an asset for enhancing citizen-centric delivery and decision-making.

Consolidate Data:
Continue cloud-based data centralization to support data ingestion, curation, standardization, distribution and optimization—and the establishment of a single source of truth.

Data Steward:
Trust and governance are the foundational elements in maintaining citizen satisfaction when expanding data-driven efforts; leadership must drive a holistic ethical AI framework to cultivate citizen trust.

Accelerate delivery of innovative solutions: *CIOs should set the standard for agile and strategic technology adoption by **staying on top of advancements in technology and accelerating adoption while managing risks.***

Citizen Demands:
The demands of citizens garner a responsive technology architecture that creates a seamless experience for delivering critical services.

Product Management Mindset:
A product management-centered approach to technology delivery drives faster feedback cycles and more frequent releases—enabled by cloud and enterprise platforms**.**

Capabilities for the Enterprise:
Cloud offers agility, scalability, and optimization for experimenting with new ideas, enhanced collaboration tools for dispersed teams, and robust security frameworks to protect sensitive data.
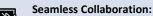
Sustain Flexible Tech Model:
Developing inclusive policies, standardizing technology stacks, and fostering an organizational culture that supports remote collaboration, will accelerate innovation and enhance the enterprise's ability to respond swiftly to emerging needs and digital opportunities.

Develop high-performing IT talent and culture: *Due to the growing talent shortage and increased desire for specific skills, CIOs should **re-think hiring, engaging and re-skilling tech talent.** The key will be developing a team that thrives on challenges, innovation, and continuous learning, while setting the stage for tech innovation and sustained workforce performance in citizen-centric delivery.*

Seamless Collaboration:
Integrate advanced digital tools that facilitate seamless collaboration and communication across the enterprise.

Virtual Workforce:
Adopt sophisticated project management and virtual collaboration platforms to ensure cohesive operations between onsite and virtual teams.

Impact of Legacy & Inclusion:
Consider personal brand, focus on DEI, and drive a shift in culture, mindset, and career paths to align the values of the IT org with its people.

Incentives for Talent:
Offer flexible environments and virtual/hybrid options, driving a compelling employee experience, and provide competitive options that align with employee priorities and values.

Evolve to a digital agency for enhanced citizen experience: *CIOs should implement ongoing, iterative changes and investments via enterprise IT transformation to enhance mission value. The key to digital transformation is **using technology to change the way you interact with citizens** - rather than simply digitalizing legacy processes.*

Meet Citizen Needs:
Understand the citizen needs and determine how technology can deliver an enhanced experience, creating seamless connectivity.

Navigate Value Constraints:
Constraints on digital transformation include conflicting mission priorities, environment complexity, and limited skills/capacity/ability of tech functions. Enterprise-wide alignment is key to avoid these pitfalls.

Change Citizen Interaction:
Create emotional connectivity in the citizen journey—from awareness, inspiration, and consideration, onward—through connected digital experiences.

Sustainable Operating Model:
Scale citizen-centric solutions and tailored content management, while driving down long-run operational costs. Digital transformation enables benefits for the citizen as well as cost-saving opportunities.

Enhance cyber security posture and compliance: *As enterprise IT transformation initiatives accelerate amid the emergence of a pervasive remote workforce, **cyber security threats are becoming increasingly complex and disaster recovery solutions are insufficient.***

Modernize Recovery Plans:
Proactively modernize disaster recovery plans to incorporate the latest threat types and to prepare the organization to react in the case of an incident.

Realign Defenses:
Find ways to gain visibility into changing risks that come with technological progression and adapt cyber defense systems accordingly. Also transition to zero trust architectures.

Changing Ecosystems:
Focus on scenario-based training for your team to enhance their readiness and ensure that they understand the nuances of the latest cybersecurity threats.

Budget Alignment:
Consider budget reallocation to cyber defense to facilitate the organizational change required to gain visibility into and deploy operations to mitigate risk.

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