Final Proposal for Reorganisation

IT, CIO Office and DIM

Date : 24 August 2021
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Introduction

Please find attached the final proposal for the reorganisation of the IT Department, CIO Office and DIM. This final proposal is in line with the draft proposal that was produced at the end of April. The PRO and ABD Advisory Boards involved in the reorganisation have now issued advice on the draft proposal. This advice includes several suggestions and recommendations as well as the endorsement to continue with the process. The ABD Advisory Board has also suggested that the proposal should be amended and updated in the light of progress made since end April. This suggestion was not adopted. It is indeed the case that new insights have been explored and acquired since the draft proposal was produced. However, it was decided that these insights should be taken into consideration in the process, particularly in the establishment of the work organisation. As the Advisory Board was informed, various points are not yet fully finalised. Experiences from the work organisation can also offer an excellent contribution to understanding whether we are on the right track or whether changes are needed. For this reason it was chosen not to amend the proposal now but to include the above suggestions in the next phase of the reorganisation plan.
We can, however, already report that thanks to the large number of employees involved in the reorganisation, a new and inspiring name has been chosen for the service after the reorganisation, namely the Erasmus Digitalisation & Information Services (EDIS) department.
The new unit that will be created following the merger of IT Policy, CIO Office and DIM has also already chosen a new name, namely CIO Office. The conclusion was that this name was the best match for the objective and tasks of the new unit and will also serve as a recognisable contact point for clients and outsiders. It should be borne in mind that the 'former name' now has a new and broader meaning, and this is therefore not an exact continuation of the existing department. In communications, this will always be written as 'CIO Office' to clarify the difference with the 'CIO' (Chief Information Officer), a role that, as known, will be combined with the position of Director of the EDIS department.
You can find the entire text of the draft proposal dated 26 April 2021 below.

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1. Reason for the reorganisation

A reorganisation plan for the Information Technology (IT) Service had already been presented to the Executive Board in early 2021. The reorganisation plan was related to the conversion of the organisation of work within IT into a formal organisational form that was initiated in May 2020. This new formal organisation was implemented effective 1 April of this year.

Prior to the implementation of the new formal IT organisation, the Executive Board requested that the newly appointed IT/CIO director make preparations for a new reorganisation in connection with the intended merger of the current IT Service with the CIO Office. The latter is currently part of the General Management Directorate. Even though this document is the first formal step towards this reorganisation that focuses on pooling the resources of the CIO Office and IT, a number of preparatory steps were already taken in the fall of 2020. For example, from that time on, the CIO Manager started participating in the regular MT consultation, and the IT update started including news from the CIO Office. Additionally, using offsite retreats and other means, IT MT members, the CIO Office Manager, and the CIO Chiefs and Leads explored the possibilities and preconditions for a successful partnership in the future. A number of different models were explored during these preparatory steps, and the outcome was that in order to achieve an optimum pooling of resources, a formal merger of the organisational units was necessary.

2. Purpose of the reorganisation

This proposal provides a general outline of the IV/IT service (provisional working title) following the implementation of the new reorganisation. As stated, this new reorganisation involves merging the IT Service with the CIO Office. Furthermore, due to the nature of the work activities, it has also been decided, in consultation with the RE&F Director, to consider transferring the Documentary Information Management (DIM) department from the RE&F Service to the new IV/IT organisation that will be formed. DIM comprises the entirety of policy, strategy, processes, activities, personnel and resources focused on the creation or receipt, usage, storage and/or creation of sustainable access to information objects for the purpose of providing support to EUR's primary processes. In this context, this increasingly involves digital information. Over the past few years, DIM has sought collaboration with the CIO Office and IT, making the inclusion of DIM in the new IV/IT service an obvious choice.

3. Context

Both Strategy 2020-2024 and the Digitalisation Master Plan were thoroughly taken into consideration when developing the structure of the current IT Service. The digitalisation ambitions described in the Digitalisation Master Plan partially determined the direction of how the current IT Service would be developed.

