

### RECOMMENDED EXECUTIVE BRANCH IT ORGANIZATIONAL STRUCTURE

#### Context

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An organization's structure can hinder or facilitate its operations and is therefore one important piece of the puzzle of creating and maintaining an effective and healthy organization. The structural dimensions of organizations encompass issues such as:

- grouping and location of key functions and processes
- reporting relationships
- staffing
- span of control
- roles.

The context for the proposed reorganization of King County Information Technology within the Executive Branch has three major components:

- The Executive's recommendations for structure, which were codified by the Council in 2006, and which brought together under the Chief Information Officer all IT governance, planning, technology infrastructure, telecommunications, radio, and IT services in the Executive Branch Departments<sup>2</sup>.
- The findings of the PTI Report of 2004, which identified numerous areas of duplication and inefficiency across IT.
- The findings of the organizational assessment reported in Chapter 2, which elucidated functional, system, and cultural barriers to an effective organization as well as the staff, manager, and leadership vision for a high performing organization.

The recommended structure provides the 'container' for responding to this context and creating an effective, high-performing IT organization. It is described and discussed from three different perspectives in this chapter:

- functional organization
- reporting relationships
- cross-functional or organizational relationships.

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<sup>2</sup> Exceptions to this were GIS services, which reside in DNRP and radio services which are operated by DOT.

The chapter contains four sections, as follows:

- *Section I.* An overview of the functional structure of King County IT and a suggested new nomenclature.
- *Section II.* A delineation and discussion of the recommended structure in terms of the hierarchical reporting relationships within Executive Branch IT.
- *Section III.* A delineation and discussion of a recommended matrix structure to support improved working relationships, which is overlaid on the hierarchical organization structure.
- *Section IV.* An assessment of how the recommended structure supports the principles and criteria for structure, described in Chapter 2.

## SECTION I. A FUNCTIONAL VIEW

### The current situation

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The Office of Information Resource Management (OIRM) has a complex, functional role within King County, which must be taken into account when considering a reorganization of information technology within the Executive Branch. OIRM is an office within the Executive Branch with an advisory, planning, and fiscal role for IT across all county departments, offices, or agencies, and with a management role for IT within the Executive Branch Departments.

By ordinance, the CIO advises and coordinates with **all** branches of county government on:

- technology issues, including technical standards for hardware and software
- policies and standards for security and privacy of data
- technology strategic planning
- investment in technology
- management of technology projects.

The CIO also has the authority to release funding for technology projects and recommending budget changes for technology projects.

Within the Executive Branch, the CIO has additional responsibilities and authority for planning and oversight of all IT functions including:

- approving the department information technology service delivery plans (in conjunction with the Department Directors)
- assuring that the departmental service delivery needs are met, based on the plan
- hiring or designation of service delivery managers to manage the IT operations of the Executive Branch departments (again, in consultation with the Department Directors).

### The functions of Executive Branch IT and a new recommended nomenclature

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The scope of this reorganization is only the Executive Branch, but it is occurring in the context of the complex role of what is currently called OIRM and which is described above. To that end, a new simple nomenclature is recommended to differentiate the new structure from the old, and clarify the different functional roles within IT in King County in the future.

The recommended nomenclature is:

*Office of King County Information Technology (KCIT)*

To describe the IT organization, which fulfills all the roles described in the ordinance.

*Enterprise IT*

To describe the services provided by KCIT to all County departments and services that support KCIT itself.

*Decentralized IT*

To describe the services provided by KCIT locally, at an agency or departmental level. In the context of this reorganization, these are IT services provided in the seven Executive Branch Departments.

Using this nomenclature, the functions of Information Technology within King County can be organized as shown in Figure 2.

Within KCIT, there are essentially three groups of functions, which are color coded in Figure 2. The first group is functions that support all of King County government and are Enterprise Services. They include:

*Enterprise IT Governance:* the processes which manage planning, investment decisions, oversight of project implementation, security and data integrity, and meeting the broad needs of customers.

*Enterprise IT Business Solutions:* the functions which support the development of technology solutions to King County business needs as reflected in all or multiple departments and the development of standards and practices related to project management and software.

*Enterprise IT Operations:* the functions which maintain the underlying IT infrastructure for King County including the servers, networks, and telecommunications, and the standards and protocols which support the infrastructure.

The second set of functions are those provided centrally by KCIT to support its own organization, including the decentralized services. These include:

*IT Human Resources:* the functions which support effective labor relations, recruitment and hiring of qualified IT staff and management, training and development of IT staff, and the maintenance of day to day human resource processes.

*IT Finance and Administration:* the functions which establish the financial policies and practices, manage procurement, and coordinate budget for all of Executive Branch IT, and KCIT internal financial functions such as payroll and accounting.

The third set of functions are decentralized and provided by KCIT through the Executive Branch Department IT services. They include:

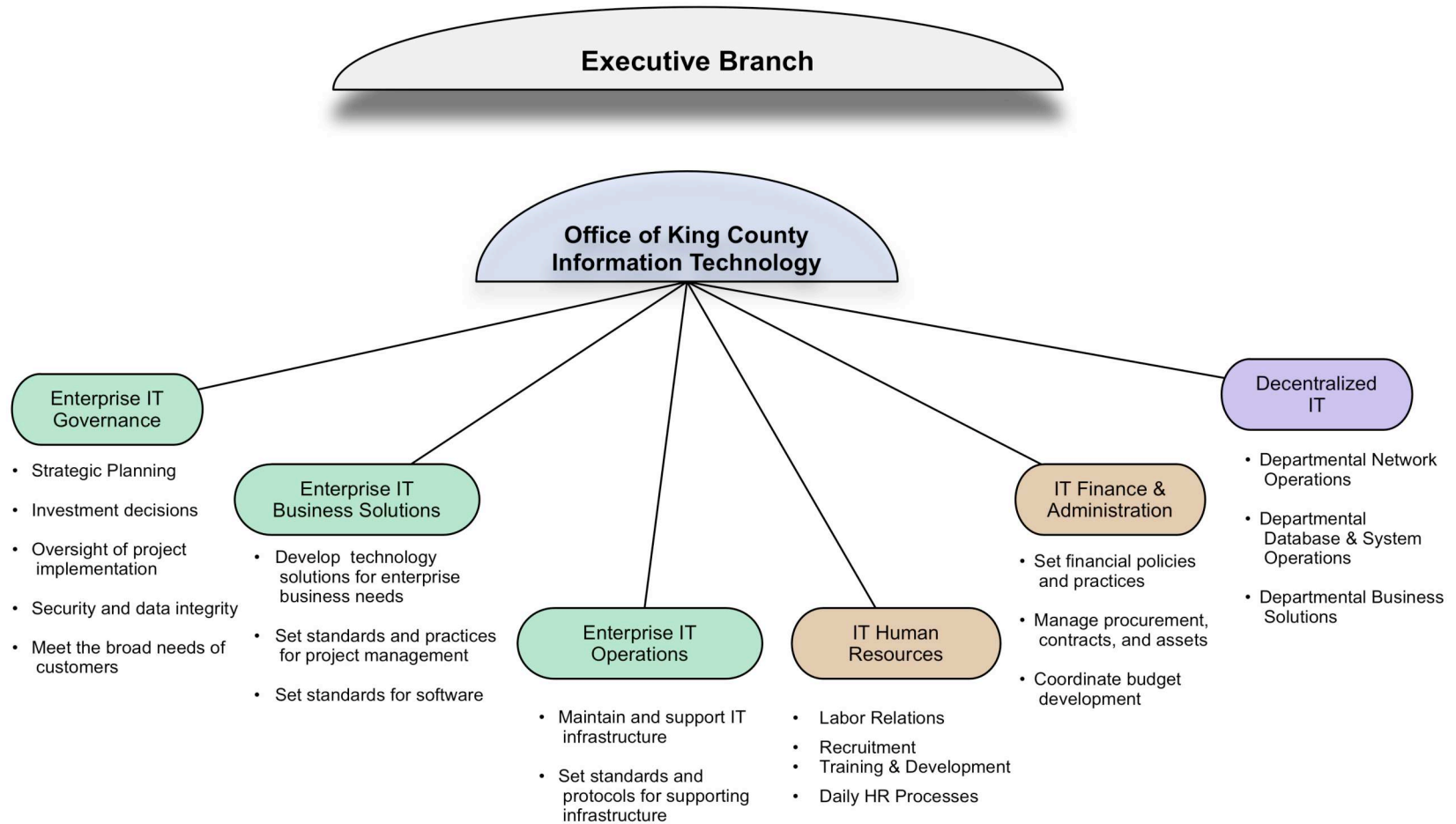
*Departmental Network Operations:* the functions which support the local area networks (LAN) and desktop applications.

