TO: DoIT Staff  
FROM: Mark Luker  

RE: Reorganization and Request for Your Advice  

July 19, 1993  

Last week we actively began the process of reorganizing the Division with the arrival of Dean Meyer, our consultant, to present an education session for the Group of 25. Following this memo are a set of definitions for the terminology we will be using and the anticipated schedule and steps we plan to take during the reorganization process. It may seem like a long and drawn-out process, but we are convinced that it will result in a much better organizational structure than we could create by traditional means.

The reorganization is our own choice to improve DoIT—we are not being forced to do so in order to shrink our workforce, nor do we expect to reduce the number of our employees. For any redundancies we might find in current activities, we have new areas in which we will need additional jobs. Also, our consultant tells us that at a minimum, 80% of you will end up doing jobs which are similar to the ones you have now.

As we start this process, I'd like to hear any ideas you have about ways in which we could make the Division better. Though you have heard a summary of our reorganization plan, I don't expect you to be expert on it or to tell me how you would draw a new organization chart.

What I'd really like to know about are your thoughts on what isn't working well now, what is important to keep, social or structural changes that are important, specific functions that might be usefully combined or separated and, in short, any thoughts, feelings and concerns that you have about improving the way we serve our customers. We also plan to use what you told us in the recent TQM Readiness Survey, so you don't have to repeat comments you made there.

Your suggestions may be anonymous if you desire. I need your comments by August 2nd so that they will guide our process from the very beginning. Please email them (doit.anon@relay.adp.wisc.edu) or give them to Pat Kaster in Room 2110. This email box will remove your email header—if you want to be identified please include your name in the text of the message. Thank you for your help with this very important process.

Use the blind mailbox to ask questions about reorganization, too, as we follow the process described below—we'll publish questions and answers in DoITINFO.
DEFINITIONS

Charter  Complete description of the services offered by a single unit.

Clients  Consumers of DoIT services outside of DoIT, i.e., users.

Contract Documentation of a commitment to a customer (internal or external).

Customers Those who obtain services from a unit, both internal and clients.

Dir's Office The director, deputy director, chief operating officer and executive secretary.

Domain  Description for each unit that specifies its mission by listing the services it offers, the clients served and the boundaries with other units.

Glossary Collection of descriptions of all services offered by all units.

Group of 21 Current set of DoIT directors, associate directors and assistant directors.

Group of 25 Group of 21 plus facilitators and the DoIT executive secretary.

Group of 60 Group of 21 plus the set of 39 next level supervisors across DoIT.

Group of 64 Group of 25 plus the set of 39 next level supervisors across DoIT.

Manager Temporary designation for a person heading a tier-one or tier-two unit in the new organization.

Migration Process of moving all current projects and tasks from the old organization to the new one.

NDMA  N. Dean Meyer and Associates, our reorganization consultant.

Roster Complete set of assignments of staff to units in the new organization.

Supplier A client, vendor or another DoIT unit that provides services to a unit.

Tier One Top level units of the new organizational structure (reporting to the Director).

Tier Two Second level units of the new organizational structure (reporting to Tier One).

Walk-thru A check (simulation) of the relationships between organizational units.
Summary of Reorganization Suggestions Received to Date

Ten submissions, containing:

- some staff (ADP?) don’t know how to send mail to an Internet-style address*
- provision for better break rooms would facilitate more effective teamwork
- very little (or vague) information given to staff, please communicate more*
- we should consolidate the training staff in our existing organizations
- we should consolidate the publications/graphic artist/marketing areas
- we should consolidate help desk support
- we need to better segregate first and second level support--all of us are getting too many interruptions
- we need to have a technical track so people don’t feel they have to go into management in order to progress in the organization*
- we are currently a collection of good-quality “cottage industries” but need to put in place an integrated “industrial organization”
- the NDMA structure risks creating “ivory tower” application technologist groups who don’t understand life in the trenches, and service bureau types need professional growth in technology areas
- too many sign-offs are now needed on projects--we need to streamline our decision-making
- one submission critical of a particular supervisor and the climate of work in that particular unit
- we should form an internal support group (instead of the MIC) to help with staff microcomputer problems--this would eliminate the use of “experts” within MACC
- we should coordinate all groups which sell items or services
- we should merge the two networking groups--to facilitate better communication and to reduce conflicting philosophies concerning network installations and support on campus

* indicates a submission that has been addressed at least in part in the FAQ