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CONTEXT:

To demonstrate my understanding of organizational management I have created artifacts that demonstrate my familiarity with the tools of IT Governance through the creation of the Services Catalog; my working knowledge of how to direct organizational focus and performance through the creation of the vision, mission, goal, and objectives for my Technology Department; and demonstrated my skills in applying CSF and KPI performance metrics as it relates to services provided in the catalog.

LEARNING OUTCOME:

This artifact addresses the following Learning Outcomes from the *Organizational Management* class.

OrM-06. Demonstrate a working knowledge of how to use vision, mission, and goals to direct organizational focus and performance.

OrM-09. Demonstrate familiarity with the tools of IT Governance.

OrM.10. Demonstrate the ability to apply skills by working with performance metrics in the form of CSFs and KPIs.

REFLECTION:

Although I alone created the artifacts for the Organizational Management class, the content included in each of the three different parts of the artifact are derived from presentation of information, discussions, and activities shared during the class and each reflects the topics of ongoing conversations with my Technology Department. In creating the three different parts of the Organizational Management artifact, I felt validated in my beliefs that as a department we exist to serve others in our organization and that the work we do is invaluable to the success of the organization. On the flip side, when our work is not done well, it affects the organization as a whole and reflects poorly on the work of the Technology Department. Both the Control Objectives for Information and related Technologies (COBIT) Framework and Information Technology Infrastructure Library (ITIL) are new concepts that I learned about as a result of this class and I was able to build aspects of each into the artifact. As a CTO, this is an area that I do not have much formal training but understand that these fundamental principals are critical in effectively managing the resources found within a district-level technology department. Going forward, I will spend more time exploring each and I know that I will discover practical applications and guidance from these frameworks.

The first draft of the service catalog provided a starting point to begin capturing all of the work that the Technology Department provides. I shared the service catalog with my staff and have asked them to incorporate the services that they are responsible for into a working draft. Before introducing the service catalog to them, I shared with them the need to promote the often overlooked value that our services bring to the organization as a whole. In developing the draft of the service catalog, the variety of categories highlighted demonstrated my familiarity of the tools for IT Governance in that these categories reflected the balance between regulatory compliance, the assurances that ongoing costs associated with IT management are understood, and that the plans for IT are aligned with the organizational plans to provide a flexible, innovative learning experience for our students. As I reviewed the shared draft with input from my team, I was impressed with not only numbers of services we provide, but also the diversity of the areas in which we provide them. We will continue to add to the department draft and incorporate the team's input into a final service catalog that will be shared with our district leadership team in August and will be part of a printed "Welcome Back" Technology Package for our teachers.

The exercise on developing a vision, a mission, a goal, and three objectives provided an opportunity to reflect upon the work that the department does as outlined in the service catalog combined with the question "Why does the department exist?" My first answer is "To serve our WUSD community" but I knew that we do more than just that and believe that I've created a vision that captures our service to the our teachers, staff and students while also describing our relationship with other district stakeholders and our desire to go beyond just providing service. The mission statement more clearly defines how we will fulfill the vision with the concepts of leadership and planning, a strong infrastructure, a willingness to explore innovative practices and new technologies, and a transparent process in managing technology. The goal selected is one that we are currently focusing on within my department: customer service. The objectives describe the need to create a standardized-approach with checks and balances for delivering stellar customer service so that it is the expectation and not the exception. The drafted vision, mission, goals, and objectives support the culture that my department shares as evidenced through topics and discussions at staff meetings and how we perform our daily work. This draft will be shared with the team for input and alignment to the district strategic plan before it is finalized and placed on our department website.

The development of one Critical Success Factor (CSF) and one Key Performance Indicator (KPI) for two services contained in the service catalog demonstrates my ability to apply performance metrics that describe what we need to do be successful and how we will measure success. I selected one service that will be new for next year and one that we struggle with as a district.

Steps for evaluating the services provided, specifically the CSF and KPIs noted above, are necessary to monitor the effectiveness of the services that the Technology Department provides. The evaluation methods described in this section include tools and data that are readily available as well as the new measurement tool of the customer service survey. To perform the review of the help desk ticket system on a regular basis, I must build this into my weekly schedule and designate a time to do the review to share the information with staff at weekly staff meetings. Any trends in tickets can be used as an opportunity to educate the end user through the weekly Technology Update email sent out to all

staff. The service survey is new and I am not sure how it will be received by teachers and staff. It will need to be short so it can be completed quickly, and it will be without any technician's name to not have issues with the CSEA union. The messaging around the purpose of the survey needs to be positive - "How can we help you" - and not as punitive or a place to rant. The design of the survey will be important to elicit the type of data needed to inform the quality of the customer service provided. To begin this process of evaluating services and educating staff, I will review the year's data from the Help Desk Ticket system and address any trends with technology department staff at staff meetings and in written communication beginning in August. Those trends that can be resolved through educating staff will be incorporated into the service catalog or the technology department website and will be messaged to staff beginning in August when they return.

Through the class and the creation of this artifact, I recognize gaps in my own knowledge regarding how to effectively manage my department but understand the resources that are available to help me strengthen in these areas. As a CTO, I will not only need to manage my own department, but look at the larger organization and the value that the Technology Department brings when aligned with the district goals and priorities. The district just started the strategic planning process and the preliminary beliefs, mission, and objectives were shared with staff and community members on May 18. A common thread in the draft of the strategic plan is a strong sense of community, a culture of innovation, and strong collaboration that supports student learning. This artifact supports those areas of the district strategic plan but may need to be reworded to more closely align with the overarching district mission and goals. I will take the draft of the district mission, goals, and beliefs and this artifact to my staff at our next meeting and work through a process to help them better understand the district strategic plan and how the artifact that I drafted can better align to the district's plan.