Reorganizing the UW-Madison
Division of Information Technology
Mark Luker
May 5, 1994

Why reorganize?
- New demands on the University
- New demands on DoIT
- Rapidly changing technology
- Merge and unify three organizations
- Improve services

Symptoms of poor structure
- Conflicting demands
- Bias toward specific solutions
- Wasteful internal competition
- Communication bottlenecks
- Slow response to new demands

Principles of good structure
- Whole jobs
- No overlaps or gaps
- Horizontal communications
- Clear charters
- Clear contracts

Structural building blocks
- Service bureaus
- Technologists
- Consultancies
- Architect
- Form many teams of specialists
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Service Bureaus
- Use current technologies
- Excellent service
- Efficient
- Clear measures of success

Technologists
- Develop future technologies
- Support the service bureaus
- Different measures of success

Consultancies
- Represent customer needs
- Special training for needs assessment
- Know the customer’s business
- Awareness of all DoIT services

Architect
- Achieve standards for interoperability
- Arrived at by consensus
- Document and share widely
- Moving targets—revisit decisions

Ground rules for process
- Adapt the building blocks
- No reduction in force
- Avoid harm to individuals
- Flatten the structure
- Participative design
- Good citizen rule

Tier by tier process...
- Educate the design team
- Design new units
- Select acting managers
- Simulate and test the design
- Note and fix problems
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Other tasks

- Staff communication
- Develop cultural principles
- Map 4,176 current functions
- Roster 560 staff to new units
- Create organization manual

Sample cultural principles

- Earn business through performance
- Contracts are solid commitments
- Everyone responsible for quality
- Recognition based on results
- Entrepreneurial spirit

Outcome for DoIT

- "Flattened" organization
- Two layers of management, not four
- Ten top-level departments, not three
- Clear charters for each unit
- Glossary of all products and services

New DoIT organization

Customer view

- Simpler organization—one help desk, one showroom, one store, etc.
- Better customer service
- Better strategic focus
- Achieve more with same resources

Next steps

- Migration of existing contracts
- New "internal economy"
- Load balancing
- Address personnel issues
- Measure and improve every year
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Vision Statement

DoIT is an innovative, national leader of planning and services for campus information technology.

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Mark Luker, Director; May 5, 1994

I. Main objectives
   A. Unify three distinct organizations (academic computing, administrative computing, and telecommunications) after a merger
   B. Achieve "high performance" response to future demands
   C. Focus resources on strategic needs
   D. Continuously improve products and services
   E. Not a downsizing-- get much more done instead

II. Method
   A. Follow structural model of consultant N. Dean Meyer
   B. Take apart old organization by four major types of activities (operational services, design of new systems, analysis of customer strategic needs, and setting standards for system integration)
   C. Build completely new organization from streamlined "structural building blocks" and new "organizational culture"
   D. Achieve high performance through teams of specialists organized "horizontally" by subcontracting

III. Process
   A. Use methodical, participative process to adapt model to UW-Madison
   B. Design complete organization from the top down by layers
   C. Incorporate specific entrepreneurial and quality principles
   D. Check design, improve it, educate staff and customers, migrate present activities, then operate as new organization

IV. Results to date
   A. All 560 staff and over 4,000 activities are now rostered to the new organization
   B. Few overlaps, gaps, conflicting demands, etc., remain
   C. The customer's view has been simplified with a single catalog of products, single help desk, single store, single showroom, etc.
   D. New consultants have met with over fifty customer groups to focus on strategic needs
   E. New architects have begun to meet with over sixty groups on the development of voluntary standards for new imaging systems
   F. An entire layer of management has been eliminated as the organization is "flattened"
   G. Management activities are streamlined and coordinated by the model itself
Reorganizing DoIT (continued)

V. Sample cultural principles

A. Must earn business
   1. through superior performance
   2. not a monopoly
B. Will use contracting
   1. establish clear agreements
   2. solid commitments
C. Quality
   1. listen to customers
   2. everyone responsible
D. Recognition
   1. based on results
   2. value teamwork

VI. New Vision Statement

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