*Departmental Database and System Operations:* the functions which administer the departmental servers and the databases and applications which reside on them.

*Departmental Business Solutions:* the functions which support the development of technology solutions for the unique departmental business needs.

*Departmental IT Finance and Administrative Services:* the functions which coordinate at a local level with the central KCIT administrative functions for activities such as policy promulgation, procurement, contracting, budget development, and accounting.

**Figure 2**  
**A Functional View of IT**



## Parameters for centralization and decentralization

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The principles and criteria for developing the organizational structure, described in Chapter 2, call for the standardization and/or centralization of functions that do not vary across the Executive Branch Departments. In developing the approaches to improving the organizational structure of IT, the criteria were taken a step farther and parameters were set for functions that would be:

- Enterprise Services and provided at centralized locations
- standardized across KCIT, but delivered locally by Departments
- decentralized and provided by Departmental IT groups.

These parameters are delineated in Table 4 that follows. It should be noted that in some cases, such as the Service/Help Desk and Radio, they do not reflect the current situation but the desired situation, and may only be achieved over a number of years of careful transition and development.

The next two sections of this chapter describe the recommendations for how these functions are to be organized in terms of reporting relationships (the hierarchical view) and in terms of working relationships (the matrix view).

**Table 4**  
**Guidelines for Centralization, Standardization, and Distribution of IT Functions within the Executive Branch**

<b>Function</b>	<b>Provided by the central IT group as an enterprise service or to support KCIT itself</b>	<b>Standardized but delivered locally by Executive Branch Departments</b>	<b>Decentralized and provided by Executive Branch Departmental IT Groups</b>
Governance	Project review Setting of standards and policies Managing & coordination of governing process		
Policy and Planning	Strategic & long range planning IT business project & operations planning Application portfolio assessment & selection Evaluation and measurement of service	Application portfolio management	IT / Business Line integration Service development of unique services, internal to department
Human Resources	IT Job standards Recruiting, rosters of qualified candidates for departments, reference checks, offers, and hiring authorization IT new hire orientation Daily HR activities Training programs	Training to standards Performance evaluation and disciplinary processes	Decisions re: staffing needs Selection of new hires Business line manager participation in IT staff performance evaluation and disciplinary processes Identification of specific training needs
Finance & Budget	Budget development, coordination, and monitoring Billing Payroll (for central IT group)	Financial policies, practices, and costing and reporting methods	Departmental budget development, coordination, and monitoring Payroll for Departmental IT



Function	Provided by the central IT group as an enterprise service or to support KCIT itself	Standardized but delivered locally by Executive Branch Departments	Decentralized and provided by Executive Branch Departmental IT Groups
Procurement & Asset Management	Maintenance of inventory of hardware and software Large group purchasing contracts Management of contracting, including policies and procedures Management of IT purchasing		Identification of software / hardware required for business operations Funding of business line purchases
Cable	Negotiate contracts for cable service Manage contracts and support external customer relations		
Applications	Maintenance and support of enterprise applications Development and support of new enterprise-wide applications (can be contracted for)	Application portfolio management including: <ul style="list-style-type: none"> <li>– widely used off-the-shelf applications</li> <li>– standards for database development</li> <li>– standards for platforms</li> </ul>	Development and customization of applications supporting unique business
Network	Development, support and maintenance of Wide Area Network (WAN) and I-Net Local Area Network (LAN) and Desktop support for central IT group	LAN and Desktop support	
Servers & storage	Infrastructure, including maintenance, backup, and data restoration Application and data installation for Central IT Maintenance of Data Center facilities		Application & data installation Maintenance and backup of departmental servers

Function	Provided by the central IT group as an enterprise service or to support KCIT itself	Standardized but delivered locally by Executive Branch Departments	Decentralized and provided by Executive Branch Departmental IT Groups
Service / Help Desk	Develop & maintain Tier 0 self-help site on the intra-net Set help desk platform, standards & policies Tier 1 Tier 2 and 3 for enterprise-wide applications & systems Monitor service levels		Tier 2 and 3 for unique Dept applications
Active directory / messaging	Maintenance and support		
Radio	Maintaining and support of public safety radio system Installation and repair of radios for both King County and external public agencies		
Telephone	Infrastructure & service Inventory management		Phone device deployment

## SECTION II. A HIERARCHICAL VIEW: REPORTING RELATIONSHIPS

### About the recommended structure

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The recommended structure of reporting relationships is built around three priorities that are woven into the principles and criteria, but which are important to call out:

- ❖ The accountability of the CIO for IT services within the Executive Branch.
- ❖ The desire to create a clearer bridge between IT services provided centrally and enterprise-wide and those that are provided locally at a department level.
- ❖ The desire to provide clear and supported career paths for IT staff and the capacity to develop succession plans for management and leadership.

The recommended organizational structure depicts an end-point or goal. There is no implication about the steps needed to achieve that end-point or the length of time needed to achieve it. It is expected that this will differ for IT in each of the Executive Branch Departments and Enterprise IT.

