

Updated Organizational Process Assets
From PMGT501

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PMGT 690
June 25, 2017

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New Organizational Structure (Question 3)

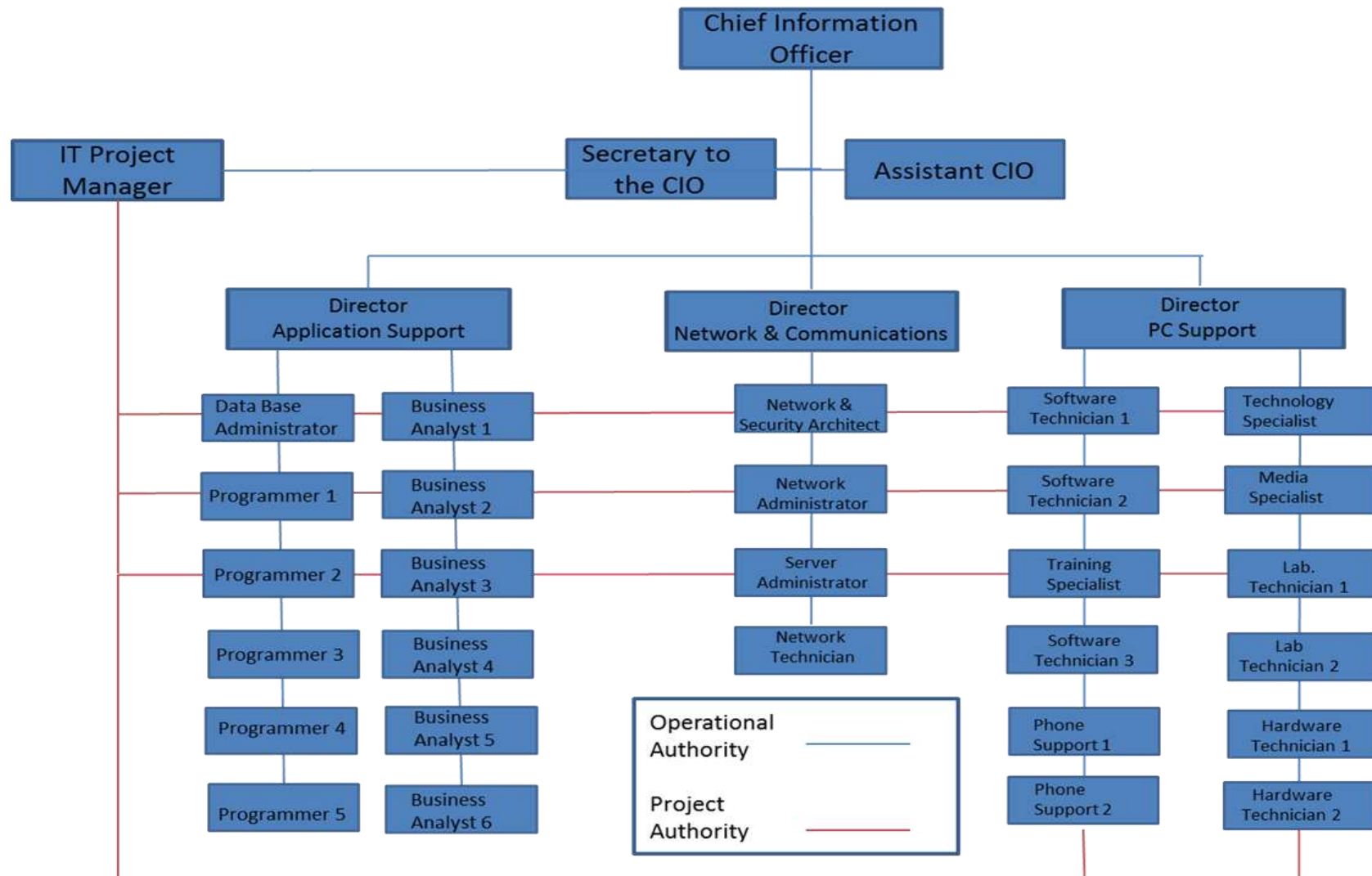
The new organizational structure for the ITD must be one that has a high focus on projects and provides for the functional needs of the University. “The matrix structure is designed to optimally utilize resources by having individuals work on multiple projects as well as being capable of performing normal functional duties.” (Larson & Gray, 2014) A strong matrix structure is what we are proposing.

Placing an IT project manager in charge of a more dedicated project teams will give the proper attention to projects and priorities based on the broader needs of the university not the more limited focus of a functional manager. Project times, scope and conflicts will be managed with a successful project focus. Finally, organizing into project teams will provide a sense of affinity with projects and ownership in the project outcome.

The IT PM will have the same authority as the ACIO. This makes the organization a strong matrix. The ITPM will be able to draw on the resources needed to complete projects and direct the IT project need of the university. The ITPM and ACIO will answer to the CIO who will help resolve conflicts and have the final say on operational and project needs.

