

# The Changing Management Structure of IT Services

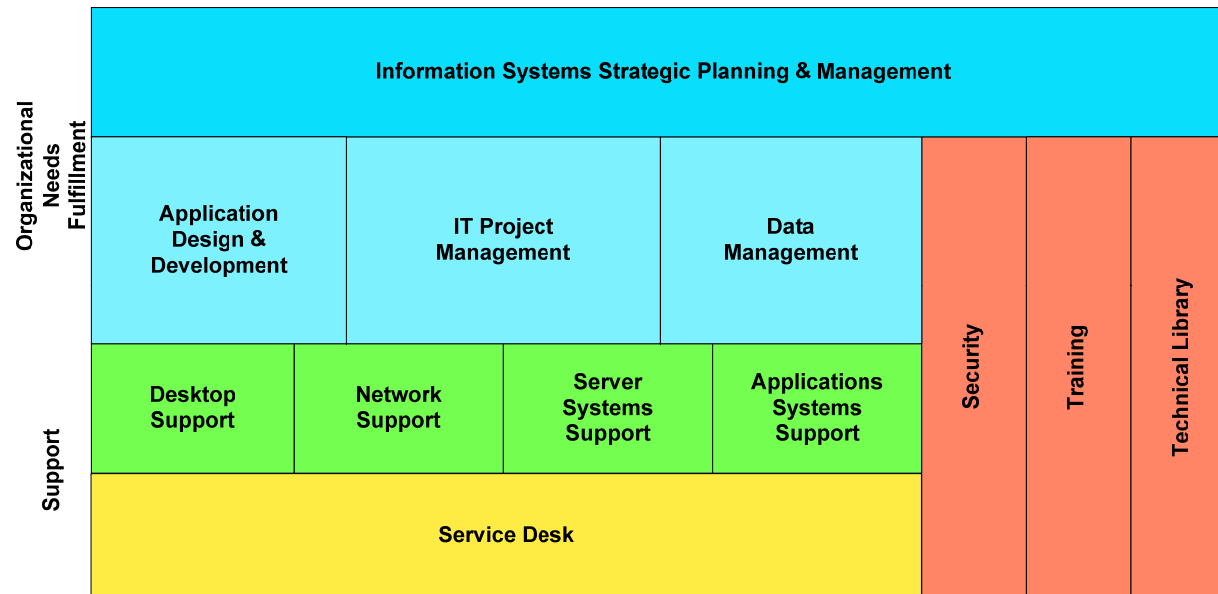


# IT Services – Organizational Change Goals

The goals of these organizational changes are to provide the University with:

- Dedicated IT leadership
- More responsive IT Service Delivery
- More responsive/efficient IT projects
- Well managed IT costs in light of ever increasing needs
- Collaborative work as a curriculum and service delivery partner

# IT Services – Operational and Tactical Analysis



The current organization of the IT Services no longer meets the needs of the University

- The key areas of fulfillment are not specifically addressed in the role assignments.
- Service desk is mixed with desktop support which is also mixed with network and server systems support.
- Application systems support is mixed with application design and development
- There are no data management or IT project management roles
- There is no technical library (documentation) or training roles

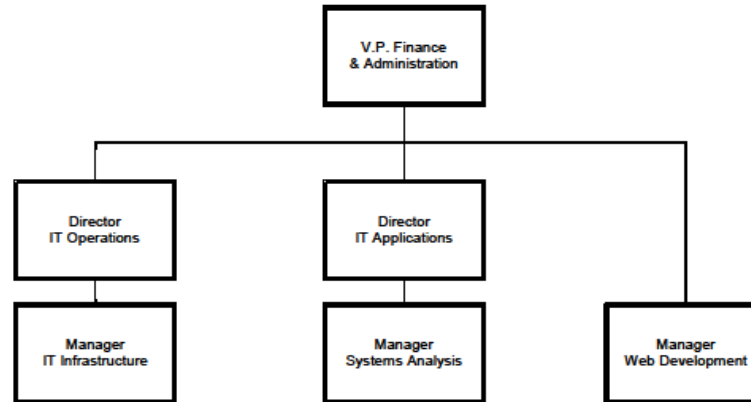
# IT Services – Operational and Tactical Analysis

## Selected Recommendations

- Set the primary focus for change within IT Services on stronger managerial direction, process design and data access.
- Restructure IT processes to comply with the industry standard IT control framework of ITIL with continual service improvement cycles to enable a consistent level of service product from the IT Services department.
- Make minor changes to the IT Services department organizational structure to better distribute the management layer functionally. Reassign staff into modified team groups to ensure resource availability to projects and problem resolution/escalation.
- Create a supported, sustainable and published Service Catalog for IT Services with a cyclic review, improvement and communication process.
- Establish an ITSM compliant Service Desk structure whereby a single point of contact (SPOC) for all user/client interactions and communications are directed, tracked and assigned to IT Services personnel for request/issue handling.

