

IS&T Performance Goals and Development Plan Worksheet

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The IS&T Operational Plan, Strategic Priorities and the IS&T Values provide the framework for setting goals for the coming year.

C: Improve Client Experience	O: Optimize Operational Effectiveness
<p>Area Goals:</p> <ul style="list-style-type: none"> - Improve communication and outreach to keep our customers and members of IS&T aware of products, services and any changes/enhancements that impact our work and the work of our customers 	<p>Area Goals:</p> <ul style="list-style-type: none"> - Simplify administration reporting and processes to free up time to help support operational work
<p>Individual Goal/s:</p> <ul style="list-style-type: none"> - ★ Create a prototype for a portfolio of product and services which can be stored in a searchable database - Evolve and expand the IS&T Change Communication Pipeline 	<p>Individual Goal/s:</p> <ul style="list-style-type: none"> - ★ Develop a product & services retirement process - Serve as project member and coach for the Remedy Change Management implementation

R: Reduce Risk	E: Energize and Motivate Employees
<p>Area Goal:</p> <ul style="list-style-type: none"> - Support and help drive process redesign across IS&T to improve reliability and efficiency of service delivery 	<p>Area Goal:</p> <ul style="list-style-type: none"> - Engage employees through the development of skills that align with the direction of our customers' work
<p>Individual Goal/s:</p> <ul style="list-style-type: none"> - Develop and implement a vision, processes, roles and responsibilities for a Distributed Software Lifecycle 	<p>Individual Goal/s:</p> <ul style="list-style-type: none"> - Participate on and/or lead committees and cross functional work teams as an approach to solving problems <ul style="list-style-type: none"> • Release Core • Change Communication Pipeline • PMBA Working Group • IT Security Roundtable

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Strategic Priorities:

- **Keep IT Up and Running**
- **Deliver Services that are reliable, cost-effective, and constantly evolving to support innovation and future technology.**
- **Strengthen Customer Connections and expand partnerships.**
- **Help MIT interact and make sense of its Data.**
- **Develop IS&T's Capabilities through broadening of skills and implementation of simple, clear, consistent processes that make it easy to follow-through and get things done.**
- **Help our People grow. Improve collaboration, responsiveness, and accountability across the organization.**
- **Support cost-effective Research Computing.**

IS&T Values:

- **Respect**
- **Responsibility**
- **Teamwork**
- **Transparency**

Goal #1: Create a prototype for a portfolio of products and services that can be stored in a searchable database.

*How goal ties to the operational plan for your IS&T area and/or team: **Help our People grow. Improve collaboration, responsiveness, and accountability across the organization. Develop IS&T's Capabilities through implementation of simple, clear, consistent processes that make it easy to follow-through and get things done.***

Detail: Develop a prototype database for the IS&T Service Portfolio and begin to populate tables. Investigate technology options for the formal housing of the Portfolio. Continue to socialize the concept both internally as well as with partner organizations (Lincoln Lab, Sloan, IVYPlus). Ensure good working relationship and knowledge transfer with the IS&T Service Catalog project.

Q1: Stand up basic database to validate requirements and data model

Q2: Initial data gathering and reconciliation

Q3: Service portfolio database prototype complete

Q4: Service Portfolio Database solution decision

Expected results: This will initiate a new way of how we think about our services in terms of accountability, quality and resources. We will have the ability to identify ownership, as well as lack there of, of the products and services the community consumes. Eventually we will be able to make decisions more rapidly and develop consistent business models around products and services that we offer, specifically:

- *Should we be in this business, and if so, who owns it?*

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- If yes, have we resources the business in terms of support in keeping with the community's expectations?
- If no, what is the plan to get out of business?

Anticipated obstacles in achieving: Although this effort has been identified as a priority for FY12, the project team is doing this "on the margin" without any additional resources.

How obstacles will be resolved: Keep sponsor and senior staff engaged and escalate when additional resources are needed.

Goal #2: Develop a product and services retirement process.

How goal ties to the operational plan for your IS&T area and/or team: **Develop IS&T's Capabilities through implementation of simple, clear, consistent processes that make it easy to follow-through and get things done.**

Detail: Develop processes for product and service retirement from the IS&T Service Portfolio. Develop tools and advisory board to support processes. Apply to specific projects and collect data on lessons learned (pilot). Processes will be made available to all IS&T employees via Hermes.

