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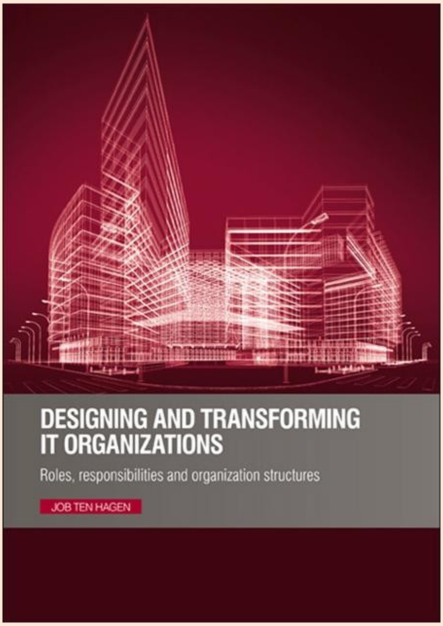
DESIGNING AND TRANSFORMING
IT ORGANIZATIONS
Roles, responsibilities and organization structures
JOB TEN HAGEN

Author: Job ten Hagen
Editor: Inform-IT
Publisher: TSO (The Stationery Office)

'Designing and Transforming IT Organizations' is the introduction book to a series of (initially) six books that will provide background considerations, theory, instructions, and practical guidance for setting up organization structures in the context of improvement projects.

The areas to be covered range from designing and transforming IT organizations in general, to detailed guidance on organizing service level management, change management, incident management, application management and security management.

This introduction book offers a coherent set of concepts and terminology, including roles, role structures, job descriptions, processes, tasks, responsibility, authority, profession, skills, responsibility matrices (RACI), human factors, Attitude/Behavior/Culture (ABC), separation of duties, conflict of interests, et cetera. Also, the aspects of accountability and governance are discussed, because an IT service management organization has its place in governance, and accountability has to be ensured.

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Roles, responsibilities and organization structures

JOB TEN HAGEN

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Preface

There are lots of books about IT Service Management, but almost none about the organizational issues of implementation projects. Very little has been published on organization structures, roles, responsibilities, skills and competences, in the field of IT (service) management, to support implementation and organization change projects. With this book, that has changed permanently.

The practice of implementing ITSM has been very hard. During the last two decades, organizations spent millions on ITSM projects, but many of these projects were actually categorized as ‘failed’. Often, this has been due to organizational issues. Now, attention for the ‘people factor’ is growing fast. Everyone seems to understand that focusing on process definitions and tools is not sufficient to create a mature service organization. But practical guidance was not easy to find.

This situation has led to the development of a new series of books on organization design and organization change, aimed at supporting IT managers in their daily practice and projects, a project initiated and managed by Inform-IT. This book is the introduction to that series. It adds to and aligns with existing literature, and handles all elementary structures that are involved with organization change.

The book builds on the knowledge of many experts from all over the world, on theory, and on extensive practice of two decades of IT service management and ITIL. It contains clear structures that can be reused and applied in your own practice. It follows straight-forward definitions, and uses examples and cases to illustrate how organization change works in practice. Above all, it provides you with a fundamental understanding of how organizations are designed and developed, and with a set of instruments that you can use in your own practice.

Jan van Bon
Chief Editor

Acknowledgements

This book is the introduction to a series of books on organization structures in IT service organizations. At the kick-off of the series, a huge response came from the IT service management community. It seemed that everyone wanted to be involved, indicating the importance of the subject of the series. Unfortunately, only a limited number of reviewers could be working on the team, due to practical considerations.

For each title of the series, a dedicated team of subject matter experts was created. These experts formed the Review Teams of the respective titles in the series, and many of them were involved in reviewing the basic chapters of this introduction book, since these chapters will act as the cornerstones of the other books in the series.

The book was authored by Job ten Hagen. Job did a really great job, turning all project requirements that were set up by Inform-IT into very instructive and easy-to-understand guidance, and he deserves a lot of credit for his achievements. Job was supported by chief editor Jan van Bon, and by sparring partner Paul Leenards, who provided very valuable guidance for the entire project.

