

## Information Services and Technology

### Q&A – Organizational Changes (June 2010)

#### General Questions

*Q. Why did IS&T do a reorganization?*

- A. Primary reason for the reorganization was to structure IS&T to focus on the customer and to enable improved service delivery – ultimately making it easy for the MIT community to do its work.

*Q. What are we trying to accomplish through the reorganization?*

- A. We wanted to **organize around customer groups** (Education and Administration) and **customer needs** (Customer Support, Operations and Infrastructure, Data Management and Systems Engineering); group similar functions, eliminate management layers where possible, leverage internal capabilities, and build a stronger, focused Senior Management Team.

We also wanted a model that would enable us to build upon and continue the outreach and engagement with our customers.

The reorganization also allows us to build upon the Task Force ideas and also meet the needs of MIT with reduced resources thus meeting our 15% over 2-year target.

*Q. What are the key changes in the reorganization?*

- A. **Dissolving** the current Student and Administrative Information Services (SAIS) and Infrastructure Software Development and Applications (ISDA) organizations.

**Creating** an Administrative Systems Application group, an Education Systems Applications group, and a Data Management group.

**Creating** a Systems Engineering group that supports Administrative Systems, Education Systems, and Data Management.

**Focusing** the Customer Support group on all front-end, first-contact customer support.

**Consolidating** our Communications, Finance, HR, Governance, Planning, and Process Improvement functions into an Administration group.

*Q. In the existing organization structure, we know the various areas as “Directorates”, what are we going to call them in the new organization structure?*

- A. Areas – which will be led by Associate Directors. The Administrative Area will be led by an Administrative Officer.

*Q. What will stay the same in the reorganization?*

- A. Many of the groups will be in similar organizations and most people will be doing the same work as they are doing now. Database administrators will still be doing database administration. System administrators will still be doing system administration. We’ll continue the projects already underway

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(with the exception of Kuali, NGS3, and perMIT). We'll also continue making enhancements to our systems, maintaining our infrastructure, and supporting customers when they call for help.

#### **Customer Support Questions**

*Q. What is the role of Customer Support?*

- A. The Customer Support area provides an easy entry point – a front-door to IS&T – for help with IS&T products and services. This area includes usability and accessibility services that help facilitate effective use of IT resources and a faculty and student liaison group that nurtures partnerships with faculty and students and works closely with groups like the Office of Educational Innovation and Technology (OEIT) in the Department of Undergraduate Education.

#### **Systems Engineering Questions**

*Q. What is Systems Engineering?*

- A. The Systems Engineering area supports application development and promotes interoperability of MIT's applications and systems. It is the consolidation of many complimentary functions within IS&T -- system development, user interfaces, QA, integration, release, training, documentation and maintenance.

*Q. What is the open Integration & Support role in Systems Engineering?*

- A. The Integration & Support role will set common standards and principles for the organization, promote interoperability, advocate for coding practices and reviews, and hold IS&T responsible for upholding standards.

*Q. Why was Technical Services moved to Systems Engineering?*

- A. Technical Services development teams were moved because this group provides shared services, right now for Education & Administrative Systems, and we would like to increase that sharing across those areas plus Data Management.

*Q. Looking at the org. chart in general I see an effort to be less silo'd and more transparent to our customers (which is a good thing). Both in terms of transparency and delivery, what is the plan to create repeatable open processes for technology delivery (i.e., buying technology and implementing it, or building technology and implementing it)?*

- A. Buy vs. Build is a popular but quite challenging one. Many factors should be taken into consideration in addition to initial cost of implementation. For major items, the IT Governance Committee and its sub committees will help us with those decisions.

#### **Data Management Questions**

*Q. What is the role of Data Management?*

- A. The role of Data Management is to work with the MIT Community on the development and execution of

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plans, policies, and practices to collect, protect, deliver, and make better use of the Institute's data and information assets.

*Q. Why is R3 Administration located in Data Management?*

**A.** Since R3 Admin focuses on database applications, placing them and others doing this type of work in Data Management will create better synergy.

### **Administrative Systems Questions**

*Q. What is Administrative Systems?*

**A.** The Administrative Systems area focuses on enterprise-wide systems that are critical to administration at MIT (e.g., predominantly SAP). This area works in partnership with the Vice President for Finance, Human Resources, Facilities, Environmental Health and Safety, and other key community groups to automate manual functions and support business process redesign to achieve a "Digital MIT." Responsibilities include providing and improving systems functionality for Payroll, Benefits, Employee Data, Appointments, Travel, Purchasing, General Ledger, Custodial and Grounds, and other functions.

