Shared IT Services for IT Employees

September 2012
Today's Agenda

- Why does the university need Shared IT Services?
- What are the Shared IT Services?
- What does this mean for me?
- Timeline for decisions & process
- Employee support & engagement
- How might I benefit from Shared IT Services?
Online Resources

The icon throughout the presentation indicates where employees can find more detailed information online.

Click on:
"For Unit Leadership"

Check out
"Learn More/Media Room"
for videos about the new service.

miworkspace.it.umich.edu/learn
Why Shared IT Services?

Laura Patterson
CIO and Associate Vice President
A starting point...

<table>
<thead>
<tr>
<th>Service Provider Type Key</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT'S</td>
</tr>
<tr>
<td>Shared within College/School</td>
</tr>
<tr>
<td>Shared across College/Schools</td>
</tr>
<tr>
<td>Local IT</td>
</tr>
<tr>
<td>External</td>
</tr>
</tbody>
</table>

**Note:** These counts represent the cumulative number of services delivered by all providers across the university.

1 Source: “IT Rationalization Project Approach and Preliminary Findings - Accenture Presentation to Provost and CFO”, 6/21/2010

<table>
<thead>
<tr>
<th>Service</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>79 Security Services</td>
<td>79</td>
</tr>
<tr>
<td>60 Server Hosting Services</td>
<td>60</td>
</tr>
<tr>
<td>193 Desktop Support Services</td>
<td>193</td>
</tr>
<tr>
<td>131 Storage Services</td>
<td>131</td>
</tr>
<tr>
<td>125 Network Services</td>
<td>125</td>
</tr>
<tr>
<td>102 Help Desk Services</td>
<td>102</td>
</tr>
</tbody>
</table>
IT Rationalization Goals

- **Improve** IT service quality
- **Reduce cost** and improve transparency
- **Repair** the university’s fractured infrastructure
University Business Case

$127M = Estimated savings to U-M's bottom line over 10 years

$25M = Estimated annual savings from IT Rationalization

$13.5M = Estimated annual savings from MiWorkspace, MiServer/ MiDatabase, and IT Security Services ($4.1 is cost avoidance)

$2.1M = Estimated annual labor savings from Central Admin Rollout
What are the Shared IT Services?
- End-User Computing
- Network
- Storage
- Security
- Server

Shared IT Services
Implementation Effort

New Services

Projects

Leadership Engagement & Workforce
Technology & Implementation
Communications
Training

MiWorkspace
MiServer
MiDatabase

IT Security Services
MiWorkspace, a suite of desktop services we use every day, including printing, network connectivity, storage, security, software, and desktop support.

Web Resources:
MiWorkspace Service Description,
IT Tasks Included in the Shared IT Services
MiWorkspace for IT Employees

Click here to play MiWorkspace: What It Means for You (3 min)
What are: MiServer and MiDatabase, two new services that provide virtual servers with managed operating systems or databases. Both services include Service Center support, and features such as monitoring, patching, and backup and recovery.

Web Resources:
MiServer and MiDatabase Service Description
IT Tasks Included in the Shared IT Services
What are: IT Security Services

IT Security Essential, which is a campus-wide IT solution to increase security and regulatory compliance, and toll security services, which support a unit's specific IT security needs.

Web Resources:
IT Security Essential & Toll Security Services Service Description
IT Tasks Included in the Shared IT Services
Who Helped Design the ITS Shared IT Services?

- The EUC Steering Group with participants from both Central Administration and Academic Units assisted ITS in defining and designing MiWorkspace.
- The MiWorkspace Project Team included partners from across campus.
- The MiServer/MiDatabase and IT Security Services teams had both Steering and Working groups that assisted ITS in defining and designing these services.

Web Resources:
NextGen Steering & Working Groups
What Does This Mean for Me?
Over the next few years, NextGen Michigan will bring some improvements to the technology we use to do our jobs, and changes to the technology skills we emphasize in our IT workforce.

We are actively preparing for this change and are committed to partnering with unit leadership, IT management, and IT employees to collectively match the right people with the right skills with the right opportunity at the right time.
What are the IT Roles in Units?

Some IT employees will stay in their units to pursue unit and mission specific work:

- In some cases, these employee roles may stay the same as they are today,
- In other cases, roles may shift because moving work to the shared service provider will permit the unit to re-focus employee time and effort to new initiatives
What are the IT Roles in ITS?