The following experts reviewed the entire book and delivered valuable comments:

- Salvatore Del Pizzo (Management Consultant, Iniziativa, Italy))
- Christophe Feltus (Senior R&D Engineer, CRP Henri Tudor, Luxembourg)
- Mark Haddad (Senior Consultant, Directions, UK)
- Paul Leenards (Principal Consultant, KPN Consulting, The Netherlands)
- Gary Roos (Service Management Consultant, Refractive IT, Australia)
- Ulla Zeeberg (Senior Process Manager, NNIT, Denmark)

The basic chapters of the book, on generic organization structures and elements, were reviewed thoroughly by:

- Valerie Arraj (Managing Director, Compliance Process Partners, LLC, USA)
- Christie Biehl (Performance Metrics Manager, CSC – Computer Sciences Corporation, USA)
- Bart van Brabant (ITSM researcher, Belgium)
- Rob van der Burg ((Support Architect Operations, Microsoft EMEA, The Netherlands)
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- Margaret Thomas (Technology Management Consultant, MMT Consulting, LLC, USA)
- Steve Tremblay (Senior ITSM/ISO Consultant/Trainer, Excelsa Technologies Consulting Inc., Canada)
- Jos de Vos (IT Service Management Architect, IBM, The Netherlands)
- Martin Zinke (Consultant, KPN Consulting, The Netherlands)

About the author

Job ten Hagen is a business consultant at KPN Consulting, a leading IT Consulting firm in the Netherlands. KPN Consulting – its predecessors are Getronics Consulting and Pink Elephant – is recognized as an opinion leader and a founder of leading standards in IT service management.

Job has over 16 years of experience in the fields of IT service management and consulting. His extensive experience in various markets and client organizations includes roles and assignments such as process manager, service manager, organizational change consultant, team manager, auditor, coach and trainer. As an advisor and practitioner Job was responsible for designing and transforming IT service management organizations and processes.

One of his goals is to help clients and individuals to adopt best practices, using his practical experience and broad knowledge of IT service management. Job graduated in business economics and information management from Erasmus University in Rotterdam, wrote several articles and holds numerous certifications, like ITIL Expert, ISO20000 Consultant/Manager, PRINCE2 Practitioner and BISL and MOF Foundation.

1 Context

This book is part of a series about roles and responsibilities in IT service management (ITSM). This is the first volume of the series: the introduction book to the rest of the series. The other volumes of the series each discuss roles and responsibilities for a specific information technology (IT) management domain (process or function).

1.1 Introduction

Many organizations that decide to implement or improve ITSM fail in one way or another. There can be many reasons for failure, such as:

- lack of management commitment
- too ambitious, or badly defined goals
- a process only or technology only focus
- misalignment between organization (structure) and processes
- resistance to change in the organization
- accountabilities and responsibilities are not clear or missing
- staff that are unaware of their new roles
- staff that lack the necessary competences and skills.

In most cases, failure is caused by a combination of these reasons. Let us compare an ITSM implementation project to building a house. No one in their right mind would start building a house without: a proper design and foundation of the house; a right working order; clear definitions of responsibilities for (sub) contractors; the sort and quality of the materials used; skilled and competent people to build the house; meeting building codes and environmental rules and regulations. Nevertheless, many organizations start their ITSM project without a proper basis and building plan.

The roles book series is set up to help you make that plan, and to guide you in implementing ITSM. It covers those aspects that we think are essential to deliver an ITSM building:

- designing and developing the organization
- the essential process steps and activities
- role definitions, responsibilities, skills and competences
- accountability and authority
- governance
- the human factor.

This book combines these building blocks of the ITSM plan in a reference model and explains them in detail in section 1.3. As the book title and listing above suggests, a lot of our attention is people-related. This is not without reason: *people* execute and control process activities, *people* deliver products and services and *people* communicate about products and services. So how come people often are not in the center of attention when it comes to ITSM projects? Is it because we rather deal with technology aspects? We hope this book will fill this gap, both in practice and in literature.