*Q. What changes are occurring in Administrative Systems?*

**A.** Relatively few – most of the changes were made when the group was reorganized earlier this year. This reorganization increases the focus on the future roadmaps, integration and architecture of administrative systems. It also assumes that we work as "One IS&T," especially with former SAIS groups which have moved to Data Management and Systems Engineering.

### **Education Systems Questions**

*Q. What is Education Systems?*

**A.** This area focuses on enterprise-wide educational systems including student systems and course management systems (Stellar). Student systems include Learning Management Systems, Student Gateway, MIT Student Information System (MITSIS), Financial Aid, Admissions, and systems supporting other student, faculty and course-based activities. Key sponsors are the departments reporting to the Dean for Undergraduate Education (DUE), the Dean for Graduate Education (DGE), and the Dean for Student Life (DSL), as well as the MIT Council on Educational Technology (MITCET).

*Q. What changes are occurring in Education Systems?*

**A.** Major changes are cancelling NGS3, withdrawing from Kuali Student, and moving Stellar to Education Systems.

*Q. By keeping Student Systems developers separate from the Systems Engineering group, it will be somewhat difficult to keep them part of "one family" or to learn from them. Is there a plan to keep them tied together with the other developers?*

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- A. Regardless of where we report into, we all work as a team. One IS&T. The new organization assumes (demands) that we work as one team. We also want to make sure that we leverage skills of people by creating scalable and reusable solutions that can be used across business areas. There might be some transitional overlaps and misfits but we believe with your help, we can fine-tune the roles and responsibilities over time.

*Q. If Systems Engineering exists, why is there an Integration & Development role in Education Systems?*

- A. This role is specifically focused on Stellar and, to enable collaboration and integration with the Student Information System, Integration & Development will live in Education Systems.

*Q. Why are Student System developers not included in the Systems Engineering area?*

- A. With the decision to evolve the Student Information System with incremental business and technical improvement over the coming years instead of system replacement, it was decided that the developers needed to remain part of the Educational Systems group to ensure greater integration and collective future evolution.

### Operations and Infrastructure Questions

*Q. What is the role of Operations and Infrastructure?*

- A. Operations and Infrastructure focuses on MIT's foundational technologies such as the network, email, calendaring, data centers, and servers. This area will enable delivery of services, provide communication and collaboration services, and advance computing support services in partnerships with departments, labs, and centers.

*Q. Why is Distributed IT Support in Operations and Infrastructure?*

- A. A large percentage of Distributed IT Support's work deals with hardware acquisition, management, and deployment. The Operations and Infrastructure are maintains a significant hardware base as a result of the many devices that make up the network and the variety of servers/systems within the data center. By bringing Distributed IT Support into Operations and Infrastructure, IS&T can more easily draw on the hardware and software expertise of this group when solving customer problems.

In addition, the move consolidates escalated support into one organization and provides for reduced fragmentation and handoffs with greater breadth of knowledge in providing efficient support to our customers. As virtualization plays an interesting role in the desktop environment, the convergence between the services provided on the desktop and the data center will be critical in how we provide end-user computing services.

*Q. Why was Departmental Services renamed Distributed IT Support?*

- A. Support at MIT is a collective effort that involves our colleagues and partners in the DLCs working in collaboration with IS&T. The name "Distributed IT Support" tires to very much capture that collaborative engagement and supportive role with our DLCs in order to provide comprehensive IT support to the MIT community.

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*Q. Where is PCI compliance?*

A. In Security Systems & Services.

#### **Administration Questions**

*Q. How will IS&T fill the role of Administrative Officer for the new area?*

A. The position will be posted and we will look for qualified candidates internal to MIT first. If none meet the needs of the role, we will look to qualified candidates outside of MIT.

*Q. What is Pat Sheppard's role? Project Management is listed – what projects will she manage?*

A. The Project & Process Management function within the Administrative Officer area will work with cross functional teams within IS&T to or improve on existing or develop new standard processes, such as Software Development Life Cycle (SDLC), Project Management Methodology, and Resource Management and Reporting. Pat will also be involved with proposing Project management tools, possible replacement of Daptiv and other process & project management improvements. Project Management resides in the various Operational areas within IS&T, not with Pat's function.

