



UC SANTA CRUZ

# **Staff Transition Project**

Project Name: Staff Transition

Information Technology Services

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Version 2.1

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# Document Control

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## Change Record

Date	Author	Version	Change Reference
2/21/06	Ann Berry-Kline	1.0	Initial creation
2/27/06	Ann Berry-Kline	1.1	Incorporated changes from Linda and Bill
3/7/06	Ann Berry-Kline	1.2	Incorporated changes from Peter McMillan and Steve Hauskins
7/8/07	Ann Berry-Kline	2.0	Updated charter to reflect remaining deliverables.
7/24/07	Ann Berry-Kline	2.1	Updated information from DLs

## Contributors

Name	Position

# Table of Contents

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<b>1. PROJECT BACKGROUND .....</b>	<b>ERROR! BOOKMARK NOT DEFINED.</b>
1.1 Problem/Opportunity Description .....	3
1.2 Project Sponsorship .....	3
1.3 Benefits.....	4
1.4 Goals.....	4
1.5 Risks.....	4
1.6 Estimated Delivery Dates and Budget.....	4
1.7 Stakeholders and Clients.....	5
<b>2. PROJECT SCOPE .....</b>	<b>6</b>
1.8 Objectives .....	6
1.9 Deliverables.....	6
<b>3. PROJECT PLAN .....</b>	<b>8</b>
The remaining work to complete the staff transition project will include.....	8
1.10 Risk Management Plan .....	9
1.11 Project Timeline.....	8
1.12 Dependencies .....	9
1.13 Issues and Policy Implications.....	9
<b>4. PROJECT ORGANIZATION &amp; STAFFING .....</b>	<b>10</b>
<b>5. APPENDIX A – STAFF INFORMATION .....</b>	<b>13</b>
<b>6. APPENDIX B – DETAILED SCHEDULE INFORMATION .....</b>	<b>15</b>

# Project Background

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## 1.1 Problem/Opportunity Description

The guiding principle of the ITS Transformation Program is the consolidation of IT staff and services that creates capacity and reduces resource allocation in areas that make the most sense. The scope of this project is the transition of identified IT staff and provisions that are located within the academic and administrative divisions to ITS and the work that they support.

There is inherent complexity in this project given the necessity to keep support levels in numerous areas the same and to provide more uniform support over the entire campus. The ability to migrate, manage, and still provide needed support and integrate staff into more focused job roles poses a challenge.

This project started with an outline of steps at a high-level. The first two activities to work through had to do with defining services and service levels with fewer FTE than expected and allocating staff appropriately to achieve those services. The estimated and actual totals are in the table below.

	DL	LITS	Support Center	Core Technologies	Application Solutions
Estimated	10	35	12	13	27
Actual	10	47	13	0	18

Additionally, in those early meetings, the Senior Managers and Divisional Liaisons were able to create a stop light status of each service for Dave Klinger.

This project plan is being updated with detailed plan information for

- the transition plans or job descriptions for the remaining 18 staff
- the formalization and completion of the Transitional Service Agreements
- a variety communiqué to the divisions and campus regarding roll out of services and policy and/or procedure changes
- understanding or normalizing service definitions and service levels in order for DLs to complete a risk and contingencies document within each of the divisions, if necessary.

## 1.2 Project Sponsorship

	Name and Title	Phone	Email
<b>Executive Sponsor</b>	Larry Merkley, Vice Provost	94906	lmerkley@ucsc.edu
<b>Sponsor</b>	Bill Hyder, Director of CRM	92127	bill@ucsc.edu
<b>Project Manager</b>	Ann Berry-Kline	95250	aberryk@ucsc.edu

### **1.3 Benefits**

Having the staff and ability to leverage economies of scale through software licensing, standard desktop hardware and software configurations, desktop support, central incident reporting and management, virtual computing hosting and operations will be just few of the benefits available to the campus.

### **1.4 Goals**

Goals to of this project are to:

- Identify and support the transition of staff into AS, CT, and CRM by 1/1/07 (estimated).
- When IT staff and services are transitioned; ITS will support under the current service catalog and a Transition Service Agreement:
  - Desktop Support and Technical Assistance
  - Server Administration
  - Departmental Applications and Web Development
  - Security and Network Management
  - IT Coordination and/or Management
  - Specialized or enhanced Local Support
  - Administrative or Analytic Support for a Technical Unit
  - Enterprise Administrative System Technical Support (FIS, PPS, AIS, Alumni)

### **1.5 Risks**

- The inability to come to an agreement on service definitions and service levels to be provided.
- Not recognizing current staff capabilities and enhancing their career goals.
- The inability to establish transition plans.
- Resource failure to support the goals of ITS.
- Gridlock with the Desktop Support and Application Solutions projects that are heavily dependent.

### **1.6 Estimated Delivery Dates and Budget**

This project started in June 2005 when the initial set of staff was identified. September 1 or the start of fall quarter marks the milestone for which transition plans are completed and Transitional Service Agreements begin. The project is estimated to complete no later than January 2007.