The recommended structure builds on the current structure, grouping functions somewhat differently for improved clarity, adding or streamlining supervisory capacity where needed, and adding new functions in order to implement the criteria. It is delineated in Figure 3, which is preceded by explanatory notes to aid the reader in more fully understanding the purpose of each element of the structure.

### How to read the organizational chart

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#### *Multiple Pages*

The front page of the organization chart shows the senior management team for KCIT and provides highlights of their key responsibilities. The following pages follow the senior management team structure from left to right, displaying the structure for each division of KCIT.

#### *Clerical or Administrative Support Staff*

For simplicity purposes, these positions are not called out in the organizational structure. They are critical, however, and SLR believes that greater use of these types of staff would increase the management capacity of KCIT. It is recommended that support staff positions be reviewed during transition, as changes in the management structure are implemented.

#### *Explanatory Notes*

The next section provides a set of notes that describe the salient features and rationale for key elements of the recommended structure. These amplify how the

structure fits the criteria and the desired results. Reviewing the notes alongside the organization chart will be useful.

## Explanatory notes

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### *A Question Mark: ‘?’*

In some cases, the title and classification of a needed position, including many of the senior management team, are not clear without further discussion and exploration. These are identified simply with a question mark and will be determined during transition planning. The exact titles and classification as director, manager or supervisor will be determined not just by the number of staff managed, but by the complexity of the area supervised, the critical nature and scope of the work being managed, and the training and expertise of the staff being supervised.

### *Deputy CIO*

In the current structure, the CIO has 12 directors or managers reporting to him, as well as broad accountability to the Executive and separately electeds, and therefore, has a span of control that is too broad to allow him to be fully effective. The position of Deputy CIO solves two problems at once. It reduces the number of people reporting directly to the CIO, while strengthening the leadership support for Departmental IT. This position has responsibility for both decentralized services and the governance, which spans the whole county, is a key component of creating a bridge between services provided centrally and those provided locally by the Executive Branch Departments.

### *Expansion of IT Human Resources Role*

The role of IT Human Resources has been expanded to support the Desired Result and principle of “Recruit, deploy and retain an appropriately skilled workforce.” The specific positions and focus areas were greatly informed by input from the departments. In the recommended structure, IT Human Resources will be newly responsible for:

- recruitment of skilled IT staff across the Executive Branch, including strategic advertising and applicant sourcing
- orientation of IT staff across the Executive Branches
- coordination and consistent application of corrective actions
- training coordination that identifies training needs and promotes maximum use of training opportunities for IT employees
- development of new training programs.

### *Addition of Procurement Function*

Centralized procurement is conceived as a service to the Executive Branch Departments and a lever for increased consistency and efficiency in the software and hardware purchases. It will increase the County’s capacity for large group purchasing contracts and lift the onerous tasks of inventory and asset management from the departments. Departments will continue to control their budget and purchasing decisions.

### *Addition of Decentralized Services Budget Coordination Function*

The structure creates a budget coordination role, offering assistance to IT Service Delivery Managers in developing department IT budgets and monitoring them. This function is separate from the budgeting for KCIT itself. Similar to centralized procurement, it is an administrative function that can be provided to the departments, and at the same time, create opportunities for better planning of IT resources across the Executive Branch.

### *Service Desk*

The recommended structure centralizes the Service Desk Tier 1 functions as an enterprise service, and assumes that the policies and practices for Tier 2 and Tier 3 responses are standardized. This represents a significant change from the current fragmentation and will require time to implement. It can result, however, in a greatly improved level of consistent service across the Executive Branch.

### *Project Management Office Manager*

Currently, the 16 Project Managers report to the Director for Enterprise Services. In this recommended structure, a Project Management Office Manager position is added, which will have the responsibility for assuring enterprise project priorities are met by coordinating and balancing staff resources and schedules across the project teams.

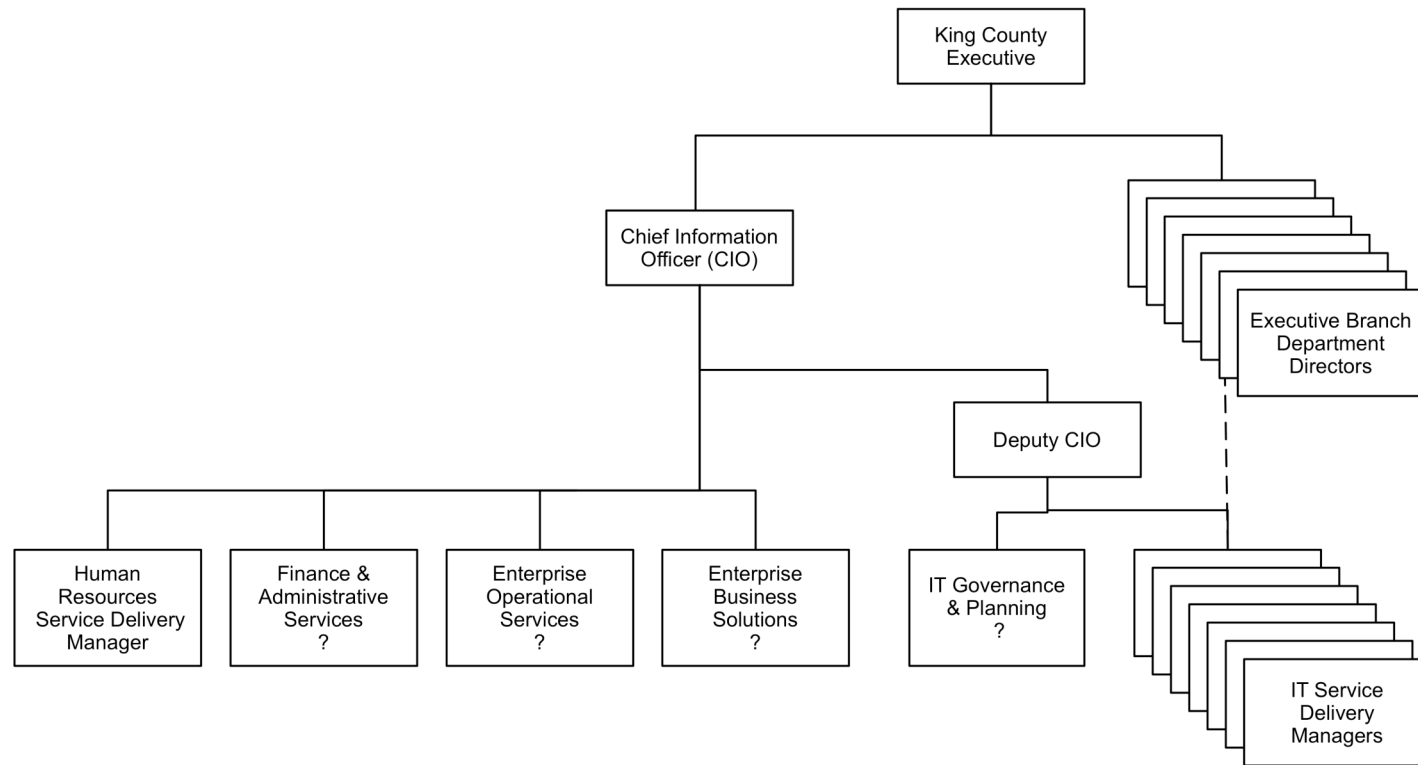
### *Radio*

Radio is shown as part of the Enterprise Business Solutions. During transition planning this is likely to be explored in more detail, as network and radio technologies are increasingly similar and in the future Radio may better reside within Enterprise Operational Services.

