Executive Summary – Mission, Objectives, and Summary

<u>Mission</u>: Move IT delivery from good to GREAT while optimizing the shared services model.

<u>Objectives</u>: Develop a technology path forward for KU and the City that leverages capabilities, responsibly manages costs, and protects your investment from the ever-increasing threat vectors baying at the door. Information Technology services have not always been viewed positively due to operating in firefighting mode. Provide a snapshot review which will provide a baseline for the development of a detailed roadmap to your desired future state while delivering immediate, tangible value consisting of:

- KU/City's current Information Technology delivery effectiveness and maturity
- KU's Information Technology department's organizational structure, depth, and talent
- Identification of technology-related primary challenges and opportunities for improvement

Three findings and issues analysis identified the following key items (not in rank order)

- ➢ IT has a credibility gap, exacerbated by soft skill weaknesses in customer service and ticket/project management execution, which need to align with business requirements.
- ➢ Departmental and organizational silos, stiffened by history and protectionism, have led to inefficiencies and friction. Success will require a focus by all for enterprise-wide success.
- ➢ Security in today's world requires an organizational commitment and a business-centric risk management strategy. The process has begun well; however, there is still a journey ahead.

Three top opportunities identified with a high return on investment (not in rank order)

- ➢ Basic communication skills training for the IT staff would vastly improve credibility.
- ➢ An audit to identify "lost" projects and then communication of status to reset expectations would begin to rebuild trust. A project coordinator would vastly enhance satisfaction.
- ➢ "How to" documentation, accessible through the existing SharePoint (intranet) tool, would improve self-service/training, increasing efficiency and rebuilding the partnership with IT.

Technology Leadership (team as a whole) assessment results based on the 30 interviews:

Participants were requested to rate on a scale of 0-5 (5 as best) the following 4 key areas:

- ◊ Vision: Effective leadership requires a vision; i.e., Steve Jobs (Apple)
- ◊ Passion: Successful leadership must exude passion; i.e., Martin Luther King
- ◊ Communication: The message must be in the audience's (client's) language
- ◊ Path: To inspire buy-in of an audience, they must see a viable path to the vision

The key observations were:

- Overall results were low, averaging 2.12/5, indicating significant room for improvement.
- Results from the "IT staff" and "All Clients" (City/KU depts) were virtually identical at 1.9/5 along the "tactical" axis (Comm + Path), demonstrating both agree delivery isn't good.
- There is, however, an intriguing disconnect along the "strategic" axis (Vision + Passion). Clients rated strategy more robust at 2.5/5 than those internal to IT at 2/5. Technology has therefore made headway strategically leading their clients, although internally, they lack passion, possibly due to history or they realize just how far they have yet to go.

<u>Summary</u>: While additional technology tools/solutions would advance service delivery much, people (training) and process (ticketing/project) improvements should be considered first to bolster those sides of the "golden" triangle. Success will require an investment in time and changing departmental ownership to an enterprise viewpoint. The attitude and appetite appear to be present, as demonstrated by the initiation of this effort. Now the question is; Is there the fortitude to see it through?

"Do the Right Thing…do it all the Time"