Target audience

The book series is written for anyone who deals with ITSM implementations, improvements or organization change in their IT organization. For example CIOs, IT managers, process managers, or consultants who assist the IT organization in improving ITSM. But it can also be useful for a human resource employee who is responsible for defining roles, responsibilities and job descriptions for the new or changed organization. Or for process staff, like incident coordinators, who want to gain more insight in their responsibilities and those of the colleagues they work with.

How to use this book

As stated above, this book, Designing and Transforming IT Organizations, is part of a series on roles and responsibilities in ITSM. This is the first volume of the series: the introduction book to the rest of the series. The other volumes deal with a specific ITSM domain:
- Roles and Responsibilities in Service Level Management
- Roles and Responsibilities in Incident Management
- Roles and Responsibilities in Application Management
- Other titles to follow.

This introduction book covers the common structure for the series and contains a more profound guidance on organization design, development, change and governance. Most importantly, it offers an approach for ITSM implementation and improvement.

The book is divided into ten chapters. This first chapter introduces the reference and organization change model. Chapters 2 to 7 discuss all aspects of the reference model, and chapters 8 to 10 explain the organization change model.

1.2 Why was this book series written?

This book series provides important information that will help to avoid the following – all too common – pitfalls:

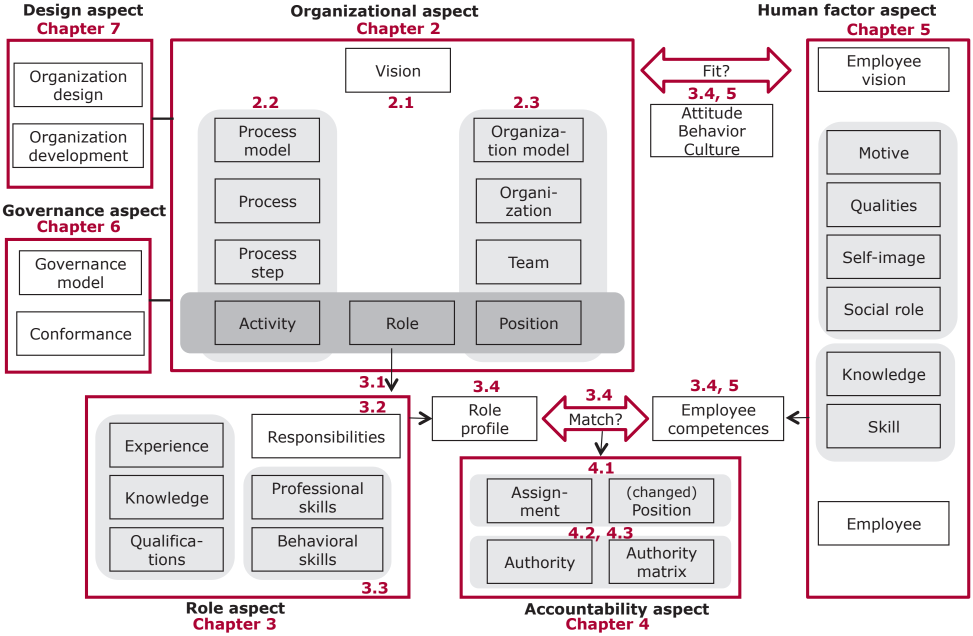
- **When implementing an ITSM project, the organization structure is neglected** – A frequently heard question is how to structure an IT organization when implementing ITSM. Focusing on ITSM processes would neglect crucial aspects of organization structure, teams, authority and assignment of roles.
- **During ITSM implementations the focus is on process output instead of business value** – Processes are designed and implemented without understanding that they are meant to deliver specific outcomes for the business. There is little established relationship between the processes as designed and executed, and the desired, agreed value that needs to be realized for the business.
- **Limiting the project to only process based best practices** – The available best practices are often too generic – or not specific enough – to be applied in existing organizations. Additional information is required about the distribution of responsibilities over line and process management, allocation of process roles, and alignment with the governance model of the entire organization.
- **Responsibility conflicts arise between line and process management** – Most best practices give little guidance on how to link the processes to the IT organization. For example, in large organizations a matrix organization is often implemented where the process managers will have the responsibility but not the authority that should go with it.
- **The project doesn't get off the ground because it has too many participants with limited ITSM implementation experience, and role profiles are missing** – Traditionally, organizations start improvement efforts by working on the implementation or improvement of their use of technology or their processes. This often leads to endless discussions about process definitions, and inadequate use of available tools. Starting with people improvement instead, by focusing on accountabilities, roles, and responsibilities, makes it easier to understand and less abstract than processes alone. Role descriptions are often missing in ITSM best practices. The practices don't provide detailed role profiles with responsibilities and skills required for matching individuals with the appropriate competences.
- **Change in the IT organization is evolutionary and lacks a drastic approach** – In the past, ITSM implementations were not as successful as they could have been. In most cases the implementations have been set up from a more evolutionary approach: the focus was mainly on the design of processes, procedures and tooling. Other important elements of organization change – specifically relating to the human resources system, job descriptions, involving customers and linking to the business vision and objectives – were missing or only slightly touched. IT organizations need to take more drastic actions to include these elements in a large change program and accomplish the goals the business has set. Organization change sometimes needs a crisis in which drastic measures have to be taken to meet the expectations of the business and to grow to the desired role for the IT organization.