# IT Services – Prior Organization Chart

## Finance and Administration IT Services Division May 10, 2010



# IT Services – Chief Information Officer (CIO)

- The opportunity was available with the retirement of Bill Green to bring all of IT Services under one department head similarly to other departments under the VP, Finance & Administration. This move is intended to enhance the coordination of the various components of IT and with the entire University.
- The CIO will provide IT leadership to the entire University.
- The CIO role will work with the Teaching & Learning Committee and Director to be a curriculum partner in identifying and improving both the student experience and success.
- The CIO will collaboratively develop and communicate plans and forecast future needs.
- The CIO will implement best practices in order for the department to become more efficient and to enhance service delivery to the University.

# IT Services – Manager of IT Service Delivery

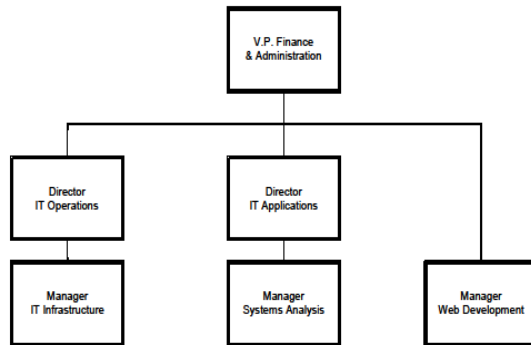
- The Manager of IT Service Delivery was a reclassified position. The recommendation from the IT Infrastructure Review was to move to a management position while upgrading the IT Service Delivery system.
- The focus of this position is on Service Delivery. Tracking issues, communication, and standardizing processes so that the response to similar problems results in faster resolution.
- The Manager will take a more preventative approach. Reviewing incidents and recommending appropriate courses of action to prevent like issues in the future.

# IT Services – Manager of IT Operations

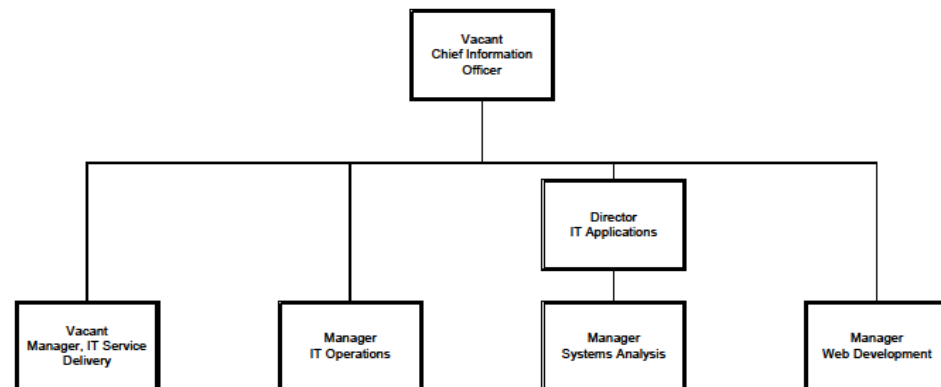
- The Manager of IT Infrastructure was expanded to include Level 2 technical support and renamed the Manager of IT Operations.
- This role was expanded as the work undertaken by the Level 2 technical support staff requires a more project oriented work style and a more technically supported environment to work.
- The intention is to use project management tools to focus this group of works for more efficient and coordinated work with the Level 3 technical staff.
- This move will also enable the service desk to focus on providing direct, immediate response to issues.

# IT Services – Current Organization Chart

**Finance and Administration**  
IT Services Division  
May 10, 2010



**Finance and Administration**  
IT Services Division  
November 1, 2010



# IT Services – Future Changes

- It is intended that the Supervisor of Technical Support will be moved to the IT Operations area in order to focus the group on formalized project management. Most of the technical projects could be much more efficiently completed by better understanding all the components, the amount of time it will take, who needs to be involved and the coordination required.
- The vacant DDA position is currently being evaluated and a recommendation will be made by the current consultant. This will be reviewed and decided upon by the new CIO. Again efficiency of the various processes in IT are being reviewed.
- The Applications area, including the Web Manager will be reviewed by the new CIO and a recommendation made to bring both groups together or to re-organize them in a different way is expected.

# IT Services – Conclusion

The goals of these organizational changes are to provide the University with:

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