Employees recommended to join ITS will likely join the organization in one of several teams:

- **Support Teams:** e.g., Service Center, Neighborhood IT, Depot/Warehouse Repair
- **Infrastructure Teams:** e.g., Platform (Windows/Mac), Print, Storage, Server, Database
- **Networking Team**
- **IT Security Team**

**Note:** There may be exceptions where employees join teams other than the ones listed above, but these are the likely options.

Web Resources: Shared IT Services Teams & Roles
If your unit and ITS recommends you join ITS:

- Most employees will initially join the neighborhood IT team in their current unit.
- Employees with skills and experience in Networking, Security, Server Administration, or Service Desk may join these teams.
- Infrastructure Teams (Windows/Mac Platform, Printing, Storage) may be joined over time.
What Support will I Have in My New Role?

ITS is committed to ensuring that transitioning employees have the training resources to be successful in their new roles.

- All new ITS staff members
- Neighborhood IT staff members only
- Network, storage, server administration, security, or service desk staff members only

Web Resources:
Training Curriculum for Transitioning Employees
Timeline for Decisions & Process
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Winter</td>
<td>Winter</td>
<td>Winter</td>
<td>Winter</td>
</tr>
<tr>
<td>Spring</td>
<td>Spring</td>
<td>Spring</td>
<td>Spring</td>
</tr>
<tr>
<td>Summer</td>
<td>Summer</td>
<td>Summer</td>
<td></td>
</tr>
<tr>
<td>Fall</td>
<td>Fall</td>
<td>Fall</td>
<td></td>
</tr>
</tbody>
</table>

Build  
Pilots  

Deploy to CENTRAL ADMINISTRATION

Build  
Pilots  

Deploy to CAMPUS (Academic & Classrooms)
Who's included in Central Administrative Units?

- ITS
- UHR
- Finance/Risk Management
- Audits
- Investment Office
- Development
- Alumni
- University Musical Society
- Athletics
- Rackham
- Student Affairs
- Academic Affairs
- Fleming
- Office of Student Publications
- OVPR units
- Facilities and Operations
- Cultural Collections (Clements, Bentley, Museum of Art, Matthei, Nichols)
- ICLE

Web Resources:
Units, Unit Representatives, & Rollout Schedule
What happens this fall?

Sept. 24 - Nov. 2: ITS & Units partner to finalize employee recommendations

By Oct. 15: ITS & Units partner to address questions, escalate requests to retain employees and/or funding

Nov. 2: Finalize workforce decisions

Web Resources:
Communications Timeline & Workforce Decision Process
Employee Discussions

Sept. 24 - Nov. 2: ITS & Units partner to finalize employee recommendations

Week of Sept. 24: Unit hosts IT Employee presentation

By Oct. 15: Check-in with ITS to address questions, escalate requests to retain employees and/or funding

Nov. 2: Finalize workforce decisions

Week of Nov. 5: Unit hosts manager/employee meetings

Web Resources:
Communications Timeline & Workforce Decision Process
What happens During Implementation?

The *average* unit roll out schedule is shown below:

- **Limited Preliminary Work**
- **Three Months** Significant Engagement Between Unit & ITS
- **Limited Stabilization Work**

**Discovery, Detailed Planning, & Roll Out**

- Unit size and complexity will affect engagement period.
- Large units (or groups of units) may see extended discovery/detailed planning and/or roll-out timing.

**Web Resources:**
- High Level Summary of Rollout Approach
- Detailed Summary of Rollout Approach
What happens for Me During Implementation?

**Limited Preliminary Work**

- **T-3.5 Months** - Unit and ITS HR begin transition activities
- **T-3.5 Months** - ITS Sends transfer offer letters
- **T-3 Months** - Employees accept or decline transfer offer

**Three Months Significant Engagement Between Unit & ITS**

- **T-2.5 Months** - Transitioning employees become ITS staff
- **T-2.5 Months** - Conduct ITS orientation, customer service, and technical training
- **T-2 Months** - Participate in technical discovery and detailed planning efforts
- **T- 0** - Assist with roll out activities for MiWorkspace and conduct Day One visits

**Limited Stabilization Work**

Discovery, Detailed Planning, & Roll Out
When is My Unit Scheduled?

