Government CIO
Expert Exchange

Q1 Executive Summary
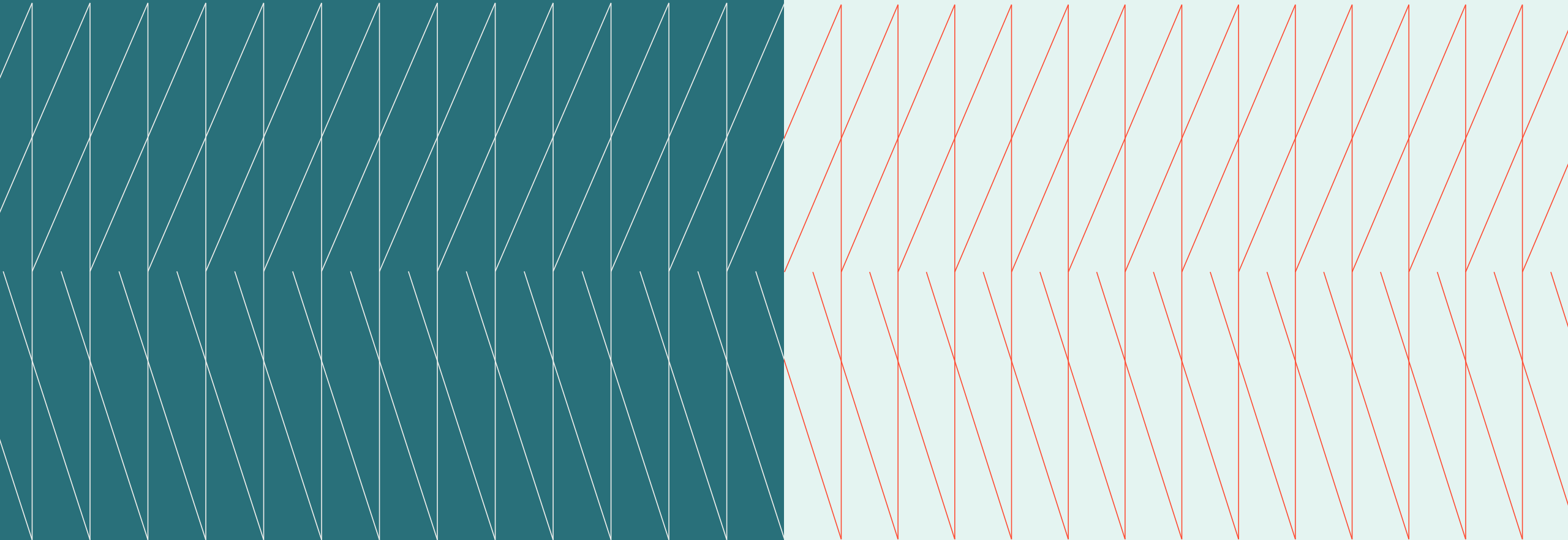## January 19, 2023

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Host

Rajesh Jaluka – Chief Technology Officer, US Public and Federal Markets at Kyndryl

Overview

In this Expert Exchange session, several CIOs convened to discuss the following topics. The agenda was determined based on mutual interest, determined through advance interviews with participants.

The impact of technical debt and strategy towards future upgrades

- Leaders of government technology are considering the potential impact of their technical debt and looking for areas where technology upgrades to core systems could drive performance improvement. A complicating factor is the lack of unified political will to spend the necessary funds to upgrade core systems; executives understand the modernization issues, but education and a culture change are a necessity to prompt leadership to prioritize technical debt. Executives feel an urgency behind this education and culture change, as letting IT debt accumulate often results in a detrimental impact to

business growth; impacts include lost productivity, downtime, and the loss of data, all the way to security incidents that compromise company systems and intellectual property.

- Data management is another effective talking point for upgrading technology systems. If leaders have implemented large scale system upgrades in the past, these are helpful examples to show the scope of work proposed and the potential impact.

- As one executive noted, clearly technical debt is in the crosshairs of something we must deal with as an organization. Customer or employee facing systems deployed before 2007 (introduction of the iPhone) should be considered suspect since these systems were clearly designed before the idea that users would be walking around with a supercomputer 24×7.

IT modernization pitfalls

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Strategy for the best path forward for app engagement

- An app-enabled world is already upon us, and government executives discussed the benefits of app-based solutions, but also situations in which a website would be better from a digital engagement perspective. App fatigue is also real, so organizations must determine how to incentivize app usage; critical app usage climbs when the app has multiple potential touchpoints. Executives noted it is complicated to evaluate whether or not stand-alone apps are effective versus pursuing a consolidated enterprise approach.

- A customer-centric approach to designing applications is essential. Customer centricity should make its way not only into mobile applications, but the web environment for agencies as well. An example would be designing a site layout which would present all the essential links a citizen could need on the homepage of the website while allowing for each government agency to customize their own site off the main page. There is even more potential when considering the intersections of state and local government services and how to allow for both to be accessed through a single site.

