

Organisational challenges: staffing and staff development

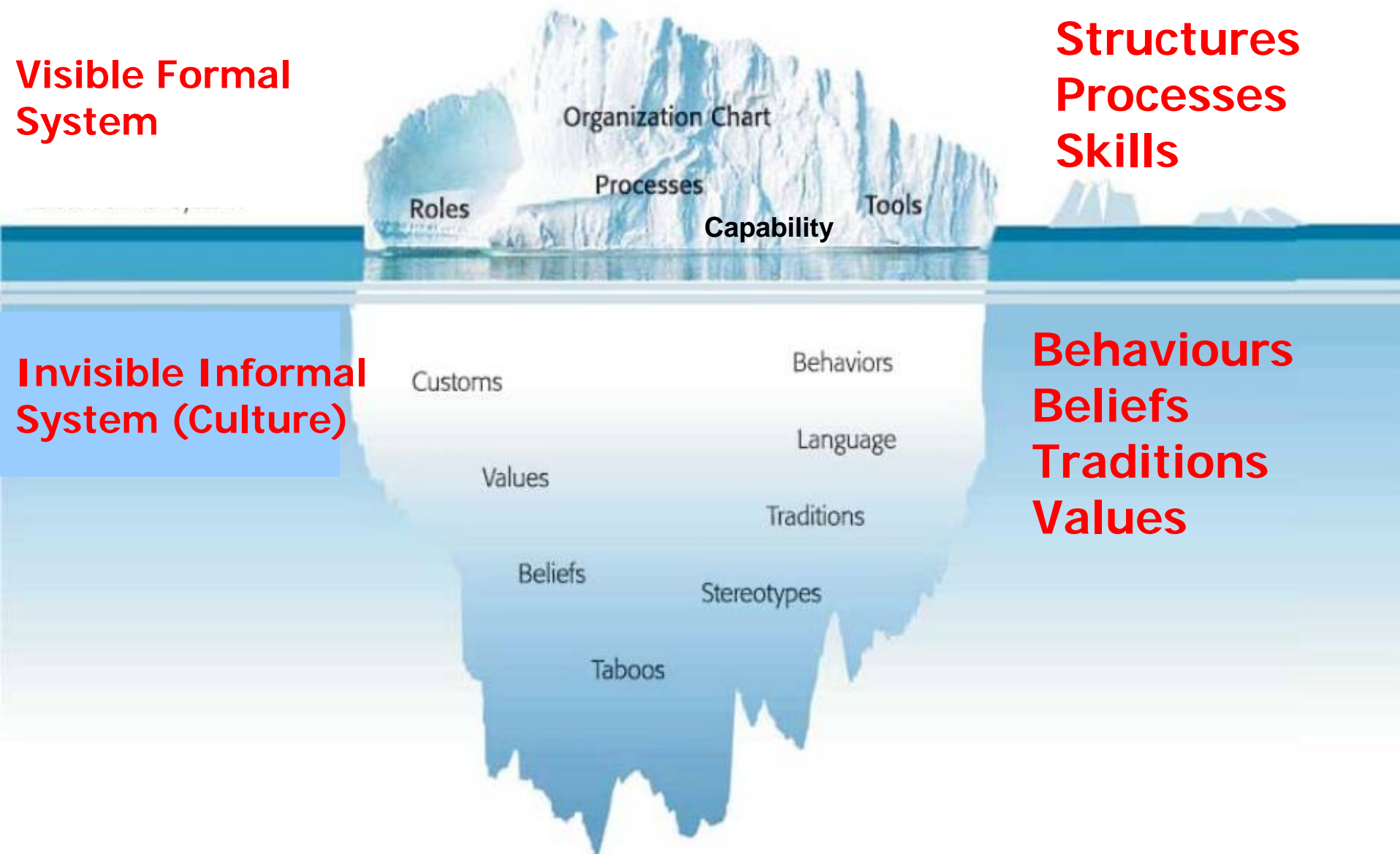


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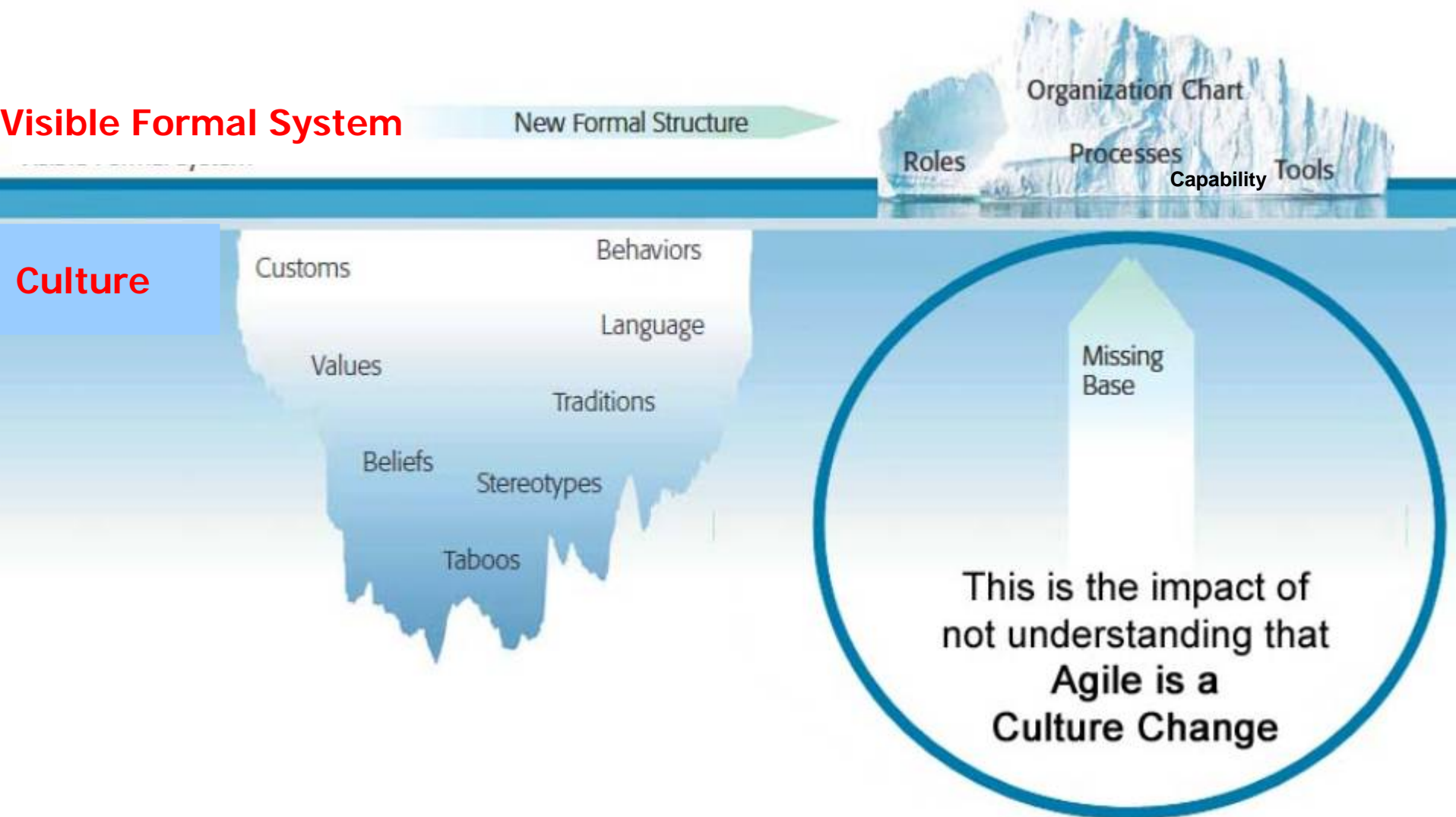
a personal perspective

- community development
- European partnership projects (France, Germany, Hungary, Spain, Portugal)
- e-enabled customer services centres
- 2 UK partnership programmes
- 4 x centralising ICT departments

The Iceberg Model of an Organisation



Result of Poorly Planned Organisational Change



Common characteristics of dispersed ICT people:

- subservient, sometimes subversive
- both loved and ignored by their departmental bosses
- both genius and naïve, fixers not managers
- excellent firefighters, less planning prevention
- little concept of “performance”, but dedicated to “cause”
- less concept of budget

Common feelings about dispersed IT:

- very bespoke, does what “we want”
- shortcomings forgiven because it is “ours”
- expensive, both in time taken to support and in scale
- multiple duplications
- electronic conflicts across the organisation
- unknown risks, but dedication to make it work
- uncertain development timescales

Common characteristics of centralised ICT people:

- good at targets, and budgeting
but can become detached from the customer
- better collaboration in IT service
but guard against less attachment to “cause”
- good at planning and proactive management
but can be dismayed to become “them”
- Professional approach, quality assurance
but can get too process driven, inflexible

