ORGANIZATIONAL DEVELOPMENT AND MANAGEMENT PRACTICES

Overview

A core consulting service provided by Croswell-Schulte is the assessment and improvement of organizational structures and coordination to improve the efficiency and effectiveness of public sector and utility organizations. In particular, we focus on organizational and management structures and practices to deliver maximum benefits from information technology tools and resources. Our services and recommendations make use of extensive experience from our past projects and that of our employees who have had staff and management roles in many public sector and utility organizations. We also perform surveys and benchmark studies to provide an information base to inform our evaluations and recommendations. Croswell-Schulte organizational assessment and development work encompasses the following major topics:

→ Organizational structure improvement—including enterprise IT management and delivery of services for users

→ Definition of key business areas and performance measures

→ Business process evaluation and improvement including use of IT capability maturity models and a basis for organizational changes

→ IT program governance, oversight, and policies

→ Cost and benefit evaluation, budgeting, and business case preparation

→ Program and project management with a focus on best practices for planning, budgeting, coordination, performance tracking and reporting, and project execution

→ Staff requirements, skills evaluation staffing requirements assessment, recruitment of staff, and innovative approaches for staff resourcing

→ Internal and inter-organizational communications and coordination including formal agreements for project/program collaboration and resourcing

Organizational Structure, Performance, and Service Delivery

Croswell-Schulte examines existing organizational structures and coordination with a focus on the mission and the business needs of the organization as a whole and of individual departments and offices. Along with an evaluation of business processes and staffing, we identify opportunities for improvement in the assigned responsibilities and roles of specific offices and develop recommendations for improvements in organizational structure, communications, and policies that drive and support the organization's work. We concentrate on the effective adoption of enhanced information technology tools and methods and adapting the organization to derive the maximum benefits from these IT improvements. Our work in this area encompasses the following key issues and topics:

- Examination of organizational and departmental mission and business needs along with an identification of workflows, policies, and formal mandates (laws, ordinances, regulations) that define and support the mission

- Evaluation and identification of existing inefficiencies, redundancies, and service gaps

- As part of an IT needs evaluation, use of appropriate tools including SWOT analysis and use of capability maturity models to assess status, readiness, and focus points for introduction and support of enhanced IT tools

- Changes to organizational structure and use of IT tools which will deliver increased efficiency and improved delivery of services

- Organizational models that provide the most effective enterprise IT management taking into account the optimal level of centralization and distribution of IT coordination and support and cross-departmental coordination

- IT operations and user services with performance measures and management practices to track performance and user satisfaction
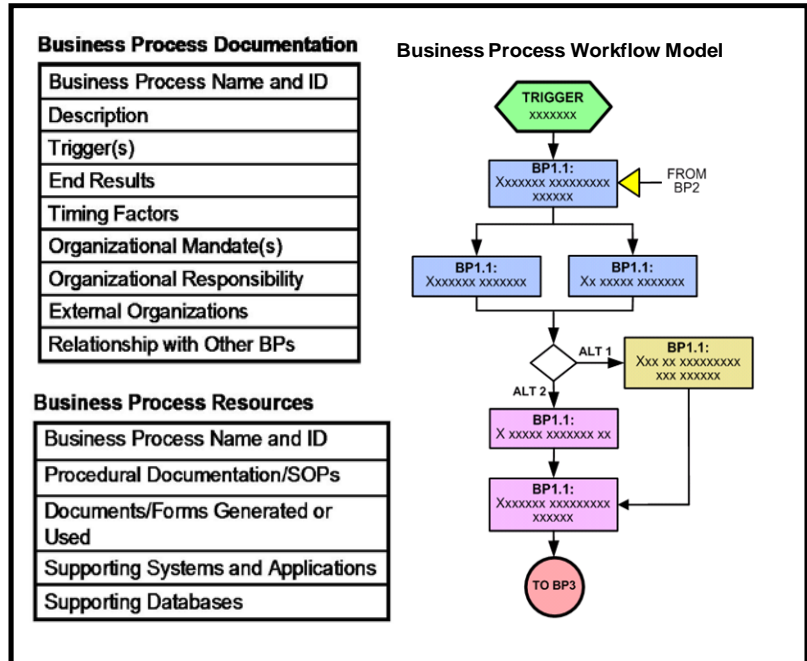
- High-level policy or oversight bodies or boards that have an advisory role or governing authority on the organization or its IT services

- Preparation of formal policies that support the organizational structure, business processes, IT support, and IT services

Business Process Evaluation and Improvement

A *business process* is a concise description of work carried out by an organization. Business processes have a programmatic basis and defined results (tangible products, decisions, services provided). Business processes are characterized by workflow steps and are usually heavily dependent on information systems, data, and applications. An evaluation and description of business processes provides a picture of an organization's operations and information flow and is the basis for making organizational and operational improvements and for determining how information technology can support operations and deliver benefits.

Croswell-Schulte uses accepted industry practices and modeling tools to evaluate and document business processes. We work closely with management and staff to create an accurate and comprehensive picture of current operations and program structure. We deliver business process documentation in a format that supports organizational improvements and IT planning. Information typically captured to describe business processes is depicted in the diagram to the right.