Organizational Chart (Question 4)

This is the proposed new organizational chart:



Rolls and Responsivities for the new Organization: (Question 5)

Table 2 Rolls and Responsibilities

Position	Role	Authority	Responsibility	Competency
University President	Final approval for IT budget; Accepts and or approves IT project initiation and completion	Authorizes Projects Scope Budget, and Constraints	Directs overall Universities Mission business model	Firm knowledge of University Mission, and Vision and how Projects will impact each.
Chief Information Officer (CIO)	Oversees IT operations and provides IT Project oversight	Direct IT operations within the parameters assigned by the University President	Ensures successful operation of IT systems, personnel, equipment and projects	Knowledge of how IT fits into the University business model; Manages and directs personnel processes, organizations in IT infrastructure
Assistant CIO	Assists CIO as needed and acts on their behalf as directed	Has 'By direction' authority per the CIO	Ensures successful operation of IT systems, personnel, equipment and projects	Knowledge of how IT fits into the University business model; Manages and directs personnel processes, organizations in IT infrastructure
Secretary to the CIO	Coordinates all aspects of CIO's schedule and assists with correspondence	Can sign for mail as needed and answers CIO's phone when required	Ensure all Dept correspondence is handled in a timely manner. Provide CIO with resources to complete daily tasks	Proficient in MS Office Suite with a strong emphasis on MS Outlook. Excellent interpersonal skills; excels at customer service
IT Project Manager	Directs and coordinates all aspects of IT Dept projects	Can make project-level decisions	Provide Directors with guidance and resources to successfully complete Dept projects	5+ years in Project Management related activities. Proficient in MS Project. Possesses strategic vision, self-motivation, and strong leadership skills

Position	Role	Authority	Responsibility	Competency
Director of Application Support	Oversees all Data Base, programming, and analysis functions	Supervises 12 personnel and makes appropriate decisions related to their work	Provide for reliable data base maintenance, efficient programming, and thorough analysis for the IT Dept	Previous experience in managing IT systems; data base, programming, and business analysis background strongly desired
Director of Network & Communications	Coordinates all aspects of IT Dept media and network hardware	Acts as IT Dept Public Affairs rep, interfaces with network support reps	Consistent, excellent network performance and successful public relations	Public relations background; knowledge of network systems hardware
Director of PC Support	Directs all facets of campus wide technology support and service	Oversees a staff of 12 personnel and makes appropriate decisions related to their work	Reliable and friendly tech support; timely responses	Customer service background, experience with call-center style work centers. Creative and innovative customer support ideas desired
Data Base Administrator	Ensures reliable data base functionality	Can make data base maintenance and upkeep decisions	Supervise 5 programmers in the daily maintenance of a large-scale college IT network	Programming background and experience required. Must possess critical thinking skills and be able to monitor a multi-faceted system.
Programmer 1-5	Program and write computer code as required	Can make position-level decisions	Program and write code needed to maintain database	Proficient in Windows, Mac, Linux, C++, Java, and Adobe
Business Analyst 1-6	Perform analysis of IT Systems	Can make position-level decisions	Monitor performance, usage, and trends of IT systems	Experience in analysis and statistics
Network & Security Architect	Monitors network status and safeguards against breaches	Has 'By direction' authority from CIO for network security	Safeguard, protect, and adjust network as needed to ensure security	5+ years experience in cyber security and maintenance, preferably in a management role
Network Administrator	Assist Network & Security Architect as needed	Can make positional level decisions	Monitor daily network operations	Previous experience in large scale network operations and maintenance

Position	Role	Authority	Responsibility	Competency
Server Administrator	Assist Network & Security Architect as needed	Can make positional level decisions	Monitor status of campus servers	Previous experience in large scale server operations and maintenance
Network Technician	Perform network maintenance as needed	Can make positional level decisions	Perform network maintenance as needed	3+ years experience in maintenance on a large scale network and related operations
Software Technician 1-3	Updates and maintains software as needed	Can make positional level decisions	Ensure software currency for efficient network operations	Previous experience with software maintenance
Training Specialist	Prepares training documents for IT related products	Can make positional level decisions	Ensure training presentations are user-friendly and easy to understand	Proficient in MS Office Suite; emphasis on MS Word and PowerPoint
Phone Support 1-2	Provides over the phone IT support	Can make positional level decisions	Ensure friendly, clear, and accurate customer service	Must speak the English language clearly. Must possess a tremendous ability for patience and dealing with potentially upset persons
Technology Specialist	Maintains and controls IT Dept A/V equipment	Can make positional level decisions	Set up and operate A/V equipment as needed	Previous experience with A/V set up and operations to include computers, projectors, monitors, and sound systems
Media Specialist	Assists Technology Specialist with streaming presentations	Can make positional level decisions	Monitor and ensure smooth operation of class streaming equipment	Previous experience in distance/virtual learning environments with a strong emphasis on streaming video presentations
Lab Technician 1-2	Monitor status of computer lab equipment	Can make positional level decisions	Provide ready to use computers, printers, and scanners in the lab	Knowledge of IT Dept computer lab operations
Hardware Technician 1-2	Ensure IT Dept equipment is ready for use when needed	Can make positional level decisions	Repair and maintain computer, A/V, network, and server hardware as needed	2+ years experience in large scale network maintenance

References

Gray, C., & Larson, E. (2014). Defining the Project. In Project management: The managerial process (Sixth ed., pp. 118-122). New York: McGraw-Hill Education.