

# US:IT talking points

## May 14, 2015

### Background

- July 1, 2016 marks two years since the unification of IT and the creation of US:IT.
- During that time we have forged new relationships with each other, changed responsibilities and begun to change the way we deliver services.
- We are not yet in able to ensure a consistent, high quality, customer centric delivery.
- To do this, we must make the shift from being an *asset* focused to a *service* focused organization.

### Outcomes:

- Better, more responsive structure in US:IT
- directly address customer facing services,
- Improve Relationship management
  - IT staff to support business needs and work with campus' academic and administrative areas to connect their strategic needs with IT services.
- Responsive services with clear accountability at US:IT.
- seamless handoff from support center to advanced technical service
- responsiveness and standardization to better support each our users. Additionally, I am reorganizing other
- responsive IT support to those seeking solutions to problems or challenges in a timely, strategic manner.
- Additional resources applied from salary savings

### Actions:

- Eliminate Executive Director of Information Technology roles at both UM and USM.
  - This position is no longer needed within the US:IT leadership structure.
  - These high level positions were designed to manage all IT services at a single campus.
- Assigned responsibilities to the two Associate CIOs to coordinate engagement at all campuses and unify US:IT's relationship management functions.
  - Cindy Mitchell and Fred Brittain will be assigned by me to campuses to work with administration to assess need
  - align IT with campus mission and priorities,
  - ensure appropriate service levels and bring a commitment to service as the priority of US:IT culture.
  - oversee IT projects crossing multiple IT functional area teams, budgets, and serve the CIO on areas of strategic direction.
  - Responsible for advocacy and successful delivery of services to the campuses they represent,

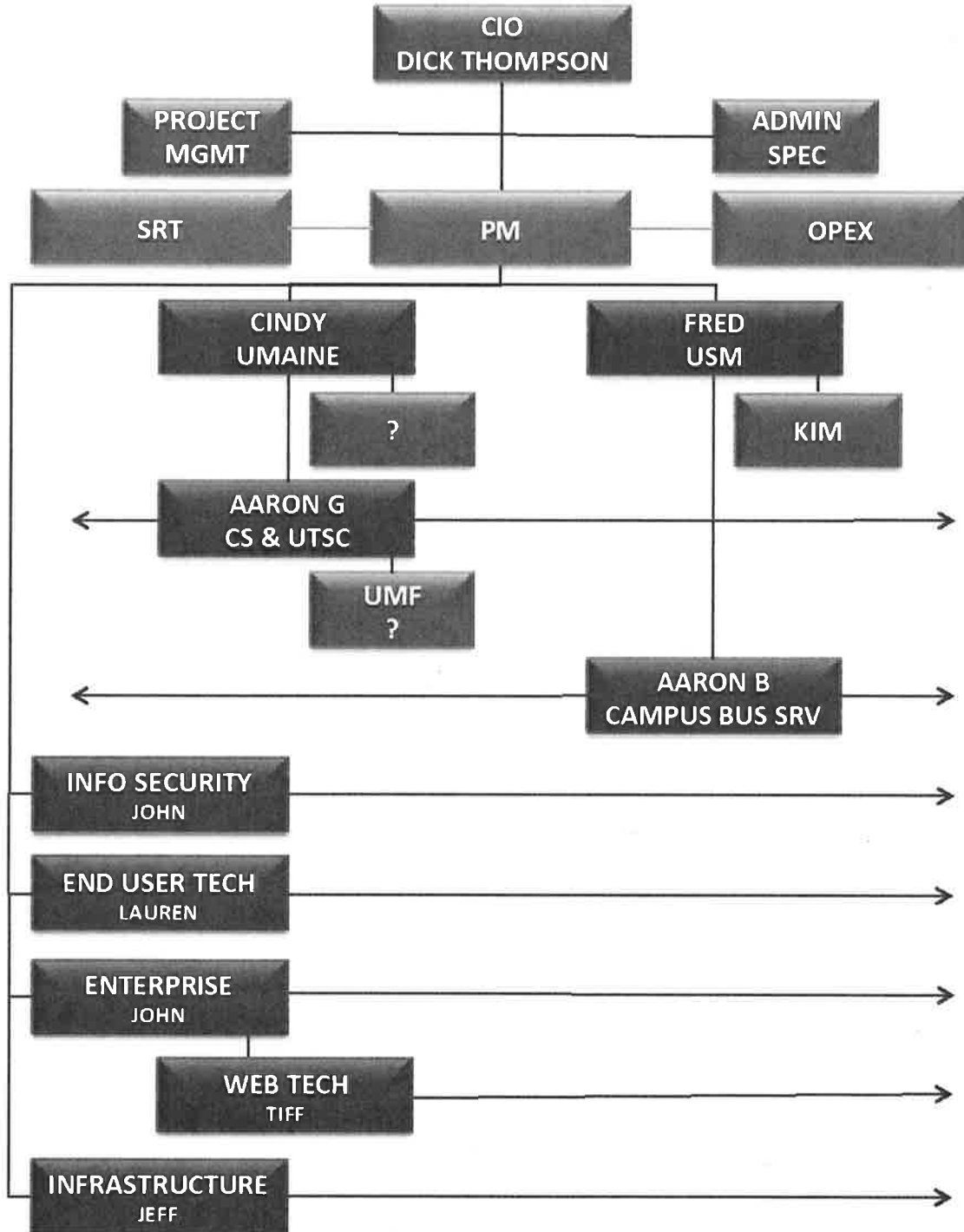
- all campus services units unified under a single leadership model and including the University Technology Support Center in this structure.
- This change also allows us to move other personnel into service focused positions and continue the work of unifying US:IT in its delivery of services to UMS.