### *Department "X"*

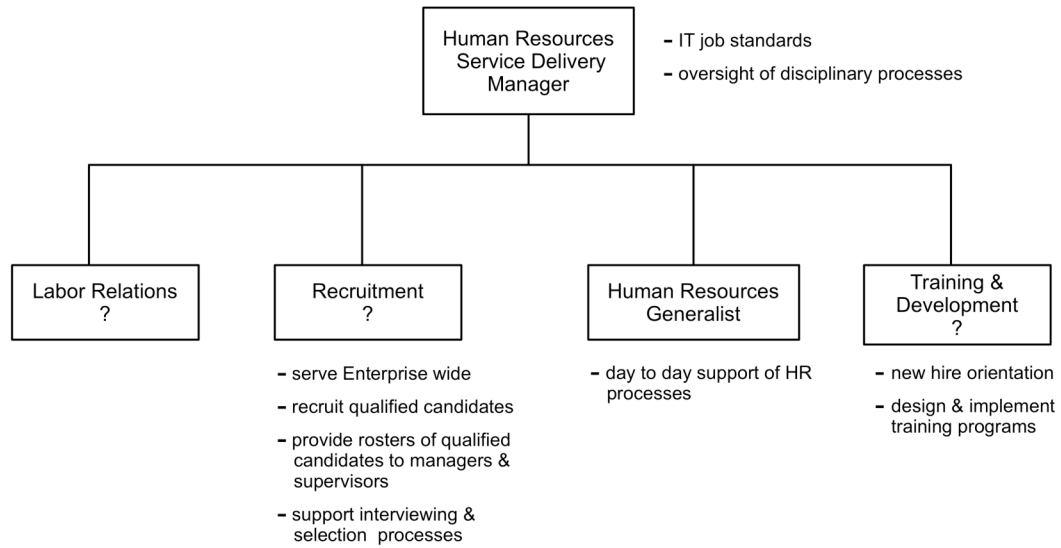
Department "X" is a model for the reorganization of IT services within Executive Branch Departments. It is aligned with the overall KCIT structure, which will facilitate the development of working relationships across KCIT, and is adapted from the current structures of DCHS and DDES (which have already largely reorganized functionally). The specific structures will vary by department, but will have in common the critical direct reporting relationship to the KCIT Deputy CIO and the consultative relationship with the Department Director.

**Figure 3**  
**A Hierarchical View of Executive Branch IT:**  
 Overview



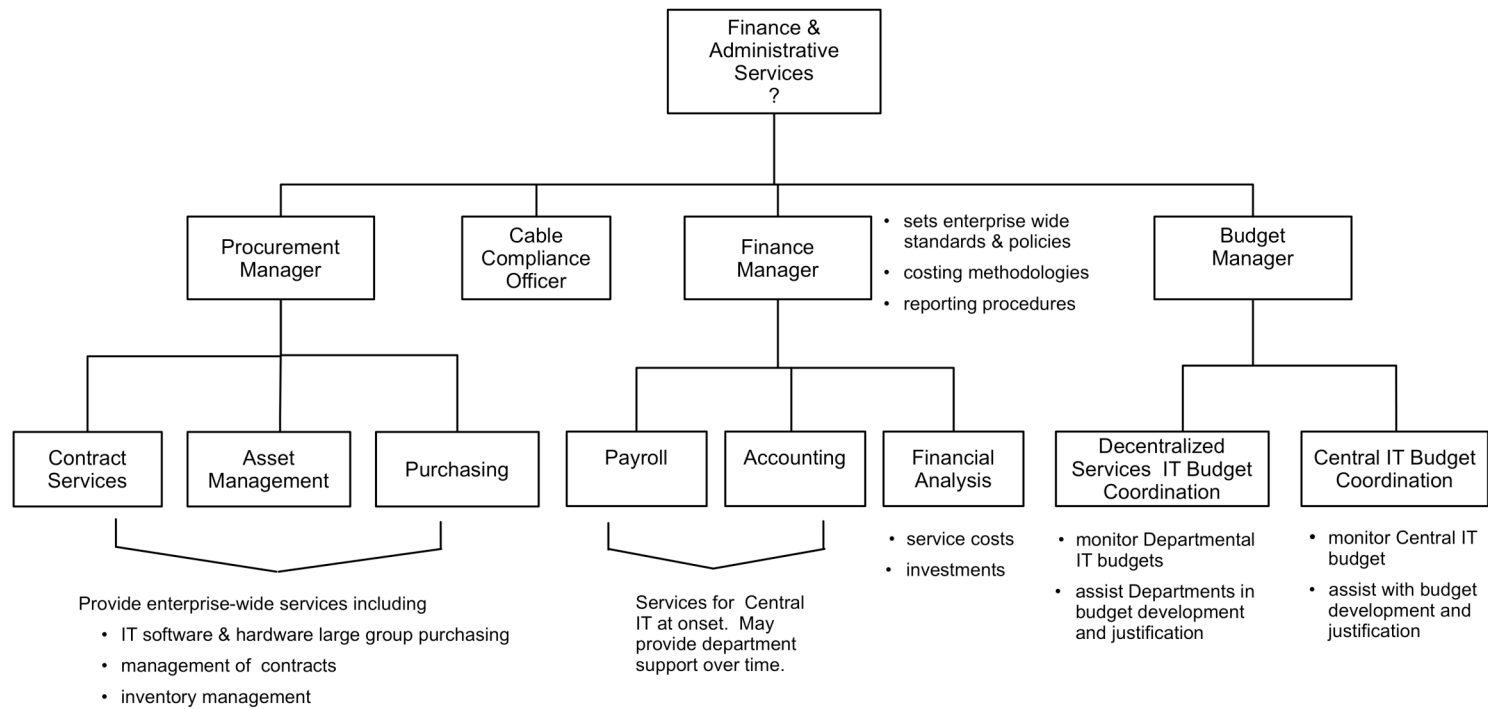
*Note: ? indicates that title and classification will be determined during transition planning*

