Building Scale and Flexibility into the Enterprise

4 key organizational flex points to improve the overall agility of an IT organization

WORKFORCE CAPACITY & COMPETENCIES

How nimbly can IT “staff up/down” or “skill up/down” to meet changing demands?

• Workforce Re-Factoring Strategy – Create internal career paths with a focus on entry level hiring, job rotation and team re-factoring.
• Workforce Augmentation Strategy – Use vendors to provide on-demand staffing for services that have variable demand.
• Contractor-to Career-Program – Create a pool of contractors that can be scaled up or down on demand and move proven talent into the regular workforce.
• Student and Support Rotation Pools – Reduce dependency on single individuals’ expertise and stratify the work between entry level and senior roles.
• Mentorship and Leadership Programs – Continually upskill the workforce to improve mobility, career paths and retention. Provide career development and team strengthening.
• Workforce Mobility – Regularly review knowledge base that compares staff skills against open positions and emerging needs.

TECHNOLOGY & INFRASTRUCTURE

How flexible is the infrastructure, and can it be quickly configured to meet changing demands and conditions?

• Virtual Data Center Strategy – Implement cloud agnostic architecture that is redundant, resilient and is readily available.
• Strategic Enabling Technology – Purchase software platforms and SaaS that are massively configurable, replacing large portfolios.
• Software Defined Networks – Launch networks that are dynamic enough to conform on-demand.
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STRATEGIC & OPERATIONAL ALIGNMENT

How rapidly can the IT organization change its priorities and direction?
How can they be assured of alignment with overall strategy?

• **Cascading Organizational Goals** – Implement strategic alignment to enact change in a uniform way.
• **Architectural Governance** – Focus on reducing complexity and making efficient architectural decisions to create solutions that are reusable, modular and interoperable.
• **IT Governance** – Ensure that the right governing mechanisms are placed at the intersections of technology decision making.

SERVICE GROWTH & SUSTAINABILITY

How are IT services monitored and funded?
Are they sustainable when the underlying conditions change?

• **Growth-based Funding Models** – Use models such as a student technology fee and central infrastructure fee. Balance central vs. cost recovery funding.
• **Service Health** – Regularly monitor IT service health metrics across operations, projects, and infrastructure.
• **Workforce Labor Tracking** – Use operations, maintenance and project tracking to determine appropriate, sustainable allocations of labor and budget.
• **Performance Analytics** – Measure the inputs and outputs of each service group to determine staffing levels and bottlenecks.

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