State of Hawaii Transformation Internship Program (TIP)
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Program Summary

The Transformation Internship Program (TIP) is conducted in partnership with the State of Hawaii, Department of Human Resources Development (DHRD) and the Office of Information Management and Technology (OIMT). This collaborative initiative resulted from the State's interest in involving as many partners and community members in statewide transformation efforts.

OIMT is the lead agency in developing and implementing the state's Business and Information Technology/ Information Resource Management (IT/IRM) Transformation Plan. The Transformation Plan provides a 12-year roadmap to drive business and technology transformation. It leverages modern technologies and streamlines business processes to improve the delivery of government programs and services to the people of Hawai'i. The Transformation Plan is the first-ever for the State and is comprehensive in addressing the full business and IT/IRM environment.

TIP is a unique opportunity for undergraduate and graduate students to participate in the transformation, while gaining training and experience in state government through assisting with organizational change management, business process re-engineering and information technology system improvements. Through TIP, students are exposed to strategic planning, human capital management, quantitative and qualitative management, and fiscal planning.

TIP sessions are convened each semester introducing students to State operations, business process improvement and project management practices. Students are provided opportunities to meet private and public community leaders through weekly professional interaction engagement (PIE) sessions. Students are arranged into teams where they work collaboratively with department employees to discuss and evaluate potential business process and technology improvements. Each intern team is asked to work on a department project and deliver research and recommendations to various stakeholders. Teams are asked to engage with departments to explore opportunities to adopt project recommendations. Interns have also attended various training sessions to include project management, appreciative inquiry, design thinking, email etiquette, presentation skills and public speaking.

The goal of the Transformation Internship Program is to continue to engage and collaborate with various community partners to advance business transformation across the State of Hawaii.

1. Please provide a brief description of this program. See TIP Program Summary document.

2. How long has this program been operational (month and year)? January 2013

3. Why was this program created? The Office of Information Management and Technology

(OIMT) was created in 2011 when the State hired its very first Chief Information Officer (CIO).

Being that the State, like many others, was going through economic recovery following layoffs,

furloughs and hiring freezes, the State's recruiting efforts were primarily focused on filling

vacancies to restore critical public programs. Recognizing that there is a great deal of work to

be done within the 12-year IT transformation plan, alternative resources and ways to promote

collaboration and innovation were explored that did not compromise the ongoing delivery of

public services and existing demands on the workforce. Therefore, a partnership was initiated

in November 2012 by DHRD, OIMT and Enterprise Honolulu (at that time) to launch a statewide

internship program to assist with the advancement of transformation initiatives.

4. Why is this program a new and creative method? The program encourages participation

from all sixteen (16) State Executive Branch departments, in addition to the office of the

Governor and Lt. Governor. The internship program is designed to encourage innovation,

collaboration and modern approaches to address business challenges and statewide

transformation. A primary program objective is to form project and work teams with diversity.

Therefore, program outreach targeted students from many different disciplines including

information technology, business administration, engineering, law, organizational change

management, organizational development and public administration, among others.

The program reinforces the success of public and private partnerships to help with government

transformation initiatives. A key partnership was established with Enterprise Honolulu, which is

the economic development board for the island of Oahu. Many of Enterprise Honolulu's board members (executive community leaders) interacted with interns through weekly speaker sessions. In addition to the individual intern applicants, there is participation from specific universities where information technology professors partnered with the State to integrate the internship experience into their courses. Professors who instruct IT database, programming, strategy, project management and technical writing classes are connecting their students to State departments to incorporate 'real-world' projects into course objectives and deliverables. The TIP approach is vastly different from internship initiatives launched in previous years. Previous programs were very department specific and focused on areas of discipline closely aligned to a department's primary mission.

5. What was the program's start up costs? The program costs primarily include human capital, namely, existing resources within DHRD, OIMT and the participating departments. OIMT has incorporated the management of TIP into their overall Enterprise Program Management Office (EPMO). Through the EPMO, OIMT has identified business transformation representatives (BTR) at each department to assist with identifying projects that require research, business process reviews, process re-engineering and evaluation. The program is managed using existing staff resources, however OIMT has been instrumental in enhancing technology and tools to assist with overall program management as part of the EPMO. DHRD has utilized existing staff resources and absorbed program and event costs into its existing training budget.

6. What are the program's operational costs? The operational costs include staff time within the TIP program team, business transformation representatives and project leads. Other nominal costs include hosting of student recognition events.

7. How is this program funded? The program is funded through existing training and

development budgets within OIMT and DHRD.

8. Did this program originate in your state? Yes.

9. Are you aware of similar programs in other states? Yes, however the research efforts

focused on other private and public programs within the State, as well as a county fellowship

program.

If yes, how does this program differ? Many of the programs evaluated were paid internships or

fellowship programs where a small group of 10-12 individuals were chosen to participate. The

statewide transformation plan is extremely comprehensive and spans over the next twelve (12)

years. In order to sustain the community involvement through the duration of the

transformation and maximize participation, the program was designed to be voluntary.

10. How do you measure the success of this program? The overall success of the program is

measured through a variety of factors. Since the program's inception, there have been 175

students (individuals and classes) who have completed the internship. The number of graduate

classes participating has increased to five including database management, strategy,

programming, project management and technical writing. Program marketing has included

outreach through job fairs, social media communications, website updates and word of mouth,

yet the program continues to attract students from various local and out-of-state universities.

The IT and business transformation work completed thus far has also gained interest from

University of Hawaii public administration students in pursuing in-depth practicum work, which

builds upon the foundation of TIP.

11. How has the program grown and/or changed since its inception? Upon the close of each

semester, feedback from students, sponsoring professors, department personnel and staff and

college career and internship directors has been incorporated into successive sessions. There

are many program enhancements that have been implemented.

The TIP welcome and orientation session allows students to learn more about the various

departments. Department business transformation representatives provide additional

background and details about specific initiatives to ensure that student teams are able to

maximize learning opportunities and provide the greatest value in terms of business process re-

engineering recommendations. Through OIMT's efforts, the business transformation

representative (BTR) role was established to serve as a coordinating point for departments in

managing various business transformation initiatives and monitoring projects. Participating

departments are also asked to submit project charter documents that justify the business case

and impact on key stakeholders. Project charter documents ensure there is a clear blueprint for

success in identifying the scope, measureable objectives and deliverables. Weekly project

status meetings are held to promote information sharing to increase collaboration between

students and department representatives. Training sessions have also been incorporated into

status meetings. Training topics have included email etiquette, preparing effective

presentations, basic project management skills, online project collaboration tools, design

thinking, appreciative inquiry and effective public speaking. Most recently, a Distinguished

Graduate Award has been added to give special recognition to students who have successfully

completed project assignments and attended 80 percent of all TIP events.