Specific deliverables include:

Q1: Product retirement draft process

Q2: Plan and initiate pilot for retirement process

Q3: Identify criteria for retirement candidates in general

Q4: Improve based on feedback from pilot

Expected results: This will initiate and implement process improvements to gain efficiencies and increase effectiveness of service delivery and support. As more and more new services come on line and require support, we need to be able to reduce support burden of legacy products and services.

Anticipated obstacles in achieving: Modifying or changing any current guidelines/processes (or lack there of) may meet with some resistance. Many legacy services are still in use by particular members of the community and change will be difficult to manage.

How obstacles will be resolved: Remain open to staff feedback and modify process as needed. Understanding the impact of discontinuing a service on the users is key and change management and communication crucial.

Goal #3: Implement, maintain and improve current set of procedures used for change communication across the organization: serve as project member and coach for the Remedy Change Management implementation.

How goal ties to the operational plan for your IS&T area and/or team: **Help our People grow. Improve collaboration, responsiveness, and accountability across the organization. Develop**

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IS&T's Capabilities through implementation of simple, clear, consistent processes that make it easy to follow-through and get things done.

Detail: Serve as stakeholder and project member for the Remedy Change Management tool implementation. Facilitate additional stakeholder engagement, vendor management, requirements, feedback and documentation as appropriate. Map business processes and build templates as needed for various teams. Serve as a backup trainer administrator for the system. Investigate how the tool can help improve service deployment, communications, release and change management to enhance collaboration and relationships across different segments of IS&T.

Specific deliverables include:

Q1: Remedy project kick off

Q2: Begin business process mapping and template construction

Q3: Investigation of Remedy calendar and reporting

Q4: Introduction of Remedy calendar and reporting to organization

Expected results: Maximize vendor engagement and develop and support plan for broader training and roll out within Operations & Infrastructure. Develop roadmap for issue aggregation and problem management with Customer Support as Phase II of the roll out for FY13.

Anticipated obstacles in achieving: Lack of participation, as priorities shift and resource gaps need to be addressed. Lack of adoption of Remedy as a tool and follow through by project members with their respective areas and teams.

How obstacles will be resolved: Weekly meetings to coordinate efforts. Coaching and mentoring as appropriate. Again, support from IS&T Leadership will be key. Continued review and feedback from all stakeholders as to modify process as needed based on experience and feedback.

Goal #4: Implement, maintain and improve current set of procedures used for change communication across the organization: evolve and expand the weekly IS&T Change Communication Pipeline.

How goal ties to the operational plan for your IS&T area and/or team: Help our People grow. Improve collaboration, responsiveness, and accountability across the organization. Develop IS&T's Capabilities through implementation of simple, clear, consistent processes that make it easy to follow-through and get things done.

Detail: Evolve current pipeline process to include more representatives of all IS&T stakeholders, strengthen connection to "release core" group and processes, communicate planning and list of releases for organization (and possibly customers as well).

Specific deliverables include:

Q1: Engage more staff in change communication weekly membership

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Q2: Build excel spreadsheet to track changes

Q3: Expand communication channels by exploring alternative media (website, wiki)

Q4: Investigate how to incorporate Remedy reporting into the process

Expected results: More standard process for recording, approving and communicating changes in production the environment across IS&T, and a consistent approach to coordinating efforts (and possibly resources). The overall goal is provide different parts of the organization with an overview of what is going on in terms of services, projects and resources. Awareness, both internally and externally, of the IS&T wide blackout dates, major releases and renewals being implemented across IS&T. There is also the potential to work with the Help Desk or the Communications Team to create different vehicles to communicate user facing changes and releases to the community.

Anticipated obstacles in achieving: Lack of participation in and information flow to Pipeline group, as priorities shift and resource gaps need to be addressed.

How obstacles will be resolved: Weekly meetings to coordinate efforts. Actively engage with participants to develop ideas to evolve the effort further to ensure that this remains a value added experience.

Goal #5: Develop and implement a vision for a distributed software lifecycle for the organization.