Common features about centralised ICT:

- enterprise planning, systems work cohesively
but can dumb down customer requirements
- fewer breakdowns
but customers less patient with a “supplier”
- value for money/savings
but an easier target for financial controls
- managed risks
no “buts”, good to know what might go wrong
- better planned developments
but longer lead in times

Common causes to want to centralise ICT

- *“Missing out on efficiency and effectiveness, some very small teams”*
- *“Incompatible systems hinders co-operation”*
- *“Need better relationships with suppliers”*
- *“reduce RISK of many separate critical systems”*
- *“Too many servers and server rooms”*
- *“Unpredictable project delivery”*

Improve basic systems

- introduce enterprise-wide ICT standard and design
- joining up systems, "one version of the truth"
- rationalise core systems, "be innovative"

Establish skilled internal capacity

- develop IT skills – BCS competency
- bring in temporary expertise, transfer skills
- individual and departmental career plans

Establish "best practice"

- standard processes based on ITIL
- benchmark measures for performance
- predictable project and development delivery

Not so much the IT skills

more the culture

..... & the behaviours

Of course you need to:

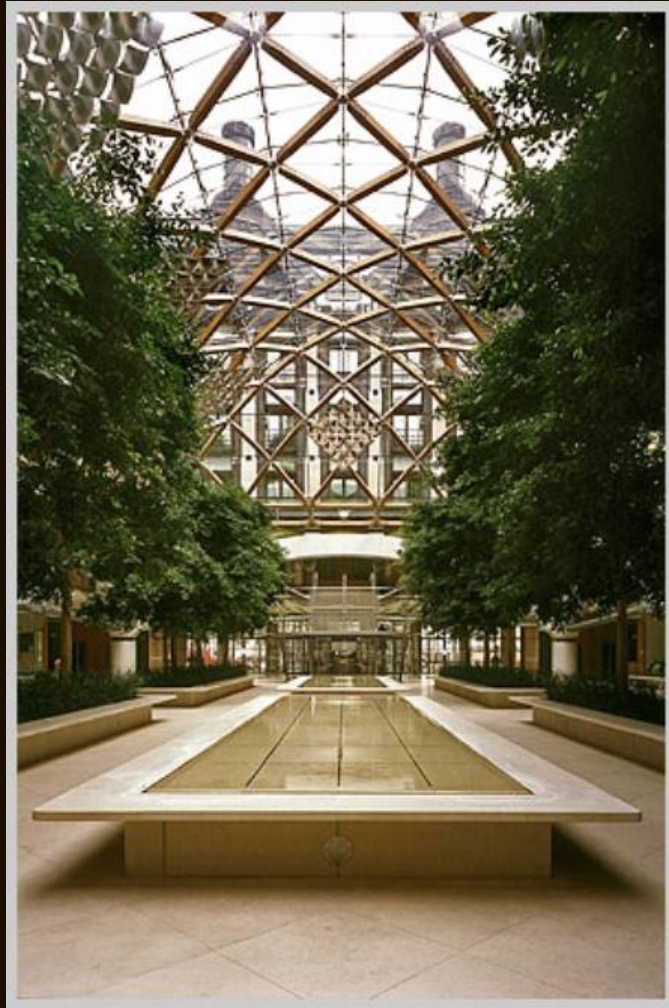
- Develop a good governance model
- Implement an adequate organisational structure
- Install good technical solutions
- Implement sound (ITIL) processes
- Identify resource skill gaps and train

BUT you also need to:

- Communicate the reasons for the changes and the role of each member of staff in that change
- Develop the way people work together
- Ensure they know what success looks like
- Develop their confidence to take the risk of being involved in driving change forward