Implementation Team 1
- Finance & Audit (Pilot 3)
- Division of Student Affairs
  Separate Roll-outs for:
  - Unions/Career Center (Apr)
  - Health Services (May)
  - Housing (Jun)
- Facilities & Operations

Implementation Team 2
- Alumni Association Development
- OVPR Groups supported by OTT
- Academics Affairs (non-academic units)
- ISSS-Fleming, OVPR in Fleming, Student Publications
- Cultural Collections
  (Clements, Bentley, Museum of Art, Nichols, Matthai)

Implementation Team 3
- Rackham
- Athletics
- (Assist with F&O or Academic/Research unit)

Implementation Team 4
- Academic/Research (Pilot)
Employee Support & Engagement
What happens Between this Fall and My Unit Implementation?

ITS is planning employee engagement activities for IT professionals recommended to join ITS:

- A Shared IT Services newsletter
- "Breakfast in the Boyer Basement" technology series
- Transitioning employee mentoring
- Social activities for team-building

The goal of all of these activities is to:

- Minimize employee unease about the changes
- Connect transitioning employees with future teams
- Open lines of communications between transitioning employees, ITS, and their current units
What happens Between this Fall and My Unit Implementation?

● **November Town Hall Sessions**
  ○ November 16, 9-11 a.m.
  ○ November 19, 1-3 p.m.
  ○ Invitations to be sent early November

● **December & Beyond** -
  ○ First Newsletter
  ○ "Breakfast in the Boyer Basement" - *What is MiWorkspace?*
  ○ First transitioning employee mentoring event
  ○ First team social event
What Happens in the Future? Transfer then Transform

Over time, efficiencies and automation will reduce the total number of IT professionals needed to provide shared IT services.

- ITS will extend transfer offers to all IT employees that units and ITS agree should join ITS.
- Employees will transfer with their current title and salary, adjustments to reflect ITS titles and compensation philosophy will be made later.
- When reductions in the total number of employees providing support is required, we will use natural attrition (e.g., employees accepting new positions, retirement, promotions) whenever possible.
- When any additional decisions on reductions in force are needed, they will be based upon knowledge, skills and performance; not unit affiliation or seniority.
- We are committed to the success of staff members across the Michigan IT community, regardless of unit or campus affiliation.
What is Governing these Activities? Workforce Strategy Guiding Principles

1. **Retain staff members, regardless of unit affiliation**, who are high performers and possess the skills, knowledge, and ability to perform the available work, in both shared service providers and units.

2. **Build the knowledge, skill, abilities, and personal effectiveness of IT professionals across campus** to support the U-M IT goals.

3. **Engage Program, Academic, and Administrative leadership in a collaborative process** for defining approach, executing the transition process, and making transition decisions.

4. Implement workforce plans that **ensure appropriate staffing**

5. **Encourage high potential/high performing staff**, irrespective of current unit/department, to apply for open positions at U-M.
How might I Benefit from Shared IT Services?
How might I Benefit from Shared IT Services?

Efficiencies

- Specialized infrastructure teams test, deploy, troubleshoot, and update technology for all Shared IT Services units
- An efficient depot/warehouse team assume responsibility for unloading, initial builds, and delivery for new machines
- A common repair team coordinates pick-up, drop-off, and delivery logistics of loaner equipment and/or repairs
- Focused Neighborhood IT teams are freed up to solve problems and provide excellent desk-side customer service
How might I Benefit from Shared IT Services?

Partnering as a Shared Service Provider

- A common incident tracking tool permits triage of issues between Service Desk, Neighborhood IT, and other teams
- Specialized Infrastructure (Windows/Mac Platform, Printing, Storage) teams handle emergent problems, define root causes, and resolve permanently for all customers
- Specialized Network, Server, and Security teams are readily available to handle infrastructure problems
- Common policies, processes, and business practices build consistency across campus
How might I Benefit from Shared IT Services?

Professional Development & Opportunities

- Connected IT professionals across campus permit networking and learning about other areas of interest
- Expanded IT connections enable exposure to advancement opportunities
- Expanded teams doing similar work allows for improved coverage and a wider breadth of experience for troubleshooting
- Collaborating ITS and Unit IT across campus can assist in building a wider IT professional community
Any questions?

contact.nextgen@umich.edu