*How goal ties to the operational plan for your IS&T area and/or team: **Help our People grow. Improve collaboration, responsiveness, and accountability across the organization. Develop IS&T's Capabilities through implementation of simple, clear, consistent processes that make it easy to follow-through and get things done.***

Detail: IS&T lacks a mechanism for deciding what products to license and distribute on behalf of the MIT community, as well as clearly defined processes for the phases needed to acquire, release and retire products. Facilitate and lead a group of stakeholders in creating a vision for a healthy and transparent business model for distributed software throughout its lifecycle and form a cross functional group, under the direction of the Associate Director of Customer Support, to review, prioritize and make recommendations on what products to acquire, renew and retire, as well as to maintain the health of the overall IS&T Service Portfolio.

Specific deliverables include:

Q1: Draft recommendation for Customer Support

Q2: Formalize Release Core

Q3: Develop acquisition criteria

Q4: Begin to aggregate requests

Expected results: In mapping out the product life cycle, both immediate priorities and more long term action items have been identified for this group to work on. Priority items focus on the prioritization of requests and the way IS&T decides whether to acquire a product. Long term items include finalizing and documenting roles and responsibilities in each phase of the

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life cycle, creating templates for financial cost models, the implementation of a Service Portfolio and operational level agreements within IS&T. It will improve the coordination and between acquisition, distribution, support and eventually, product retirement.

Anticipated obstacles in achieving: This is a very complicated problem, involving many teams across the organization, and any processes or guidelines will inevitably be somewhat complicated as well. This effort will require a lot of trial and error. In addition, process will require ownership and accountability, which will be a new role for some.

How obstacles will be resolved: Identification of stakeholders internal to IS&T will be crucial, as well as continued engagement and feedback loops and socialization and communication across areas.

Goal #6: Become a more effective leader in the IS&T organization: participate on and/or lead committees and cross functional work teams as an approach to solving problems

- **Release Core**
- **Change Communication Pipeline**
- **PMBA Working Group**
- **IT Security Roundtable**

How goal ties to the operational plan for your IS&T area and/or team: **Help our People grow. Improve collaboration, responsiveness, and accountability across the organization.** Work with Administration Team to contribute directly to the goal how IS&T, as a whole, helps staff and projects achieve success. Staff development, as well as leadership, is an important theme for the organization.

Detail: Evolve the vision for change management, service delivery and communication both internal and external to the department. Define a PM Coordination role within Administration and illustrate how the function can support and work with other areas of Governance, Finance, Human Resources and Communications as well across the organization. Work with Associate Directors to define process improvement priorities for the organization. Continue to build and foster cross functional teams to focus on service delivery and change communication processes and remain an active contributor to the PMBA Working Group. Participate in outside activities that provide coaching and mentoring opportunities. (Continue to represent MIT alum on Susan Vogt Fellowship Advisory Board and work with external coach).

Specific deliverables include:

Q1: Draft Process Improvement Roadmap

Q2: Attend CIMS workshop "Moving From Managing To Leading" and apply to Release Core, Pipeline and PMBA Working Group

Q3: Transition PMBA and engage with IT Security Roundtable

Q4: Continue to coach and mentor minimum of two staff in team building, facilitation, stakeholder analysis and communication

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Expected results: Expanded process management and service delivery function and stronger integration with other functions and teams in IS&T. Stronger working relationships and ability to develop better solutions more quickly. Increased collaboration and adoption.

Anticipated obstacles in achieving: Lack of clear goals, inability to spend needed time with individuals on the team. Competing priorities and lack of resources resulting in the inability to meet deadlines. Lack of vision, direction and guidelines.

How obstacles will be resolved: Clear role definition and expectations. Set limits and redefine efforts as appropriate. Communicate issues directly to senior staff when needed. Advocate for resources as needed to support various processes being developed and piloted. Develop regular timeline and vehicle for reporting, utilize wiki and other tools as available to make information, tools and processes accessible and easy to use.

Staff Member's Signature _____

Date _____

Supervisor's Signature _____

Date _____

Reviewed by Supervisor's Manager _____

Date _____

The goal statements above should be transferred to the **IS&T Quarterly Performance Review Form**