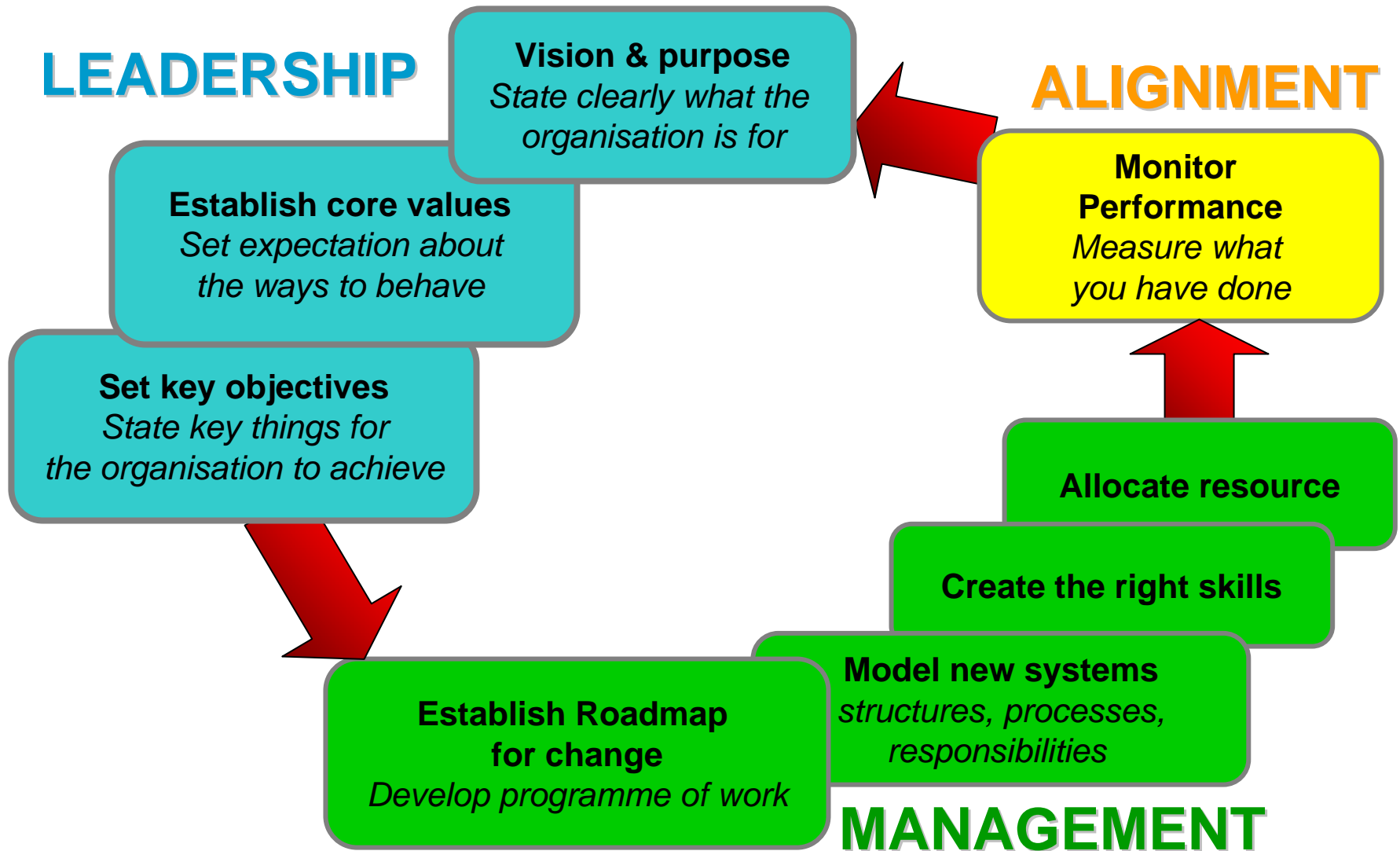








Organisational Development



LEADERSHIP

Vision & Purpose

- ✓ Define a mission statement
- ✓ Simple, with single interpretation
- ✓ Single sentence, no “ands”, “ifs” or “buts”
- ✓ Communicate – consistently, repeatedly

LEADERSHIP

Establish core values

- create dissonance with old mythologies
- Create shared values
- Shared beliefs, common language
- Shared behaviours

LEADERSHIP

Set key objectives

- Direction understood by all
- Priorities clear
- Individual objectives aligned

MANAGEMENT

Establish Roadmap & model new systems

- ✓ Planning how to do it
- ✓ Adjust the organisational structure
- ✓ Implement the systems to improve the service
- ✓ Allocate responsibility for implementation
- ✓ Implement ITIL processes

MANAGEMENT

Create skills, allocate resources

- ✓ Skills gap analysis
- ✓ May need to have interim resources, transfer skills
- ✓ Set individual job objectives
- ✓ Monitor monthly and annually
- ✓ Reward mechanisms

ALIGNMENT

Monitor Performance

- ✓ Know what success looks like for the organisation and for individuals
- ✓ Monitor performance

Herding, not driving

Communicating, no jargon, talk results not methods
Collaborating, be open to solutions

Work with the organisational culture

behaviour before process
process before technology

Plan, but not prescription

maintain flexibility, life is always changing

And never lose sight of the long term aim