***A Hierarchical View of Executive Branch IT:  
Human Resources***



***Note: ? indicates that title and classification will be determined during transition planning***

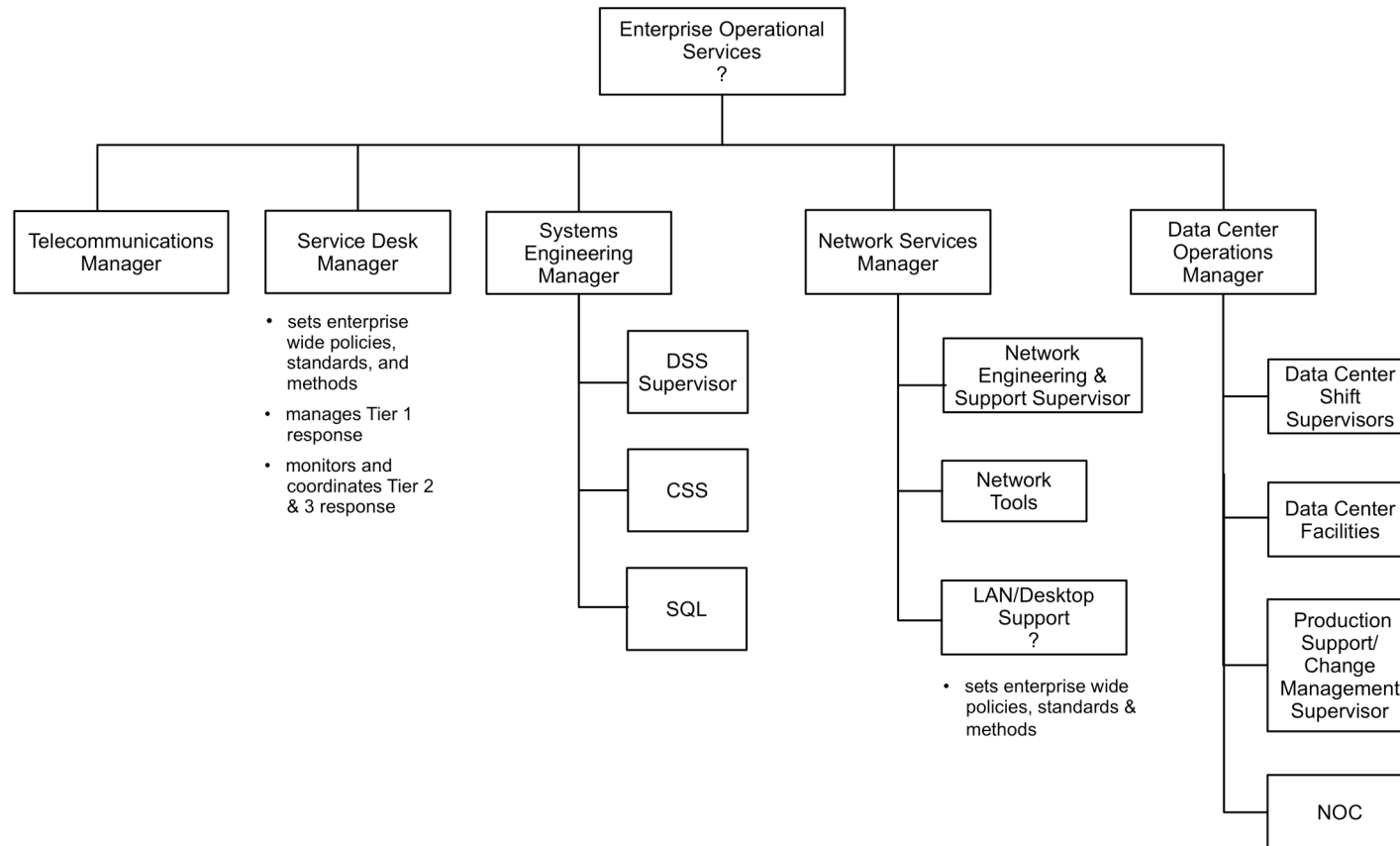
**A Hierarchical View of Executive Branch IT:  
Finance & Administrative Services**