COMPONENTS OF BUSINESS PROCESS DEFINITION

As part of our organizational development services, we use the results of this business process analysis to clarify organizational responsibilities, resolve gaps in service, and to support staff orientation and training—including preparation of employee procedure manuals. Croswell-Schulte also identifies and develops recommendations for organizational and workflow improvements that can reduce or eliminate inefficiencies and make the best use of IT products and tools to meet the business needs of the organization.
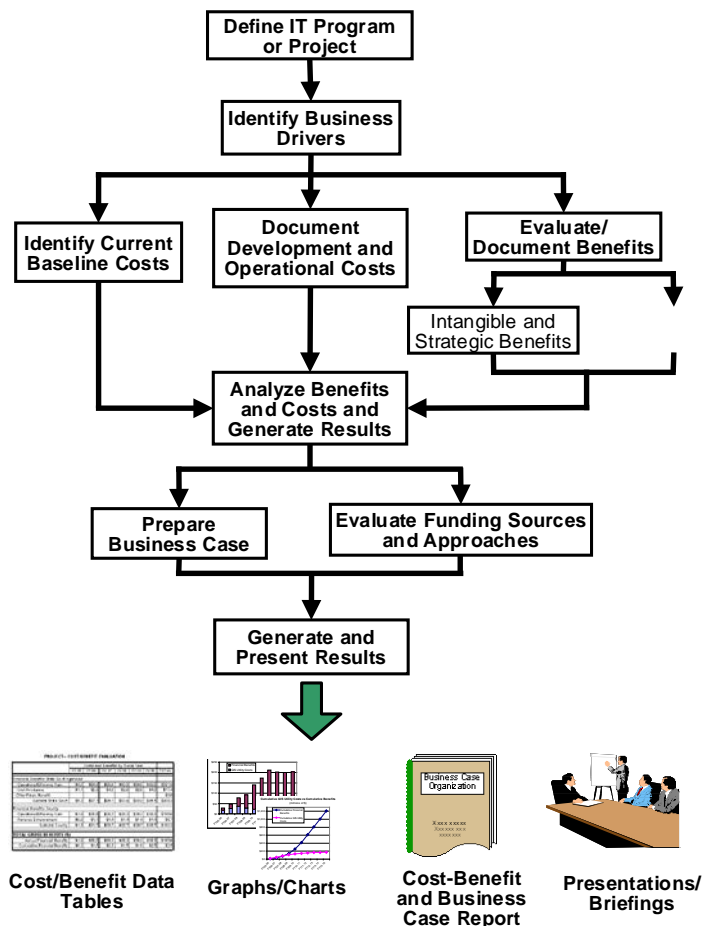
Cost and Benefit Evaluation, Budgeting, and Business Case Preparation

Major IT projects and programs and projects provide real benefits to users. They are dependent on accurate resource estimation, budgeting, a well-articulated business justification, organizational support, and sound funding. Croswell-Schulte excels in carrying out cost-benefit evaluations, crafting effective business cases, developing funding strategies, and garnering senior support for GIS initiatives. Our work in this area is depicted in the general project workflow at right.

Croswell-Schulte accurately estimates development and operational costs for GIS projects and programs. We carry out cost-benefit studies with a focus on real benefits—both tangible and strategic. Our work in business case preparation helps focus work on priority areas, it conveys business value, and establishes senior-level support for GIS projects.

We also provide support in preparation of budgets, evaluation of funding sources, and development of funding strategies. We examine traditional funding approaches (e.g., general fund allocations) as well as an array of less-conventional funding approaches available to public sector and non-public organizations including: service fees, multi-organization licensing and cost-sharing, CIP funding, program-related transaction fees, project sponsorships, external product/service sales, and grant programs. We work with our clients to craft effective funding approaches that ensure a sustainable funding base for GIS projects and programs.

Cost/Benefit Data Tables   **Graphs/Charts**   **Cost-Benefit and Business Case Report**   **Presentations/ Briefings**

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Staffing Evaluation and Resource Planning

Croswell-Schulte carries out evaluations of management roles, staff, and staff skills as a basis for recommendations on personnel improvements. The key objectives are to put in place optimal management and staffing levels with personnel who have the appropriate sets of skills and experience. In particular, our work in staff analysis and recommendations addresses the following areas:

- Evaluation of current staff positions and roles in the content of the organization's mission and business needs and planned changes and improvements in organizational structure, workflow, and IT adoption

- Preparation or modification of employee classifications and position descriptions that best meet organizations requirements

- Recommendations on staffing levels and staffing approaches—including traditional full-time staff positions as well as alternate resourcing approaches (e.g., part-time or seasonal positions, internships, contracted staff, staff/resource-sharing among multiple departments).

- Support in staff and management recruitment

- Preparation of personnel policies and programs for employee orientation, training, and professional development

Agreements for Collaboration and Coordination

Many public sector and private organizations derive benefits from effective, formal coordination and collaboration with external organizations with which they have business or service relationships or which have a complementary role that can be leveraged for mutual benefits. In the public sector, this may include cost-sharing and collaboration among a County government and one or more municipalities in the County (e.g., economic development project, unified emergency dispatch operation, joint IT or GIS program). Public-Private collaborations are also beneficial. In all of these cases, there is a need for formal written terms establishing the nature of the relationship, responsibilities of each party, specific limitations involved, compliance with applicable laws and regulations, and other pertinent terms. Based on its significant experience working with public and private organizations, Croswell-Schulte provides assistance in the preparation and negotiation of written agreements which may include:

- Project charters defining roles and responsibilities of parties

- Memoranda of Agreement

- Licenses (for sharing and use of specific data or IT products)

- Inter-local, inter-organization agreements

- Contracts and service level agreements for provision of private sector services

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