

# Changing For Excellence

## Business Case Goal Completion Report

### Information Technology – Reorganize & Redefine

#### Report Date

August 2016

#### Context

- Lack of formalized coordination with central IT leads to inconsistent role expectations, skill levels, and training.
- Provincialism of Technical Liaison (TL) staff leads to varying “spans of service.”
- TLs typically report to chairs or administrators rather than an IT supervisor, making supervision difficult.
- Ambiguous roles and responsibilities: numerous additional IT-related staff work in departments who are also not TLs.
- Difficult to identify: OIRP report of IT-related staff excluded 20 TLs included on a list provided by IT.
- Excluding the (already-addressed) TLs and staff dedicated to remote server management, there are still roughly 120 decentralized IT FTEs.

#### Goals

*For each goal answer the following: What percent is this goal complete? If the goal has been met, please describe how it was met. If the goal has not been met, how will you be completing this goal or why will it not be complete?*

- By redefining and reorganizing decentralized IT staff, including Technical Liaisons, KU could improve the level of service while generating FTE cost savings.
  - The following processes were improved with staff centralization: application deployment for PCs and Macs, documentation of incidents, service level metrics, streamlined communication channels between customers and KU IT, back-ups for FTEs and career path for FTEs.

Department Name	Original IT Staff FTE	KU IT FTE Post Cent.
Administration & Finance	3	2
Applied English Center	1	1
Biodiversity	1	1
School of Business	3	3
Continuing Education	3	2
DCM/FS	1	2
School of Education	3	2
Engineering	7	7
Dept of Housing	2	2
Edwards Campus	7	6
Hall Center	0/Contract	
School of Law	2	1
Libraries	4	3
School of Music	1	1
Public Affairs	1	1
RGS	3	3
Social Welfare	1	1
Student Success	2	1

School of Architecture, Design & Planning	3	3
CLAS	19	19
School of Pharmacy	7	7
School of Journalism	0	0

- Reduced the total number of FTEs by 6 after centralization.
- 21 out of 22 departments have been centralized. The only remaining non-centralized unit is the School of Journalism and they have no resources to centralize. Therefore, this project is 100% complete. However, we will be working with Dean Brill to develop a model under which we can provide workstation support to their units without centralization of any resources.
- Standardizing customer service centers, knowledge bases, and ticketing systems.
  - For all centralized staff, KU IT is utilizing the same ticketing system and all are aligned with the technical service center model. This has increased the value of centralized IT staff by allowing for such process improvements as backup, training, ease of ticket transfer, consistency in platform, and issue escalation. Rather than working as individuals, standardization of practices has allowed IT Staff to act as a highly trained and highly available team. These improvements have pushed customer satisfaction levels above 95%.

*Overall, how did goals change during Changing For Excellence and what goals were added or removed:*

Our goals have not changed in this process. Rather, they have grown iteratively to provide higher levels of support than previously aspired to during the first phases of this project.

- We defined the centralized IT support model for the university.
  - The TSC Model was created for this effort by looking at the thematic of the school, physical location and technical environment to determine how to group their centralized staff into a support center that reports centrally but provides localized support.

**Challenges**

Risks surrounding reorganizing and redefining decentralized IT staff are fairly low in respect to Institutional, Change Management, Project, Finance, and IT risks.

- There is some concern surrounding the number of people that will be impacted by the change, including the current TLs, decentralized IT staff and their supervisors, and customers.
- Some schools and departments will be reluctant to “give up” their TLs.
- Change will be happening on many fronts and will require coordination and cooperation to be successful.

*Describe if these challenges were encountered during Changing for Excellence and what unanticipated challenges occurred during the process:*

All of the challenges listed above were encountered. Once we began the project, some of the challenges we encountered from non-centralized groups included the concerns that:

- Customer service levels would be lowered
- Staff would leave
- This was simply not the way higher education did things
- Academic programs would be affected by the transition

In addition to ensuring that the school’s existing support services were not disturbed or affected, we also ensured proper handling grant funded positions and gained support from the departments for a smooth transition in both positions and funding. All challenges and concerns were met head-on and resolved.

### **Opportunities**

Anticipated results of approximately \$0.5–1.2M in benefits for the University can be realized once reorganization is fully implemented, through:

- More consistent training and skills development
- Opportunities to cross-train
- Improved supervision and career paths for IT personnel
- Improved workflow coordination resulting in better customer service for end users.

*Describe if these opportunities occurred during Changing for Excellence and what unanticipated opportunities were realized during the process:*

The opportunities above occurred. Additionally, the opportunity to combine IT spending in order to increase IT's hardware and software purchasing power was realized.

### **Changing For Excellence Summary**

*Summarize the process to date and lessons learned. Provide specific future direction, next steps, and strategy for this business case. Indicate what metrics will be used to measure success:*

The process for staff centralization is as follows:

1. Kick-Off Meeting with the School's Leadership and KU IT Leadership to discuss the support model and centralization process.
2. IT Assessment is created to assess the school's desktop support, server support, application/web support, and classroom and lab support.
3. Centralization Proposal is drafted and shared with KU IT Senior Leadership and the CIO to approve.
4. Centralization Proposal is reviewed with the School's Dean which includes the timeline and transition plan.
5. Should the Centralization Proposal be agreed on and signed by both parties, KU IT works with the School to transition their staff in the manner and time agreed upon.
6. The IT Staff will report to the TSC Manager and the Schools leaders help prioritize projects and provide input about staff performance.

The same process applies for the future and we will continue to work with the remaining academic units and align them with the centralization model.

### **Post-Changing For Excellence Updates (Completed Projects Only)**

*The CFE business cases, while complete for routine reporting purposes, are never considered done as they are constantly being monitored and grown. With this in mind, please provide your detailed strategies on the continued growth and development of these business cases. Information about how units continue to improve and innovate from these business cases should be addressed. Details could include information about refining processes, new projects, measuring success, metrics being reviewed, and other methods for understanding improvements.*

The School of Journalism is the only remaining non-centralized unit. As they have no resources to centralize, we will be working with Dean Brill to develop a model under which we can provide workstation support to their units.