# OIT STRATEGIC PLAN

## ── GOAL ──

By the end of calendar year 2021, we will significantly improve our ability to consistently make and meet commitments while not overextending our employees by transforming how we plan, prioritize, and manage all work.

## ── OBJECTIVES AND SUCCESS CRITERIA ──

### OIT will operate efficiently and effectively

- 90% (min) of continuing employees report OIT organized meetings are productive with defined goals, agendas, roles, and action items
- Reduce non-value add work by 10% (min)

### OIT will have a competency for estimating the impact to existing work before new commitments are made or when unexpected work occurs

- Each OIT team has an established method of estimation compliant with organizational standards
- Impact assessment at all levels of the organization is an established practice for all new or unexpected work

### OIT work activities, estimates, and common priorities will be understood across the organization

- OIT has a single organizational view into ALL work such that the following questions can be answered:
  - What are we working on?
  - How long will it take?
  - How much will it cost?
- 90% (min) of continuing employees report that they understand their priorities, can accomplish their work, and the organization has achievable commitments
- OIT has adopted organizational standards for work estimation

### OIT will consistently make and meet agreed upon work commitments

- 90% (min) of *committed* schedules are achieved, OR
- 90% (min) of *committed* features are achieved

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# GUIDING PRINCIPLES FOR IMPLEMENTATION

## PRINCIPLES FOR THE STRATEGIC PLAN

- Simple
- Understandable
- One goal with a realistic number of success criteria
- Must fit on one page
- Reflective of employee and customer feedback
- This is what success looks like in three years

## AT THE START OF THE THREE YEAR STRATEGIC PLAN

- We acknowledge similar efforts on a smaller scale in pockets of OIT have been tried in the past, with valuable lessons learned
- We acknowledge we do not have all the answers of "the how" to implement the strategic plan
- The organization will be asked to help develop "the how" alongside an **engaged** leadership team
- The organization will start "the how" through established OIT processes via the creation of a project charter and prioritization of this work into the OIT project portfolio

## PRINCIPLES IN IMPLEMENTING THE STRATEGIC PLAN

- Acknowledge this will be a cultural transformation
- Approach with an entrepreneurial mindset (curiosity, persistent questioning, building, and learning)
- Different concepts will be leveraged during the implementation of the strategic plan (i.e. Agile, ITIL, DevOps, etc…)
  - ° Pilots are encouraged
  - ° Improvements made through small and frequent changes
- "Customer" refers to those both internal and external to OIT
- Commitments are mutually agreed upon through a collaborative approach
- New priorities may require renegotiation of the commitment
- Flexibility of approaches for work estimation amongst service teams is possible as long as all work "rolls up" into a single view
- When selecting processes and tools consider broader campuswide needs

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