#### **Project/Miscellaneous/Logistical Questions**

*Q. Why was Kualu cancelled?*

A. After an extensive internal review and discussion, and consultation with Kualu Student Board members, MIT had to make difficult decisions about allocation of resources and direct for the Student Information Systems and that did not align with where Kualu Students direction.

*Q. Why was NGS3 cancelled?*

A. A decision was made to focus on evolving our student systems by adding critical business functionality, enhancing the user experience for faculty, students and staff, and stabilizing the technical infrastructure.

MIT will not be replacing the student information systems completely.

*Q. Why was perMIT cancelled?*

A. It did not align with IS&T's strategic priorities going forward.

*Q. What other projects are being considered for cancellation?*

A. None at this time.

*Q. Can I apply for open positions on the org chart?*

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- A. All open positions will be posted and any IS&T staff is eligible to apply. All candidates, whether IS&T staff, internal MIT applicants, or external to MIT candidate, will be treated equally and considered based on qualifications and fit for a particular position.

*Q. Does this reorganization mean that I'll move to a different workspace? Are offices moving? Can we move to N42 or E19?*

- A. Not necessarily. We will be reviewing the organizational changes and then making decisions on what staff and/or teams should relocate, if any, by gathering the space requirements for each of the areas based on the new organizational structure. This may result in some re-arrangement of offices and work space. The Management Team will work with David Segaloff to ensure the proper coordination across areas. Our intent is minimize the need for relocating personnel and to minimize the disruption to the members of IS&T. If you have specific concerns or input, please talk with your manager.

*Q. If I have to move, what will I do about my computer, my parking arrangements, etc.?*

- A. If you have to move, the IS&T site team will work with you to make sure you have your computer and parking needs met.

*Q. I had a flex schedule approved by my current supervisor, can I keep this under my new supervisor?*

- A. Those are individual conversations between a staff member and his/her supervisor. It needs to be made with consideration of the work and the role and if in the new organization the role can accommodate a flex schedule or alternative work arrangement (i.e. telecommuting)

*Q. Given that we are laying off people, why are there so many open positions in the new organization and what are they for?*

- A. As part of the reorganization, there were areas identified where we needed reduced resources, thus the layoffs. There were also areas where we showed gaps in either resources or skills and therefore had to open up positions to fill those needs. We also have areas where staff left positions that needed to be backfilled because the role was critical in the new organization – those are also open positions.

*Q. Some people have been transferred to new roles, some of those filling open positions. There are still lots of open positions. Were the people who were laid off considered for these open positions?*

- A. Yes. We did a very thorough job of matching people to new or existing positions. That process will continue, and people who are on working notice can apply for any open positions within IS&T and MIT.

*Q. Will individuals taking on new responsibilities within the organization be promoted and/or compensated?*

- A. In some cases, yes. All positions are being looked at on a case-by-case basis and decisions about promotion and compensation are being made individually between us and HR.

*Q. After the last two big layoffs IS&T bloated back up again. Are we planning to do something different this time, or is shrinking and bloating just a part of the cyclical nature of our business?*

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A. We have put in place a focused, sustainable model for the future. That said, there will be areas over time that need to change (including growth) – we need to remain flexible and fluid as we evolve. Any growth and/or reductions will be based on the needs of the Institute at given points in time. The IT Governance Committee that I told you about is in place to help us to manage our budget and expectation from the community better.

*Q. More people were laid off than were necessary to close a \$1.2 million gap. Why?*

A. In January, we developed the “First Pass FY11 Budget” which included significant expense reductions that would not affect existing staff but which fell short of our overall target reduction. We reported that this shortfall amounted to \$1.17M. Since then, we have had to budget for a number of additional/new expenses related to IS&T’s reorganization. Consequently, the amount of expense reductions needed to meet our targeted reduction has grown higher than the originally reported \$1.17M.

Offsetting a portion of the additional/new expense increases were savings related to employee attrition. A number of individuals have left MIT during the year and the decision was made not to rehire for these positions. Despite these attrition savings, we still need to reduce our gross expense budget by more than the \$1.17M previously report in order to meet our financial obligations to the university.

We are making our budget fully transparent to the new Governance Committee and will continue to look for cost effective ways to deliver on our shared commitment to focus on the customer and improve service delivery.

*Q. Since I have begun working in IS&T, I have not been eligible for a pay increase due to budget cuts. When can I/we expect annual pay increases (as well as merit increases) to resume for Administrative (non-support) Staff.*

A. We were provided with a limited pool of funds for merit increases. During the upcoming week, administrative staff will be receiving a letter advising them of their merit increase effective July 1.

