Objectives

- Understand why it is essential to implement necessary management tools and operational processes, procedures, organisation work flow and service levels to maintain the more complex environment.

Planning

- IS was originally the saviour of all corporate administrative problems due to automated payroll systems and ledger processing on the mainframe.
- PCs changed this and users implemented their own solutions on the desktop.
- PC users could support their requirements in a more timely and less costly manner.

Client/Server Technology

- By using client/server technology more power was at the local level.
- Local departmental business issues were easily supported.
- Mainframes were replaced with client/server technology.
- Failure not the fault of the technology, but lack of mission-critical systems.

Mission Critical Systems

- Mission critical means a set of standards, guidelines, processes, procedures and management policies based on budget, planning and overhead.
- Team involvement, communication and planning with IS and end-users.

Scenario of Your Business

- IS architecture cannot be developed without understanding the corporate or industry economics and business strategy.
  - Are you driven by sales or manufacturing?
  - Is beating your competitors or innovating faster the key to your success?
  - How easily can your products/services be imitated?
  - How many competitors do you have now and expect in 5 years time?
Consider Changes on IS

- If a division was sold, how fast could you separate your IS system?
- How fast could you merge systems if a new division was acquired?
- Are you likely to be reorganised, open or close a new facility?
- How many new products/services do you intend to introduce this year/future?
- Are there re-engineering initiatives starting or underway?

Flexibility

- The answer to the previous change questions has to be ‘flexibility’.
- Many data systems are made complex and are often faulty by being too expensive on staff, hardware or software.

People

- Once you have planned you need to consider the people affected by the changes you’re bringing about.

People Areas to Consider

- Organisation
- Staffing
- Roles and responsibilities
- Mentoring
- Training/transitioning
- Human resources
- Metrics
- Cultural differences

Organisational Design

- Division of Labor - Ford motor company and the assembly line.
- Participative management - performance driven by motivation and not division of functions.
- Divisional corporation - DuPont - large organisation divided into divisions to control and organise business activities.

IS Design

- The organisation as it changes must reflect those changes in its IS group.
- The challenge is to view the organisation as a series of processes and translate them into accepted business norms.
- THEN you need to allow data movement across organisational borders.
Cross Functional Teams

- A business process as all tasks and sub-processes wherever they may exist, that result in the creation of a service or product.
- It is the total process that creates the product and prepares it for sale which is important.
- The IS group needs to evaluate its contribution to the process and restructure as required.

IS Ready for Change

1. Draw a map - analyse the organisation’s business processes.
   - Diagram the process flow.
   - Map data and applications that support those tasks.
   - Map IS resources needed to support business processes.
   - Result is a cross-functional IS team.

IS Ready for Change

2. Find the process owner.
   - The process lasts forever, the project ends.
   - The IS process owner manages the technical issues and the IS area manager manages the people.
   - IS process owner and IS area manager prepare performance reviews jointly.
   - Results are the bottom line.

IS Ready for Change

3. Develop processes (policies) for getting tasks completed on time.
   - You need a fully functional request/problem report project management system.
   - Internal IS group processes need to be developed to get work done.

Correct IS Design

- The right organisational design for an IS group is one that parallels the organisation.
- If the organisation is vertical then the IS should be vertical.
- Formal hierarchy are still required for most organisation. Using IT within the IS group and throughout the organisation can start to eliminate the borders within the organisation.

The Organisation Structured for Success

- Technical change + resources and time for implementation = learning + economic benefits to the firm + benefits to the worker.
- The balance between technology, resources and time and the benefits that the combination of these ingredients can generate will result in a successful transformation.
**Organisational Issues**

1. All IT purchased are important and must be managed in a consistent manner.
2. Staff must be treated the same, regardless of the technology platform they work on.
3. A merger of legacy and client/server staffs is a restructure and will take time.
4. Culture is the single most important issue to manage during the transformation.

**Global Infrastructure**

- Think globally and work locally.
- Adapt, don’t build something new.
- Use a set of governance policies to allow decentralised staff to play a role in the development of the enterprise’s IS standards.

**Staffing**

- Staffing should be based on the organisational structure and doing more with less.
- Standardardise and invest in tools and provide the right staffing to meet needs.
- Key areas are: systems administration, networking, database administration and production control.

**Production Control**

- Most important.
  - Once production is defined a group must be accountable for delivery and ownership of the production environment.
  - Production control resides within the technical support group in the data centre organisation or the infrastructure support group.

**Mentoring**

- Specialised hand-holding and guidance in building a flexible infrastructure.
- Helps people learn and overcome biases.
- Mentoring takes time.

**Training**

- IS must invest and provide training for staff.
- Training must be in place to move forward.
- Train old staff as they understand the business.
### Metrics
- Track every class taken, seminar attended, projects completed, books read, assignments completed…..
- It’s essential.

### The Leader
- Is the leader a hands-on person or work through a network of management layers.
- The closer the leader is to the action, the better chance the IS organisation has of unifying.
- When a CIO is knowledgeable of day-to-day issues, it allows him/her to lead when staff deviates from the goal.

### Manageable
- Problem Mgmt
- Change Mgmt
- Asset Mgmt

### Serviceable
- System and Network Security
- Version Release Mgmt, Software Distribution, Performance Monitoring
- Job Scheduling

### Reliable
- Network Mgmt, User Security Access, Event Monitoring, Console Mgmt, Disk Mgmt, Data (Storage) Mgmt, Disaster Recovery

### Available
- The End