It is clear that without including organizational and human resource aspects, an effective ITSM implementation is impossible; the IT organization will not be able to create value for customers. This book helps in solving these issues by elaboration on all these aspects and related topics: organization and organization change, the human factor, roles, accountability, design, governance, ITSM implementation and ITSM improvement.

1.3 Reference and organization change model

Reference model

The books in the series require a common structure, since they can be used in practice *as a set*. Figure 1.1 provides this common structure.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Authority
Authority matrix
Accountability aspect
Chapter 4

Figure 1.1 Outline of topics and structure: the reference model

Figure 1.1 outlines the topics and structure of this book and the series. It will be referred to as “the reference model”. Topics are grouped to indicate they belong to each other, as explained in the appropriate section. Groups are positioned next to each other to indicate there is a relationship of some kind. The arrows in the structure facilitate interpretation of the structure, relations and chapters in this book. The numbers refer to the appropriate sections in this book.

This book series supports the reader in configuring their own organization structures, following the principle of “adopt and adapt”. Most importantly it gives the reader basic guidelines and structures. The reference model is required for consistency and guidance, and describes the choices made. The definitions are generic and not prescriptive. They are provided to define uniform assumptions for each book in the series and to facilitate understanding of the material. These principles can be adapted to the organization practices used in the reader’s own organization.

Quick guide to the reference model

The model can be read in different ways, depending on the viewpoint and purpose. In this book series the model is briefly read like this:

A *vision* is created by senior management; it drives organization change and improvements, along with clearly defined organization goals.

The vision is the starting point for *organization development*, which in time may result in (changed) organization structures, processes and roles. *Organization design* is needed for designing the organization structure.

Organization design principles form the basis for the *organization model* and *the process model*, which together shape the *organization* with its departments.

A *governance model* is set up for the organization to ensure good *performance* and *conformance*.

Teams can be created and assigned to implement the organization’s goals.

A *position* means an employee situated in a department, and possibly working in one or more teams.

An *employee* can fulfill one or more roles, in each *role* the employee is responsible for carrying out *activities* relating to the *process* and its *process steps*.

The *responsibilities* of the role are described in the *role profile*, together with the *skills, experience, knowledge* and *qualifications* required.

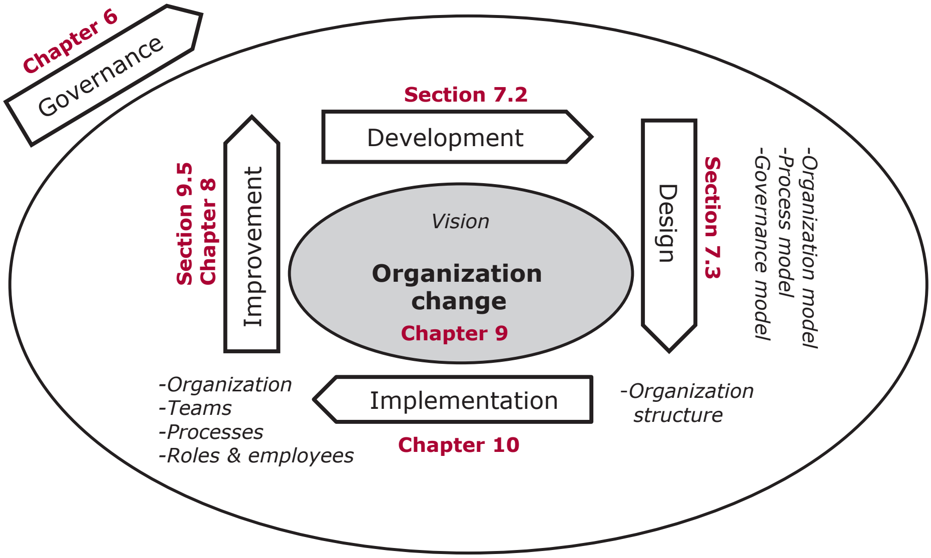
Employee competences are *matched* with the role profile for selecting the right employee for the role.