**Note:** ? indicates that title and classification will be determined during transition planning

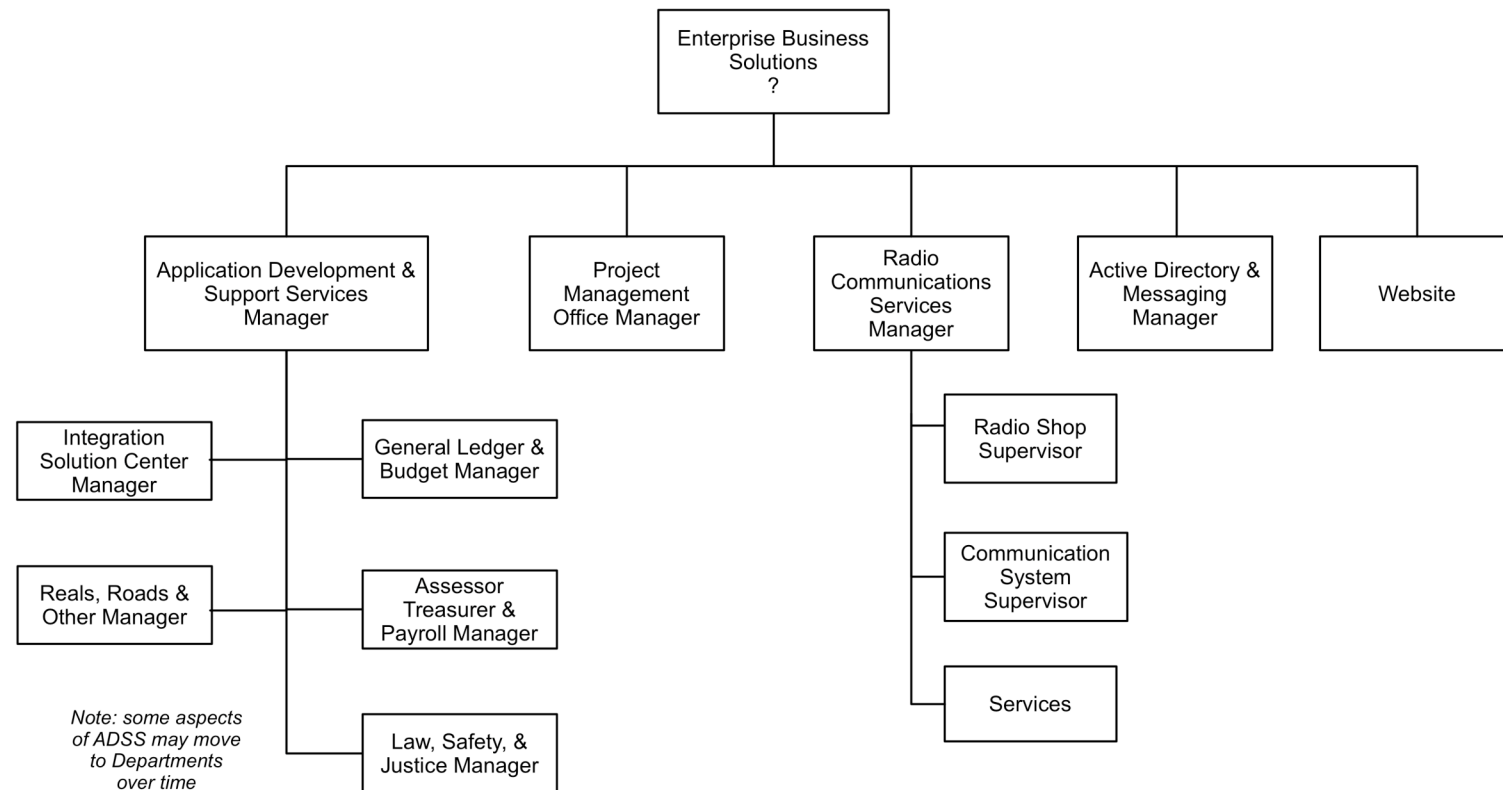


**A Hierarchical View of Executive Branch IT:  
Enterprise Operational Services**



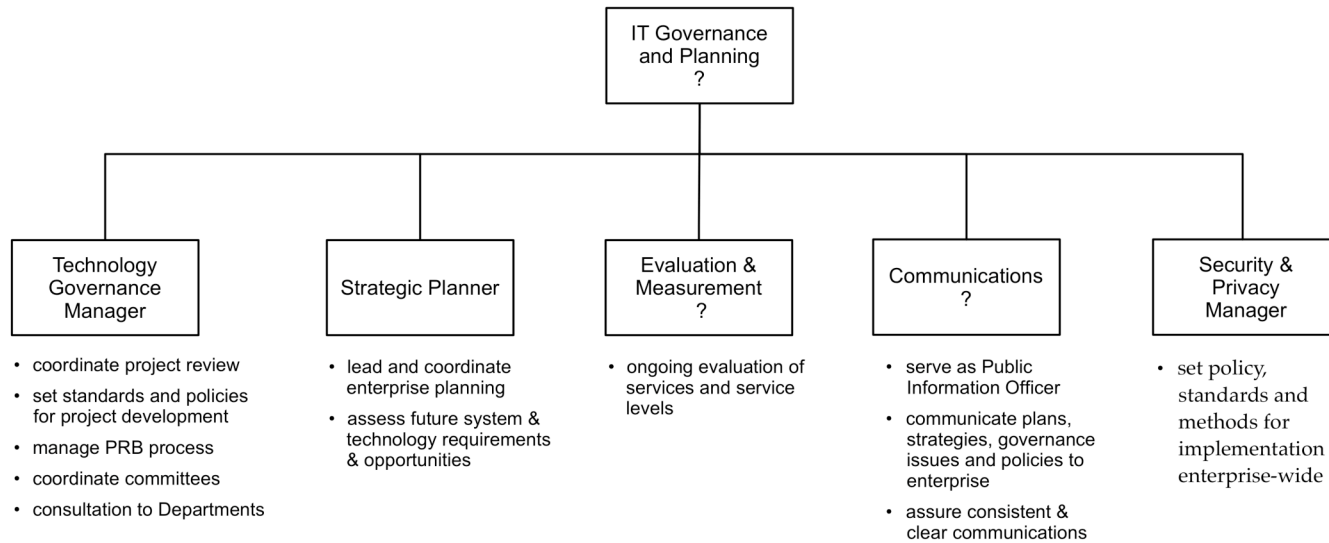
*Note: ? indicates that title and classification will be determined during transition planning*

**A Hierarchical View of Executive Branch IT:  
Enterprise Business Solutions**



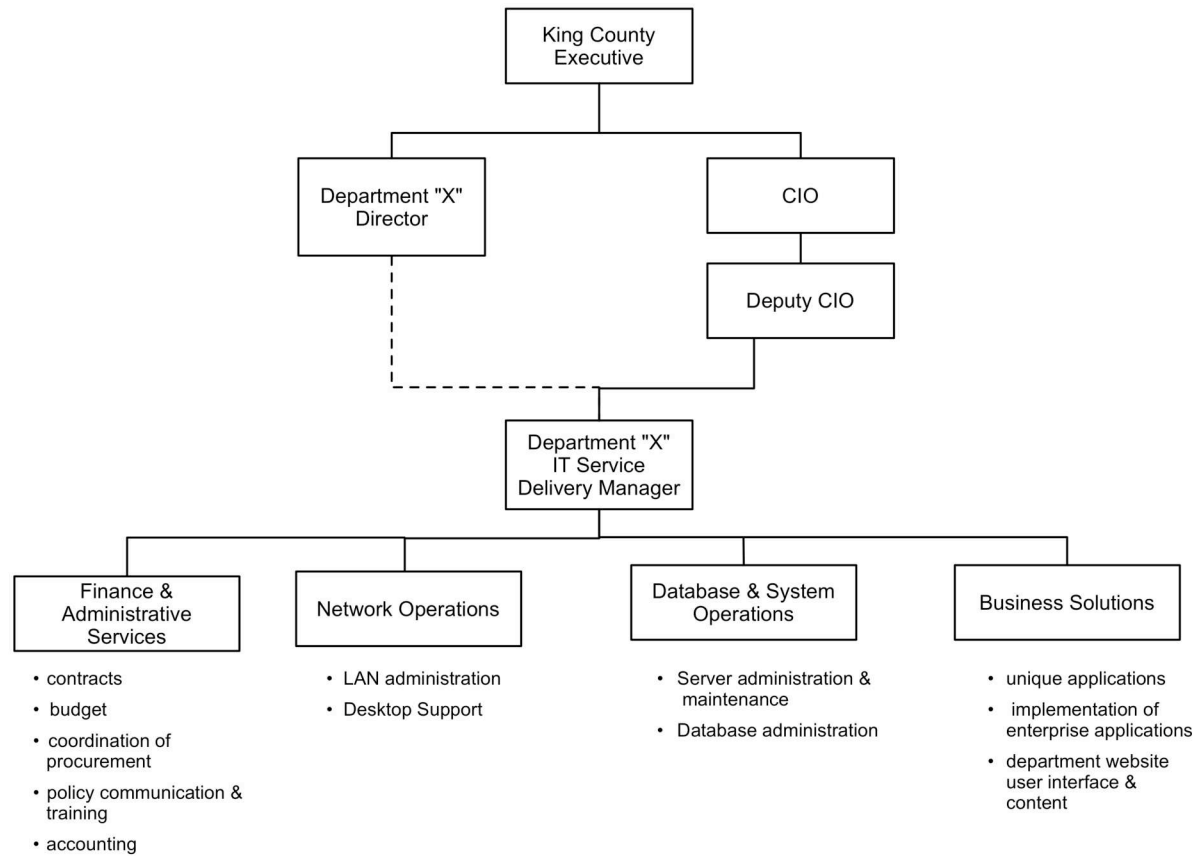
**Note: ? indicates that title and classification will be determined during transition planning**