Salaries for transitioning staff currently reside under Bill Hyder, Director of CRM until each staff member is transitioned into the appropriate ITS unit. DLs and LITS funds will remain under Bill Hyder's control.

No new funding is required for this project.

Estimated Budget (check one):

- < \$8,000       \$8,000-\$24,999       \$25,000-\$249,000       \$250,000-\$499,000       >\$500,000

## 1.7 Stakeholders and Clients

This project is a class 4 project. The transition of staff and their service-related work crosses all of ITS and the divisions. The transition of staff and the services to be delivered will affect the campus as a whole. Stakeholders are the IT staff named as part of the Staff Transition, the Divisional Liaisons, department and divisional representatives (Deans, etc.) and the units within ITS that will acquiesce the IT staff, provisions, hardware and software, and the services to be delivered. The clients of this project are Faculty, Students and Staff campus-wide that utilize services offered by the ITS organization. Clients will most likely reside outside of ITS however ITS is also a client.

# 1. Project Scope

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## 1.8 Objectives

The objective of this project is to bring about an alignment within the ITS organization that utilizes both staff and resources to maximize computing support over our diverse campus. The process of building an ITS organization that best serves the needs of the campus will enhance our ability to support global and local services.

Goals to support the objectives are:

- Identify and transition ITS staff into AS, CT, and CRM by no later than 1/1/07.
- When identified IT staff and services are completely transitioned; ITS will support
  - Desktop Support and Technical Assistance
  - Server Administration
  - Departmental Applications and Web Development
  - Security and Network Management
  - IT Coordination and/or Management
  - Specialized or enhanced Local Support
  - Administrative or Analytic Support for a Technical Unit
  - Enterprise Administrative System Technical Support (FIS, PPS, AIS, Alumni)

Not in the scope of this project but heavily dependent is the Desktop Support services that need to transition (Desktop Support Project) and consolidation, maintenance and support of the departmental applications portfolio (Applications Solutions Project). Also out of scope but would enable the transition of staff and services are components of the Asset Management, Storage and Server Consolidation, and IdM Projects.

## 1.9 Deliverables

Project Deliverable	Work Products/Description
<b>List of staff and their proposed assignments- See Appendix A</b>	<b>Done</b> <ul style="list-style-type: none"> <li>• This document verifies the approximate number of people to be transitioned into CRM (becoming a LITS, Support Center Coordinator), CT, AS.</li> <li>• This list will be used as a communication vehicle for reconciling the number of LITS vs global positions as well as total number of staff allocated to each ITS unit.</li> <li>• This list will be used to track the progress of transition plans during the project.</li> </ul>
<b>Divisional TSA</b>	<b>Template nearly finalized</b> <b>1 TSA written and under review</b> <b>9 to go</b> <ul style="list-style-type: none"> <li>• Transition Service Agreement. This document outlines terms of</li> </ul>

Project Deliverable	Work Products/Description
	who, when and how services are provided.
<b>Job Descriptions</b>	<p><b>Done</b></p> <ul style="list-style-type: none"> <li>Newly created positions exist. Job descriptions for LITS and Support Coordinators are needed. The job descriptions will be reviewed by ITS mgmt and Staff HR to ensure alignment with ITS and Campus objectives.</li> </ul>
<b>Staff Transition Plan</b>	<p><b>Template completed</b>  <b>Plans being written – due to be completed 8/18 to go</b></p> <ul style="list-style-type: none"> <li>A schedule and plan created through a joint effort between each Division and ITS to transition staff and services.</li> </ul>
<b>Risk Assessment</b>	<ul style="list-style-type: none"> <li>A document that outlines a division’s risks (gaps) in service after the staff transition takes place. Where possible mitigating plans will be cited.</li> </ul>
<b>Communication Plan</b>	<ul style="list-style-type: none"> <li>A communication to each of the divisions regarding all the changes taking place in preparation for 9/1.</li> <li>A campus-wide communication just before and on 9/1.</li> <li>A presentation to each of the divisions regarding changes taking place through IT Request deployment, Staff Transition, Desktop Support and other projects.</li> </ul>

## 2. Project Plan

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### 1.10 Project Timeline

The remaining work to complete the staff transition project will include

- A staff transition plan for staff changing managers or having significant job responsibility changes.
- Transitional Service Agreements signed between ITS and each division by 9/1. Three are to be signed by 7/31.
- A risk and contingency document created by the DL based understanding service definitions, levels and resulting gaps.
- A communications plan that will include 3 types of communicate
  - A communication to each division as policies are changed and services are transitioned.
  - A communication to the campus on or before the start of fall quarter.
  - A multi-project presentation that CRM and the DLs can give to describe the changes resulting from the Staff Transition, Desktop Support, and IT Request deployment among other projects.

Below is a high level timeline with grouped activities. For a detailed plan see the merlin schedule in Appendix B.