*Q. What is the gross difference in the number of IS&T employees from the beginning of F2009 to the beginning of F2011?*

A.

| <u>(as of the start of the FY)</u> | <u>Gross Expense Budget</u> | <u>SWD Budget</u> | <u>Staff (HC)</u> |
|------------------------------------|-----------------------------|-------------------|-------------------|
| FY08                               |                             |                   | 315               |
| FY09                               | \$54.2M                     | \$10.0M           | 331               |
| FY10                               | \$50.0M                     | \$9.5M            | 308               |
| FY11                               | \$46.4M                     | \$9.5M            | 272               |

*Q. How were the decisions made as to who was laid off? I ask this because people who have done long periods of sustained high quality service were let go and I fail to understand why.*

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- A. Layoffs are difficult. A tremendous amount of time and energy went into evaluating the function of all jobs within IS&T. Additionally, we analyzed how these functions would be impacted within the new organization. The conclusion was a list of positions that could be eliminated. In cases when multiple individuals were in the same job function that was to be eliminated, we conducted an analysis of each employee's performance in that role.
- Q. The last time we went through a reorg/layoff, there was some discussion around the fact that we would not be directly communicating the change in resources to our customers (internal to IS&T, or external), due to 'privacy reasons.' I think we need to communicate our new organization out to our customers, and it looks like we are planning to do it internally tomorrow at the "all hands" meeting, but what about externally?*
- A. There was a letter to the community (6/24) that was also posted on the MIT Campus News site and our website. Each of the Sr. Staff will also be out meeting with key customer groups to help them understand the new organization and the benefits it provides to the community. We would also expect all of you to play a role in communicating changes and helping your customers to understand the organization and what to expect. And in FY11, we will develop a strategic approach to communicating with the community on a regular basis through various outreach efforts.
- Q. Most of the alignments make sense, but I am curious about the seeming overlap between teams in the "Applications" verticals. The verticals are comprised of developers, analysts, and process engineers; why are each of the sub-teams still in their original configurations, instead of standardized across verticals?*
- A. Where the current roles are tightly integrated and / or difficult to separate, we kept it the same to ensure proper analysis is done and appropriate transition plan is made.
- Q. What's the difference between 'Interface Design' and 'Accessibility & Usability' and why weren't they combined?*
- A. Interface design is to design end user interface. Accessibility & Usability focuses on adaptive technologies that are in many cases relevant to federal guidelines and laws.
- Q. Does Training & Documentation still write documentation for projects or do project teams need to take over that work? Looks like people who did documentation are gone.*
- A. The documentation process has already been moving in the direction of what some were calling the "triage" model, in which more of the documentation writing would be done by project teams with the assistance of some guidelines and structures put in place by the central training and documentation team.
- Q. Administrative Systems needs a 'Program Management' function like Operations and Infrastructure.*
- A. Administrative systems, like other areas, manage a portfolio of projects. As the work plan for FY11 and beyond evolves, and as project management across all of IS&T matures, we will continue to look for ways to improve. This might include a Program management function for Administrative Systems, a pool of project managers.



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*Q. The Financial Business Consultants and Financial Assistants were assigned to specific directorates to support those areas, given the changes in the new organization, will the FBCs & FAs still cover the “same” areas?*

A. Over the next week or so the finance team will be evaluating how they will be providing financial support to the new organization and will then share their support model with the areas.

*Q. The org charts list ‘Strategic Partnerships’, what are they?*

A. There are situations where we team up with a company that has resources that is critical for what we need to deliver for the community. In that case, we engage the company rather than individuals as consultants.

*Q. Is this it? Are we done with layoffs after 6/15?*

A. These layoffs are what we need to do to support the new organization and meet our 2011 expense targets. We do not anticipate doing additional layoffs. However, in this changing economy no one can promise never again having to reduce staff.

*Q. Every change must have potential risk and rewards. What opportunity excites you (Marilyn) most about the reorg and what do you identify as the biggest risk?*

A. The most exciting part of this reorganization is the chance to have all of IS&T work as 1 team (“One IS&T”) that is focused on excellence in delivering our services to the MIT community. We have terrific people working in IS&T and we can do so much more if work together as a team.

The biggest risk is that we need to change the way we do things. People need to be willing to step up to the plate and change the way they function. It is not about “me” it is about “us”.