***A Hierarchical View of Executive Branch IT:  
IT Governance and Planning***



***Note: ? indicates that title and classification will be determined during transition planning***

***A Hierarchical View of Executive Branch IT:  
Department "X"***



***Note: ? indicates that title and classification will be determined during transition planning***

## SECTION III. A MATRIX VIEW: WORKING RELATIONSHIPS

### Why is it important to look beyond the hierarchical view of structure?

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Hierarchical structure diagrams show lines of authority, reporting relationships, and span of control. They do not necessarily show the organization's essential lines of work, how that work gets done, or who has to work together to carry it out. Because these critical elements of an effective structure are not visible in the "org chart" view, they need to be demonstrated in other ways.

The hierarchical view of an organization is grounded in the industrial age when assembly line manufacturing was best supported by having workers and supervisors be expert in very narrowly defined and focused tasks, passing that work on to the next set of workers with different narrowly defined tasks. In a strictly hierarchical organization, communication is up and down the chain of authority, and lateral communication happens only based on personal relationships rather than deliberate organizational processes. This by and large describes the current structure of OIRM and its relationship with Departmental IT groups.

Today, a high performing IT organization depends on interface with other parts of the organization and a broader understanding of overall processes, business requirements, and information technologies. In particular, when customer service is a priority, as it is for KCIT, lateral communication and teamwork is essential.

The recommended structure is organized functionally. Therefore, to meet the desired results KCIT needs both formal and informal processes that support the working relationships across departments and between functions. These processes should speed up and deepen communication and tap the expertise of staff across the whole organization to improve efficiency, service levels, and effectiveness of the IT solutions.

### Matrix structures

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The need for teamwork and lateral communication is addressed in many complex organizations through the establishment of a 'matrix' structure, which formalizes a cooperative approach to getting work done. Each high performing organization's matrix structure is unique and will change over time as requirements change. There are three basic types of matrix structures, and many organizations use more than one form or a variation of a particular form. The three basic types of matrix organizations and examples of how they might be implemented within the recommended structure follow.

## Functional Matrix

In a functional matrix, employees are members of a functionally organized division, but there are processes and procedures that ensure they collaborate with other functions. Someone, within each functional area, is designated to assure coordination and alignment of activities with other functional areas. In the recommended structure, for example, the explicit responsibility to coordinate across functions could be built into the job expectations for managers, supervisors, or other designated staff. The importance of this can be seen in Table 5, which illustrates at a macro level the frequency with which different functional areas within KCIT, as described in the recommended structure, might need to interact and work together to achieve the desired results.

**Table 5**  
**A Functional Matrix View of the Recommended Structure**

Key:  
 ● = frequent and ongoing interactions  
 ○ = episodic or project based interactions

	IT Governance & Planning	Human Resources	Finance & Admin	Enterprise Operations	Enterprise Business Solutions	Decentralized Services	Dept X IT Finance & Admin	Dept X IT Network Operations	Dept X IT Database & System Operations
IT Governance & Planning	●	○	○	●	●	●			
Human Resources	●	●	●	●	●	○	○	○	○
Finance & Admin	○	●	●	●	●	●			
Enterprise Operations	●	●	●	●	●		●	●	
Enterprise Business Solutions	●	●	●	●	●				○

## Balanced Matrix

In a balanced matrix, employees are assigned or aligned with a different part of the organization, in addition to their functional alignment. In the recommended structure, for example, an employee might be functionally aligned with applications development, and departmentally aligned with Department “X”. In a well-functioning balanced matrix, the business goals of KCIT and Department “X” would be supported as equally important, the accountability would be ‘balanced’ across both organizational dimensions, and information would flow freely between them.

Implementation of this matrix form requires a clear differentiation between the roles and responsibilities and expectations of three types of managers. These roles and responsibilities need to be clear to the whole organization and embedded in both the position descriptions and the work of the manager. Table 6 gives a brief description of the types of managers to be found in a balanced

matrix, and an example of how that might play out in the recommended structure.

**Table 6**  
**Manager Roles in a Balanced Matrix**

<i>Types of Managers &amp; Role in a Balanced Matrix</i>	<i>Example in Recommended Structure</i>
Functional managers who set the policies, standards, and practices that determine how work will be carried out, and in some organizations, assign resources and participate in the evaluation of employees in other operational areas	An example of this in the recommended structure would be the Network Service Manager who would set the standards and procedures for LAN/Desktop support.
Operational managers who manage the day to day processes	An example of this in the recommended structure would be the manager of Network Operations in Department "X," who would assure that LAN/Desktop support is carried out in ways that meet the set standards.
'Node' managers, who are called that because they sit at a node between the functional and operational, and who provide coordination between the functional and the operational managers	In the recommended structure, these might be the IT Service Delivery Managers who would be considered part of the KCIT senior management team, but reside in the departments with consultative roles to the department leadership.

### **Project Matrix**

In a project based matrix, employees move between functional areas and projects. Employees are assigned to projects as needed, and work under the direction of a project manager, but look to their functional manager for performance evaluation, career development, and their next assignment. This form of matrix is currently used within OIRM, though imperfectly and inconsistently. To be effective, the roles and responsibilities need to be clear for each project, and the functional and project requirements need to be in alignment.

## Levels of Communication and Interaction

In talking about working together across different organizational dimensions, it is helpful to consider different levels of communication and interactions. There are parts of the organization where cross function or cross department interactions are critical for success, and others where they are less important. Some useful distinctions are:

*Networking* – when information is exchanged for mutual benefit, but no sharing of mutual goals is required.

*Coordination* – when information is shared and processes are changed to support mutual goals.

*Collaboration* – when information is exchanged, processes changes, and responsibility and accountability is shared to support mutual goals.

Making these distinctions, and building them into the processes and practices of the organization, will be an important strategy in the implementation of the recommended structure and will aid in the transition to matrix relationships, which work for KCIT.

## Building a successful matrix organization

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To fully support the desired results, the development of excellent working relationships across functions and across Executive Branch IT will be critical. The exact form of the matrix organization, overlaid on the hierarchical structure, will develop more clearly during the transition planning, but the elements that will make it successful are clear:

- The different dimensions of the KCIT matrix organization, whether functional, operational, or project, have goals that are in alignment.
- There are clear guidelines and expectations about who is responsible for what.
- There are values and practices that foster constant and open communication across KCIT.
- The processes and practices that makeup the matrix relationship are deliberate and practiced, so that participants become comfortable with the sharing of responsibility and the tools for resolving problems together.