"I don't have a problem with downloading an app, I have a problem with downloading dozens of apps. If there was an app for all airports, nationally, I would download that in a heartbeat. If there's an app for an airport that I travel through, even if it's my home city, I just don't care, because that means every time I travel, I've got to download another app."

— Member, Government CIO Expert Exchange

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Marketing digital and understanding the digital equity divide

- When marketing digital solutions, it is critical to consider digital equity and the digital equity divide. Government CIOs must consider connectivity and broadband access when strategizing digital solutions, and then presenting those solutions to citizens. Other key considerations include clarifying what services are associated with what agency and how the government is protecting citizen data while they leverage these services.

- There is little to no marketing support behind the roll out of digital solutions, so CIOs must be creative when it comes to marketing. One solution was to cross-pollinate marketing efforts across agencies; for example, the motor vehicle agency website can promote an app being rolled out for an environmental agency.

"We have to be better marketers around how we capture the plans and the dollars that are out there for our citizens and help them understand the direction they should be using it."

— Member, Government CIO Expert Exchange

Public Sector Grants Program – Federal Funding Reference Guide

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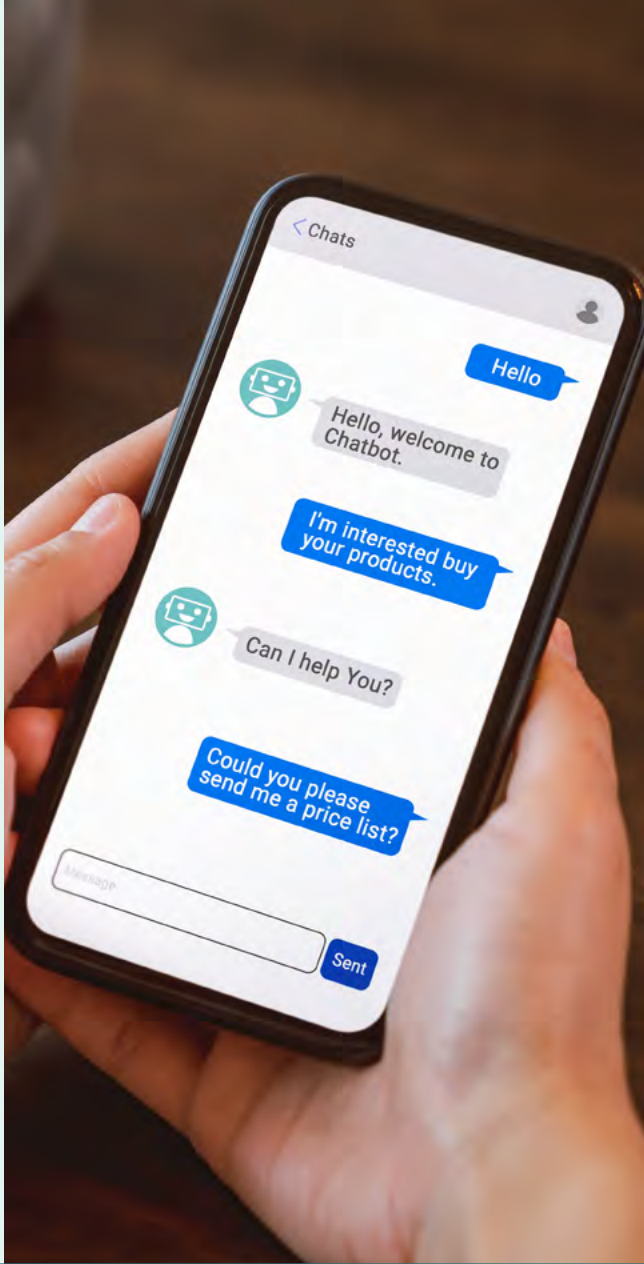# Utilizing chatbots to streamline citizen engagement

- Chatbots are a top priority investment as organizations seek to create a more customer-friendly support environment and improve customer satisfaction. Implementing chatbots not only reduces resolution times but it also frees up customer service employees to tackle more complicated requests.

- The costs of chatbots need to be weighed against their value. In some cases, the costs associated with reduced efficiency in customer support call centers factor into the total cost of a chatbot project. Lengthy timelines and necessary significant cultural changes must also be factored in. However, the potential for substantial talent cost savings often outweighs the technology costs.

"If we look at the things that we get negative feedback on from our consumers, universally, we hear about the long hold times to speak to a party to help them resolve their issue."

— Member, Government CIO Expert Exchangee

The Expert Exchange is hosted by Kyndryl, Inc. Please contact Rajesh Jaluka with any questions about Kyndryl or this Expert Exchange.

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