#### Steps

- Communicate with System and Campus leadership – May 14 to May 18
- Executive Directors positions eliminated/notification May 20, 2015
- Change in the role of the Associate CIO's. – May 20, 2015
- Expanded responsibility of Aaron Gagnon to oversee Campus Services and UTSC. July 1, 2015
- Creation of the Campus Services business focused unit, with a team being formed from currently open positions and existing staff. July 1, 2015
- Creation of an IT Service Manager for USM and in time, at UM. These will emerge from existing positions. – July 1, 2015
- Reassignment of End User and Academic Technology to Lauren Dubois' leadership. – July 1, 2015
- Addition of a Campus IT Operations Manager at UMF to parallel UMM/UMPI/and UMFK . July 1, 2015
- Redistribution of staff at USM between Campus Services and End User Technology. July 1, 2015

The structure as it matures creates a team approach to service delivery and places more emphasis on service quality and relationship management - ongoing

# US:IT





# COLLECTION OF WORKPLANS

## US:IT 2.0 TEAMS

US:IT Portfolio Management Team

### 90-Day Second Tasking Summary

The Portfolio Management team is excited to present this report on progress made during the “90-Day second tasking” period.

#### Tasks Progress:

- Data collected during the first 45 day activity has been normalized and published internally to US: IT as the *US:IT Service Catalog*. Service Delivery team leads have had the opportunity to provide feedback and corrections to the data.
- In order to operationalize the Service Catalog we engaged with IT leaders and US:IT teams concerning the services they provide and how they envision the Service Catalog supporting their work.
- We engaged with all of US:IT by publishing the “Draft US:IT Service Catalog” in order to solicit feedback on accuracy and actionability of the catalog. We put out a successful call for volunteers to staff an ITPM subgroup on duplication of services (to which 10 volunteers responded).
- In order to operationalize the Service Catalog, “Change Processes” were developed and documented in collaboration with the Operational Excellence Team, using their new “process template” and published to IT leaders for testing.
- We developed the charter for and are launching a sub-group aimed at developing a process to address service duplication and testing that process by identifying a single documentation solution for US:IT. This includes formally introducing sub-group members to US:IT 2.0 concepts and culture, such as 4-player, AAR, LOI, etc.
- We performed a low-intensity AAR during the 90 day period and implemented changes to our work model.

#### Next Steps:

ITPM is committed to building capabilities that will have operational impact on US:IT and its customers. Some examples include (we have more):

1. Practical prioritization mechanism for US:IT work and projects.
2. Operationalizing the Service Catalog
  - a. Supporting the work of the ITPM duplication sub-group
  - b. Associate staff and budget/expenses to services
  - c. Process for service change decisions.