The ability to make effective change in the structure of the organization, and in how staff relate to and work with each other, requires a building of the management and leadership capacities that will support the structure, as described in Chapter 4. It will also require an understanding and acceptance that a transition period from the current structure and organizational culture to the new desired structure and culture is needed. The components of that transition are described in Chapter 5.



At the staff level, a conscious shift to a matrix structure, which ties the hierarchical structure together in new ways, will have greater opportunity for success if the following occurs:

- *Defining of expectations.* Staff who are not used to working across functional lines need to know what is expected in concrete and specific terms.
- *Conducting training.* Staff need opportunities to learn and practice new behaviors such as: communication skills, the skills to work on a team, negotiation and conflict resolution, or simply being able to identify who they need to coordinate with. This training needs to be ongoing and renewed.
- *Working across functions.* Many successful matrix organizations provide employees opportunities to work in other functional areas (or departments). This helps employees see the whole organization and its value, and breaks down the 'silo' mentality that is prevalent.
- *Building relationships.* To sustain a matrix organization, staff need to know each other – either in person or virtually. Informal networks of peers should be supported through social events, informal brown bag learning events, blogs, or other means, which cut across all dimensions of the organization. Research has shown that informal networks are more important than any formal network in furthering collaboration and coordination across an organization.

#### SECTION IV. COMPARISON TO PRINCIPLES

The principles and criteria for the organizational structure served as a guide to the development of the recommended structure. The following table compares the current structure of OIRM and IT services within the departments to the recommended structure, using the principles and criteria as the framework for comparison. It demonstrates the improvements that will be made through structural changes, including the development of matrix relationships and the importance of the work to be done through the implementation of the Organizational Capacity-Building Plan described in Chapter 4.

**Table 7**  
**Comparison of the Current Structure & Recommended Structure**  
**to the Guiding Principles and Criteria**

<b>Principle</b>	<i>There will be clear and consistent reporting relationships and accountability for IT across the Executive Branch.</i>	<i>Current Structure</i>	<i>Recommended Structure</i>
<b>Criteria</b>	<i>The CIO is accountable for the cost-effective, secure, and forward thinking delivery of information technology across King County.</i>	The CIO is accountable on paper, but does not have the organizational structure or organizational capacities to fully support that role.	Yes, the lines of authority are clarified and the organizational capacity to support enterprise wide services is improved.
	<i>IT SDMs have the leadership and oversight of all IT functions within their departments and are accountable for implementation of agreements between the CIO and the Department Directors, such as the Service Delivery Plans.</i>	Only two of the Executive Branch Departments have all IT staff reporting to the IT SDM.	Yes, all IT staff in Executive Branch Departments report to an IT SDM.
	<i>IT SDMs have a dual, but clear, reporting relationship to Central IT leadership and their Department leadership.</i>	On paper, the SDMs have a direct reporting relationship to the CIO and a consultative relationship with Department Director. In practice, these relationships are blurred as the CIO has little time for direct supervision and coordination with the SDMs is through the Service Portfolio Manager. The SDMs often look to their Department Director for advice and consent related to needed decisions.	Yes, the SDMs report to a Deputy CIO whose portfolio is decentralized services and governance. This strengthens the supervision and support of those positions and IT provided by Departments. The consultative relationship to the Department Director remains.
	<i>IT staff report to an IT supervisor or manager who provides guidance and support in their particular area of expertise.</i>	Many departments have IT staff who are isolated from other IT staff and work within business units run by non-IT managers.	Yes
	<i>IT is structured similarly across all Executive Branch Departments.</i>	IT is structured differently in each Executive Branch Department.	Each departmental structure is aligned with the Central IT structure. Specific variations may occur, as developed through further discussions with Departments.

Principle	<i>The structure will support the development, retention, and effective use of IT management and staff.</i>	<i>Current Structure</i>	<i>Recommended Structure</i>
Criteria	<i>Staffing levels of standard IT maintenance and service functions are appropriate to the workload and needs of the business.</i>	Staffing levels across Departments vary for similar functions and demands, based on the funding available and competing Departmental priorities.	This criteria is not addressed in the Plan. Current staffing levels are assumed for the moment, with the understanding that during transitions, these will be considered to the extent possible.
	<i>IT managers with direct reports at manager or supervisor level have no more than 5-8 direct reports.</i>	Within OIRM, a number of managers have 10 or more direct reports, including the CIO who has 12 (excluding administrative support) and a senior manager who has 20. This is less of a problem within Departments.	No managers exceed the criteria, but a number have fewer than 5 direct reports. The CIO has 5 direct reports (compared to the current structure of 12).
	<i>IT supervisors with staff level direct reports have no more than 12-15 direct reports.</i>	There is considerable variability in the span of control, with the greatest variability lying in OIRM. The range is from 1 to 17.	All supervisors meet the criteria, but there remains considerable variability – from two direct reports to 15. An assumption is embedded that supervisors with few direct reports are ‘working’ supervisors – i.e. are involved in the direct work of the given area, not supervision or management alone.
	<i>Employees are appropriately classified.</i>	Anomalies exist in the classification of employees who perform IT or IT related work in Executive Branch Departments. .	This is a labor relation issues to be addressed as part of transition planning. (See Chapter 5.)

<b>Principle</b>	<i>The structure will facilitate customer service.</i>	<i>Current Structure</i>	<i>Recommended Structure</i>
<b>Criteria</b>	<i>IT skills and/or tools used by a single department to support a service or process that only they provide or require remain within the domain of the department.</i>	Yes	Yes – no changes are assumed.
	<i>The Central IT organization is structured to align with customer requirements.</i>	The structure is functionally aligned, and changes frequently to solve specific problems. Departments are not clear about the structure or functions.	Expands some services to customers, such as purchasing, training, and recruitment and uses the development of matrix relationships to strengthen the capacity of KCIT to respond to Department business requirements.

<b>Principle</b>	<i>The structure will be flexible and adaptable to the changing and diverse business requirements of Departments and IT.</i>	<i>Current Structure</i>	<i>Recommended Structure</i>
<b>Criteria</b>	<i>The structure will support IT staff teamwork and partnership (within and across department boundaries) by taking into account matrix relationships and/or pairing those relationships with processes that delineate how collaboration will occur.</i>	Structure is hierarchical and staff work in functional silos. Interaction between department IT and OIRM is little and based almost solely on personal relationships as opposed to established processes. The only clear matrix role is that of the Service Delivery Managers.	Creates functional divisions. Teamwork and partnership will need to be intentional and supported by strong values and processes.
	<i>The structure supports technical innovation.</i>	The structure works against innovation by being functionally and problem focused, rather than system and collaboration focused.	Has a technology planning role which supports evaluation of future needs. Does not have a focus on innovation, but through the matrix organization, can provide a platform for it.