ID	Task Name	Start	Finish	Duration
1	Done - Attain final roster	1/1/06	1/1/06	1 day
2	Done - Interview DLs for proposed assignments of staff.	2/13/06	3/6/06	3 weeks
3	Done - Reconcile staff assignments and totals with DLs and Bill Hyder, Director of CRM	3/8/06	3/22/06	2 weeks
4	Done - Final reconciliation of staff totals with SMT	3/22/06	5/06	2 weeks
5	Done - Create job descriptions for LITS and Support Coordinators	2/1/06	3/1/06	1 month
6	Staff Transition Plans completed		8/1/06	
7	Communications	7/17/06	9/1/06	
8	Risk and Contingency Document	6/1/07	9/1/06	
9	Transitional Service Agreements 3 TSAs signed by 7/31/06 7 TSAs signed by 9/1/06	6/13/06	9/1/06	
10	Project Complete		Est 1/1/07	

## 1.11 Dependencies

The Staff Transition Project is a foundational component of the Desktop Support and Application Solutions projects. For example, the Desktop Support Project needs to document and transition the desktop services from the LITS to the Support Center thus the transitioning will need to be timed such that desktop support services are minimally impacted. Similarly, Applications Solutions will be responsible for a large portfolio of applications that transitioning staff will need to continue to maintain through a new and as of yet, undefined prioritization structure.

## 1.12 Issues and Policy Implications

Issues include:

- How will gaps from the risk and contingency document be addressed?

Policy and procedure implications are:

- When fall quarter, 2007 begins, the signed Transitional Service Agreement for each division will take affect.
- We will communicate to and encourage campus to call the ITS help desk for all incidents.

## 1.13 Risk Management Plan

Risk Factor	Probability (H-M-L)	Impact (H-M-L)	Risk Management Action
Inability to come to agreement on services and service levels to be provided.	M	H	Continued transformation/implementation of ITTP projects and clear communication. Progressive negotiations between the DLs and Apps/CT/SC.
Inability to establish transition plans.	M	H	Continued implementation of ITTP project work to provide services globally and locally. Progressive negotiations between the DLs and Apps/CT/SC.
Inability to resolve the gridlock between other projects (Application Solutions and Desktop Support) and staffing needs.	H	H	Continued implementation of ITTP project work in small increments to release gridlock. Clear communication about each projects phased objectives.
Lack of resources to do adequate justice to services being provided.	M	M	Work toward leveraging economies of scale and enabling technologies to efficiently use staff and resources available..

### **3. Project Organization & Staffing**

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Each staff member transitioning along with the DL and incoming manager will need to agree on the staff members job responsibilities, necessary training and transition date.

Bill Hyder will handle the escalation of issues. If resolution cannot be agreed upon, issues should be escalated to Executive Sponsor, Larry Merkley, Vice Provost of ITS and the Assistant Dean or Principal Officer to resolve. Larry Merkley will have final say in decisions.

ROLE	NAMES & CONTACT INFORMATION	RESPONSIBILITIES	TIME
<b>Executive Sponsor</b>	Larry Merkley	<p>Has ultimate authority over and is responsible for the project</p> <p>Approves changes to the scope and provides whatever additional funds those changes require</p> <p>Approves deliverables</p>	
<b>Project Sponsor</b>	Bill Hyder	<p>Makes business decisions for the program</p> <p>Participates day-to-day in project</p> <p>Approves work products</p> <p>Bring issues to the Steering Committee as needed</p> <p>Recommend changes in resources and policy to the Steering Committee</p> <p>Review and approve deliverables</p> <p>Report status to and receive feedback from Steering Committee</p> <p>Resolve issues escalated by the project manager or from project team leads</p> <p>Resolve or forward policy issues to appropriate decision-making bodies</p>	
<b>Project Manager</b>	Ann Berry-Kline	<p>Report to and receive direction from Sponsor</p> <p>Participate in and approve project plan and deliverables</p> <p>Manage, review and prioritize the project work plans with objective to stay on time and on budget</p> <p>Provide status and progress reviews to Sponsor</p> <p>Collaborate with project managers in resolving issues across and within individual projects or within portfolios</p> <p>Identify required project team members and construct project teams</p> <p>Meet with project managers regularly to review issues and monitor progress</p> <p>Conduct risk management analysis</p>	
<b>Project Team and Members</b>	DLs Andrea Hesse	<p>Assigned full or part time to participate in project team activities</p> <p>Responsible for contributing to overall</p>	

	<p>Michaels Edmonds</p> <p>Eric Mitchell</p> <p>Bob Vitale</p> <p>Scotty Brooke</p> <p>Peter McMillan</p> <p>Alan Yoder</p> <p>Warren Mikawa</p> <p>Bomi Patel</p> <p>Steve Hauskins</p> <p>Assistant Dean/Principal Officer from each division</p> <p>IT staff currently under DLs</p> <p>See Appendix A</p> <p>ITS Managers/Supervisors</p> <p>Christi Bengard</p> <p>Vicki Davis</p>	<p>project objectives and specific team deliverables</p> <p>Escalates policy issues to team lead for referral to appropriate policy making bodies</p>	
<b>Advisors and Resources</b>	SMT		