ITPM looks forward to receiving and integrating the CIO’s suggestions and priorities for ITPM’s work and developing our next set of tasks based on those suggestions.

## **CIO Response:**

Good afternoon Information Technology Portfolio Management Team!

To all of you, thank you for your report and suggestions last week. I have now read it twice and am very pleased by your work and accomplishments through the last 90 days. I especially like the results you achieved with the service catalog. This is a major step, a tangible deliverable that we can all point to. Very valuable. I agree that the catalog is not a one-time thing, it will be an ongoing function of the ITPM.

One note, I did not see reference to the prioritization and project initiations discussed in April. If you completed your work, a summary would be most effective and if not, an update to me would be helpful.

I am looking for your success in establishing a sub team. This is an excellent way to involve others and to increase our capacity while making things manageable for all of you. Kudos for moving it forward quickly. This is a process you, and the other teams should repeat.

You have also demonstrated the value of using the tools we have established, particularly the AAR. There is a need for documented processes, ones that work well and are repeatable. The AAR process is one of those and the review of your own processes will continue to hone our skills and effectiveness.

I have summarized your recommended next steps, and added a few of my own below:

- Develop and use a practical prioritization mechanism for US:IT work and projects
- Operationalize the Service Catalog, mature this process and impact
- Establish a process to review new investments as contemplated at US:IT
- Establish a list of hard and soft assets that should be decommissioned over time
- Identify standards, existing and on emerging technologies
  - Establish a standard list of products in cooperation with IT and Strategic Procurement
- Evaluate and consider strategies for cellular and mobile device deployment (Shared with SRT)
- Establish a strategy and mechanism to evaluate service options of cloud, SaaS, self-hosted and other service options (Shared with SRT)

We realize that we cannot do all of these at once, and that you should prioritize based on value to UMS and to our overall mission. In some cases you should work SRT or OPEX to share the effort. I am happy to visit to participate in the conversation about your work, and I leave that to you to include me should you want it.

Finally, look for the opportunities to make us better at what we do and take action.

I look forward to my visits with you over the next few weeks and months, Dick

## Strategic Roundtable Submission - June 30, 2015

### **Outcome:**

Attached you will find the strategic directions put forward by SRT to change the way in which US:IT operates and is perceived. It is intended to set pathways for personnel matters, portfolio direction, leadership, culture and relationship management all wrapped up in a singular goal.

### **Process:**

During the first forty-five days of work, SRT defined a process for operation on strategy development. This process was not strictly adhered to. Initially, input was sought to help determine what a goal might be. The process also called for refinement and iteration through additional inputs which did not happen in as a methodical and complete manner as intended.

Our steps in the defined SRT process, which included input on the draft strategies from relevant stakeholders, were not followed. This may be attributed to the team's first time through and a degree of immaturity with strategy development. A great deal of time was lost trying to establish the initial goal after deciding it was to be around US:IT identity and the deadline began to loom squeezing the ability to collect input on the draft strategies.

### **Next Steps After Submission:**

What has been submitted suggests a series of strategies around the singular goal. Each of those strategies are supported by recommended tactics. These should be treated as signposts for all of US:IT and a discussion should be had about how to communicate these directions and which ones should have individuals or teams assigned to carry out actions.

As these next steps are implemented, SRT should work to assign personnel to develop success metrics and timelines and work to ensure progress.

### **Next SRT Target:**

Two potential problem areas have been suggested. We propose picking the first as it is may be more achievable but the two certainly overlap as B may be one of the drivers of A.

Option A) Develop strategy to acquire and retain talented US:IT staff. Possible areas for dialog: instability of US:IT, salaries, workload, appreciation.

Option B) Develop strategy to control and/or prioritize the overwhelming flow of work expected from US:IT.

### **CIO Response:**

Good afternoon Strategic Round Table!

First and foremost, thank you for your submission last week. I have now read it twice and am very pleased by your insights and activities through the last 90 days. I especially like the stated intent "to set pathways for personnel matters, portfolio direction, leadership, culture and relationship management."