Therefore the *employee's vision* has to fit with the vision of the organization which depends on the *attitude, behavior* and *culture* of the organization, as well as the visible (*knowledge, skills*) and less visible (*motive, qualities, self-image, social role*) competences of the employee.

If there is a match, the employee gets an *assignment* for the role with corresponding responsibilities; the employee may get a (changed) *position* and *authority*, which is documented in an *authority matrix*.

Organization change model

In practice, using or applying the reference model may imply change or improvements for organizations. This is the aspect of organization change: figure 1.2 provides the organization change model. Organization change is the common factor for developing, designing, implementing and improving organizations, as illustrated by the central position in figure 1.2. The purpose of the figure is to give an outline of topics related to the organization change aspect. The order of topics is not prescribed. The numbers refer to the appropriate sections in this book. In the figure some topics of the reference model are positioned (in italics) to illustrate their role in organization change. The organization change model can be read in different ways, depending on the viewpoint and purpose.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Design
Section 7.3
-Organization model
-Process model
-Governance model
-Organization
-Teams
-Processes
-Roles & employees
Implementation
Chapter 10
-Organization structure

Figure 1.2 Organization change model

In this book the model is briefly read like this.

Organizations have to deal with change and improvement. The *vision* drives *organization change* and all related topics.

Organization development takes place because organizations have to develop and change to keep creating value for the customer.

For structuring the desired organization there has to be a *design*. *Organization design* principles form the basis for the *organization model*, the *process model* and the *governance model*, which together shape the new or changed organization.

If an IT organization wants to implement ITSM, an *organization structure* is required to support ITSM and its processes and functions. *Implementation guidelines* are used to transform the IT organization and realize the (changed) *organization, teams, processes, roles* and assigned *employees*.

To manage ongoing change, the organization has to apply (continual) *improvement* principles. Best practices can be used to improve organizations.

Governance is used to direct and control the organization change in order to achieve the goals of the change or improvement.

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Recommended websites

- www.sfia.org.uk (skills framework for the information age) has a lot of information about competences and skills
- www.itil-officialsite.com where APMG, TSO and the Cabinet Office manage the information on ITIL®
- www.microsoft.com/mof for all information about the MOF v4.0 Service Management Functions (SMFs)
- www.itgi.org about IT Governance

Acronyms

ABC	attitude, behavior, culture
BITI model	business IT integration maturity model
CIO	chief information officer
CMDB	configuration management database
CMMI	capability maturity model integration
CSF	critical success factor
CSI	continual service improvement
FTE	full time equivalent
ISM Method	integrated service management method
IT	information technology
ITGI	IT Governance Institute
ITIL	Information technology infrastructure library
ITSM	IT service management
KPI	key performance indicator
MOF	Microsoft operations framework
OGC	Office of Government Commerce
OSA	operational support and analysis
PDCA	plan, do, check, act
PMM	process management matrix
RACI	responsible, accountable, consulted, informed
RACI-VS	responsible, accountable, consulted, informed, verifies, signs off
RASCI	responsible, accountable, supportive, consulted, informed
RFC	request for change
RFI	request for information
RFP	request for proposal
SAME	strategic alignment model enhanced
SFIA	Skills Framework for the Information Age
SLA	service level agreement
SMF	service management function

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