To: William G. McCartney  
Vice President for Information Technology and CIO  
From: IT Position Review Advisory Team  
Date: March 9th, 2011  
Re: Non-School/College-based IT Position Review Project Team Report – Phase I and II

In accordance with the IT Position Review Project Charter (Attachment 1) focusing on non-school and non-college areas, the IT Position Review Advisory Team has completed a comprehensive review of in-scope positions and provided recommendations as to whether these positions should be defined and categorized as IT in two separate phases defined as:

- Phase 1: Administrative Computing Areas - Review all positions reported as part of the 2008 IT position survey that were not transferred to OVPIT as part of the creation of the Administrative Computing group.
- Phase 2: Administrative Computing Areas - Review all of the positions reported as part of 2008 IT position survey that were transferred to OVPIT as part of the creation of the Administrative Computing group.

Additionally, the Position Review Advisory Team is preparing to initiate Phase III of this project that will assess the remainder of positions in the OVPIT according to the review plan that is outlined later in the body of this report.

**Review Methodology**

The project team applied and used the same review methodology for both phases as follows:

- Established a standard set of IT position definitions and categories to use in evaluating the in-scope positions for Phase I and II.
- An online survey was developed using the standard position definitions and categories that was sent to staff members and corresponding supervisors of the in-scope areas and positions with a 100% response rate.
- The survey results were evaluated by the advisory committee along with the position description to determine whether a given position was “IT” or “Non-IT.”
- In some cases on-site interviews were conducted with staff and supervisors if additional or clarifying information was needed to finalize the recommendation.
Outcome

- Phase I: 90 positions evaluated with 54 positions or 60% identified as “Non-IT” and 36 positions or 40% as “IT.”

![Phase I: IT/Non-IT Summary](chart1)

- Phase II: 115 positions evaluated with 8 positions or 7% identified as “Non-IT” and 107 positions or 93% as “IT.”

![Phase II: IT/Non-IT Summary](chart2)
Non-School /College –based IT Position Review Project Team Report – Phase II

Preliminary Recommendations

- Create a campus-wide Administrative IT position management plan to coordinate and provide oversight in:
  - Establishing consistent titling for IT positions across the University
  - Reviewing all IT positions that are being created, revised or modified
  - Evaluating IT position descriptions at least every 3 years to account for changing technologies, duties, focus, etc.
  - Identifying positions having IT procurement responsibilities and/or decision-making authority
- When assessing where certain positions should be aligned (in OVPIT or outside), consider and evaluate the organizational structure and responsibilities (supervision, interactions between IT/Non-IT staff in a given area, and functions/tasks in a specific area) to determine the most efficient and effective IT support structure.
- Create new Job Families to distinguish, separate and identify positions focused on performing web content management and business data analysis/reporting.

Phase III Review Plan

- Use the same review approach and methodology to evaluate the remainder of positions in the OVPIT not previously surveyed that include staff and supervisors in IT Customer Relations, Academic Technologies, IT Enterprise Applications, IT Systems and Operations, IT Networks Security and the Office of the Vice President for Information Technology (OVPIT).
- Timeline for Phase III:
  - Finalize positions to be evaluated by 4/08/11
  - Distribute surveys to staff and supervisors on 4/11/11 to be completed by 4/22/11
  - Conduct survey make-ups, initial analysis, required follow-ups, etc. by 4/29/11
  - Complete review of all phase III positions and prepare summary report by 5/5/11
  - Submit summary report for Phase III to OVPIT by 5/15/11
Non-School/College-based IT Position Review

Charter

Background: The Campus Information Technology Plan that was adopted by Purdue in April 2010 calls for the creation of two governance bodies which will be supported by the IT organizational structure. In a letter dated July 23, 2010, VP IT and CIO Gerry McCartney was charged with conducting a comprehensive position review of all IT positions not housed in Schools or Colleges. This will allow for the creation and standardization of IT position definitions and categories across the IT enterprise. This project will provide the foundation to quantify the IT staff resources throughout the enterprise.

Scope: Conduct a comprehensive position review of all IT positions not housed in schools or colleges. In accordance with the Campus IT Plan, this includes all Non-School/College-based IT positions including those in ITaP.

Sponsors:

Executive: Tim Sands, EVPAA and Provost
   Al Diaz, EVPBFT
Project: Gerry McCartney, VP IT and CIO

Advisory Team:

Team Leader: Kevin Vedder, Assistant Director, HR Service Center
Member: Adam Lawson, Associate Director for Application Development, Krannert School of Management
Member: Denise Laussade, Director, Treasury Operations
Member: Shasta White, HR Training Specialist
Member: Gail Farnsley, Visiting Assistant Professor, College of Technology
Member: Amanda Hassenplug, HR Specialist, OVPIT Human Resources
Member: Vicki Tillotson, HR Compensation Specialist
Member: Subject Matters Experts added as necessary
**Approach:** This review should include the creation and use of standard IT definitions and a consistent methodology in assessing IT staffing across the University. This standard review of positions will occur in four phases defined as:

**Phase 0:** Establish standard IT definitions and position categories to use in identifying IT staffing and organizing these IT staffing resources into common categories.

**Phase 1:** Administrative Computing Areas – Review all positions reported as part of the 2008 IT position survey that were **not** transferred to OVPIT as part of the creation of the Administrative Computing group. Determine if these positions are IT using the standard definitions and assign each position meeting the definition for IT into the appropriate IT position category. This step will ensure all possible in-scope IT positions have been evaluated throughout the enterprise.

**Phase 2:** Administrative Computing Areas: Review all of the positions reported as part of 2008 IT position survey that **were** transferred to OVPIT as part of the creation of the Administrative Computing group. Determine if these positions are IT using standard definitions and assign each position meeting the definition for IT into the appropriate IT position category. This step will ensure that the standard definitions were consistently applied across all areas that transferred positions.

**Phase 3:** ITaP: Review all of the positions reported as part of 2008 IT position survey. Determine if these positions are IT using standard definitions and assign each position meeting the definition for IT into the appropriate IT position category. This step will ensure that the standard definitions were consistently applied to all positions in ITaP.

**Deliverables:**

- Establish a standard set of IT position definitions.
- Establish a standard set of IT position categories.
- Compile a classification report showing positions that:
  - meet the definition for being IT and are categorized into standard IT categories by IT area (Administrative Computing and ITaP)
  - may have a connection with, or otherwise support IT, but are not considered an IT position based on Purdue’s standard definitions.
Timeline:

- Phase 0: By September 3, 2010
- Phase 1: By September 30, 2010
- Phase 2: By November 30, 2010
- Phase 3: By March 31, 2011

Future Considerations:

Once positions are rationalized across the IT enterprise, a project designed to optimize the overall organizational structure may be warranted. Consider reviewing all Academic IT positions against the standard definitions. Evaluate where opportunities exist for improving operational efficiency.