I understand that at times you did not strictly adhere to your own processes. Of course, deadlines play a roll. As one of our strategic signposts, you should look at the processes as defined, refine if necessary and keep using them. You have made headway and each time you work through something tough, the processes will serve you better and better.

Your 5 defined strategies and the associated tactics represent a significant amount of work and puts focus on the outcomes we hope to achieve. The tactics in many cases provide a pathway towards implementation. The effort is extraordinary. I appreciate that your cover letter highlights the challenges of this widespread effort and points to creating buy in through communication and assignments to teams (including new team or sub-team members from my view).

I interpret your next targets, and a few of my own below:

- Develop, prioritize, and oversee implementation of the **Identity** strategies
- Develop a strategy to acquire and retain IT staff.
- Develop a strategy to control, accommodate and/or prioritize anticipated current and increased flow of work
- Consider a strategy and policies around storage of data by users
- Evaluate and consider strategies for cellular and mobile device deployment
- Establish a strategy to evaluate service options of cloud, SaaS, self-hosted and other service options

We realize that we cannot do all of these at once, and that you should prioritize based on value to UMS and to our overall strategy. I also believe the tactics should be separated into their own list and where possible, determine who should own, lead or sponsor those efforts. It might be that the ITPM or OPEX could benefit from conversation about your tactics and even, perhaps a partnership or jointly formed sub-team would result. It is important to us all for you to maintain that strategic view throughout your work and to be mindful of what you can accomplish within your time and resources. I am happy to visit to participate in the conversation about your work, and I leave that to you to include me should you want to schedule a visit.

Finally, thank you to Lauren for her leadership here. I appreciate what the team has accomplished with you as their facilitator. And Garry, thank you for stepping into that role. Your insights, organization and skills will be valued by all.

I look forward to my visits with you over the next few weeks and months, Dick



## US:IT Operational Excellence Team

### 90-Day Report (ending 7/1/2015)

#### **Executive Summary Narrative:**

Operational Excellence is pleased to report the successful completion of all primary goals which met or exceeded expected outcomes during this timeframe.

The OpEx team developed a process document framework using the Lean for the Higher Education methodology. All team members received training and practitioner certification during a 2-day team building exercise. In doing so, the team not only acquired the skills and tool-set necessary to create a US:IT Process Template, and accompanying guide, but used the methodology to iteratively improve upon several documented processes.

Over the past 90 days the team also encouraged and supported the use of the After Action Review (AAR) process, assisted in 21 facilitated AARs, and collected feedback to gauge efficacy. By doing so, OpEx demonstrated the concept of Continuous Improvement by adjusting the After Action Review process in creation of a short-form document, short-form instruction document, and a draft Formal After Action Review

#### **Demonstrated Outcomes of 90 Day Plan:**

- *Establish a framework which will be used to record and document processes.*
  - A “Process Template” framework, and accompanying guide, was developed and refined through the lens of OpEx members as Lean Practitioners. Several documented processes can be found in Confluence, including high-level processes stored in the Operational Excellence Confluence space, and functional area spaces including Web Technologies.
- *Decrease the complexity of current processes which have non-value added steps.*
  - Several documented processes within the Web Technologies Confluence space have undergone iterative improvement incorporating customer feedback and practical use of Lean methodology. One of these “Leaned” processes is an Incident Management Process:  
<https://docs.google.com/document/d/1gNKHZPBTZjuS80a7TxO4bKE1rpxSfetfPoKWFlo6M70/edit?usp=sharing>
- *Provide an opportunity for those who “do the work” to develop ideas for improvement and efficiency.*
  - Those closest to the activity (do the work employees) have provided documented processes, and worked together to develop ideas for improvement and efficacy. One example is a UC “fixit” PIF which has resulted in a collaborative partnership between UC and US:IT. Another example is a Course Search PIF which has allowed US:IT to collaborate with the campuses to a service which meets each campuses defined marketing needs.
- *Incrementally improve the quality and consistency of results; small improvements are less likely to require major capital investment than major process changes.*

- An informal AAR was conducted with the goal of improving the cumbersome and largely unknown process of transitioning a UMS account to Retiree status. ECAS and the UTSC collaborated in the documenting this process. This document has in turn resulted in a streamlined and more expedient outcome for the customer.
- *Demonstrate that using documented processes improves customer services.*
  - The example above (Retiree account) demonstrates how using a documented process improves customer services. The OpEx team also felt it was important to note that documenting processes, in itself, improves customer service.
- *Increase process transparency which will allow successes and opportunities to be identified more readily.*
  - As use of Confluence, the current Knowledge Base, expands process transparency and visibility into the processes will is likely to favorably set the conditions to identify successes and opportunities.
- *Gain a shared appreciation for the integral part each person plays in the process being created, reviewed, and improved.*
  - Lean group training, and practical implementation within in cross-functional areas, met this outcome.
- *Create the opportunity for meaningful dialogue between all units involved in a cross-functional process.*
  - Demonstrated by examples in this document.

#### **Steps used to achieve our goals:**

- Engaged with multiple US:IT groups, areas, and units wishing to use the After Action Review process.
- Provide assistance with facilitating 21 After Action Reviews.
- Solicited direct feedback on efficacy of AAR and document both successes and opportunities. Example - AAR on the ad-hoc group recommendation.
- Iterative improvements of AAR process based on feedback and data as noted above.
- All OpEx members attended UMS Lean Practitioner training.
- Developed a process document framework.
  - Created documentation, including a visual representation, of a process document framework which includes; main steps, branches, sequences, and outcomes.
  - Explored what “meta-data” relating processes we should document as value-added.
  - Created a guide for process documentation.
- Recorded and documented 4 - 6 processes using this framework.
  - The OpEx team created processes from their own respective areas that did not cross functional areas. This kept the complexity manageable and led to greater discovery on process creation happens
  - Iteratively refined the framework as we recorded the processes.
  - Recorded known processes “as-is” and willfully left process improvement as a separate step.

## **CIO Response:**

Good afternoon Operational Excellence Team!

To all of you, thank you for your report and suggestions last week. I have now read it twice and am very pleased by your work and accomplishments through the last 90 days. I especially like the AAR process and how that is gaining traction, and your work around templates and tools. Your tangible deliverables and the conversation that they start are terrific. Your attention to processes is paramount for US:IT. Working smarter not harder benefits everyone. The focus on the Lean approach takes advantage of the growing internal capacity at UMS and establishes a framework where we can practice in a continuous improvement approach. I really like what you have done.

You have also demonstrated the value of using the tools we have established, particularly the AAR. There is a need for documented processes, ones that work well and are repeatable. The AAR process is one of those and the review of your own processes will continue to hone our skills and effectiveness.

Your work with processes, has moved us forward. I appreciate that you have selected Lean as a tool for us to improve in this area. This may be an area that OPEX might use sub teams and oversee their work. Pick some processes that do not exist or are badly in need of work, partner with the process or service owner and OE, and help them mobilize a team to analyze and begin a review that improves existing work processes and outcomes. This activity might also ease the burden that you feel when trying to do the work yourselves. Spreading the work in this way engages others, while maintaining your view across the UMS.

I have summarized your recommended next steps, and added a few of my own below:

- Work with Project Management to incorporate the AAR into specific points within a Project with the expected learning outcome of plan, do, check, adjust and communicate.
- Continue dialog on gaining visibility into the outcomes of AARs being performed.
- Collaborate with groups and IT leads to assist in leveraging the developed OpEx tools (AAR, Process Template and accompanying guide...) to move the needle forward to our end goals above.
- Establish sub teams to support process analysis and new process development - Offer your services to managers
- Discuss how metrics might be applied to each process
- Develop the "Quality Button" process to allow anyone in US:IT to bring forth a suggestion, concern, innovation in a meaningful way.
- Work with Strategic Round Table and Information Technology Portfolio Management to establish one university wide ECP and RIAA policy/procedure.
- Review the various components of Active Directory from a planning and implementation strategy.
- Review and propose processes to improve documentation at the classroom level

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