In the organisation development plan of March 2020, the vision of the IT Service is described as follows:

The IT Service is EUR's primary innovative and valued IT services provider, providing the EUR organisation with reliable communication technology and information services 24/7. The IT Service, together with internal and external partners, ensures continuous innovation with the shortest possible time to market.

The CIO Office has phrased its mission as:

The world is changing at a rapid pace. Changes are more complex and occur in quick succession, and the impact of digitalisation is increasing. The CIO Office helps determine the impact of these changes on EUR and provides input for organising the change agenda.

The CIO Office acts as a strategic partner for the board and management, interpreting the changes so they are better understood. We translate these insights into plans in which we take into account the relevant requirements and the necessity of continuously evolving. Furthermore, we supervise these plans to ensure they are executed in a controlled manner, while also anticipating opportunities for innovation. All of these activities are performed together with the faculties and services. We have a comprehensive team of professionals with expertise in a variety of fields to ensure that everything goes smoothly.

By working together, we ensure that our university's strategic objectives are achieved and that we evolve with the digital developments taking place. We help EUR find appropriate solutions to strategic issues, and in doing so, we are shaping the university of tomorrow.

DIM's vision and mission is:

Making documentary information accessible (digitally or otherwise) by an EUR employee is simple and straightforward, independent of time and place. From the moment of its inception, information is available and usable for any authorised user, for as long as necessary.

The activities of drafting policy, frameworks and guidelines and co-facilitating (in a multidisciplinary collaborative working arrangement) the sustainable availability of digital and analogue documentary information support EUR in achieving its objectives and ambitions.
We provide recommendations on and supervise EUR's documentary information collections, ensuring the organisation is in compliance with legislation and regulations (GDPR, the Copyright Act, the Open Government Act).

The new IV/IT service that will be established will incorporate the substance of this mission and develop it further.

4. Current situation

In the current situation,
- the IT Service is an independent service within professional services;
- the CIO Office is a General Management Directorate department; and
- DIM is a department that is part of the Real Estate & Facilities Service.

5. The situation after the reorganisation

The organisation chart below displays (for information purposes) the situation after the reorganisation.

Organisation chart Erasmus Digitalisation & Information Services (EDIS)

During the offsite retreats, the CIO Office and the IT Service formed work groups in which participants had already considered the desired post-reorganisation structure of the new service in detail. The work groups expressed a strong preference for the structure as displayed in the organisation chart above.

The choice was primarily determined using criteria such as transparency and practicality, the span of control for management, and a logical clustering of activities and processes. Subsequent decision-making regarding the positioning of the DIM department will take place in the following phase.

The names used in the organisational chart are provisional working titles. The definitive names have yet to be determined for the new or modified units involved.

6. Staffing levels

The staffing level at this time for the current IT Service is 122.19 FTE.
The CIO Office's staffing level is currently 17 FTE and DIM's staffing level is 7 FTE.
This means that after the reorganisation, the staffing level for the new service will be 146.19 FTE.

7. Consequences for personnel

The creation of the new IV/IT organisation does not entail any cost-cutting targets. This does not alter the fact that consideration must still be given to the most effective and efficient way of operating the new service.

New and modified job roles
It is expected that the reorganisation will have a limited impact on many employees. It is anticipated that no consequences will arise for virtually all of the employees of the current IT Service. Employees will remain in their current unit, and an employee's job role (including the University Job Classification System, UFO) will be unchanged after the reorganisation. The reorganisation primarily involves the Policy unit, the CIO Office, and the DIM department. Similar to the abovementioned employees, it is anticipated that for the most part, these employee will retain their current job role and UFO job classification in their job assignment after the reorganisation. Of course, it cannot be ruled out that in a few situations, the job title and/or the UFO may have to be adjusted. It is expected that a suitable job role will be available for all employees.
The specific applicable consequences regarding the legal status of the individual employee will be incorporated in the Personnel Plan that will be drafted in the next phase of the reorganisation. At that

time, each employee will be informed in writing regarding any anticipated consequences pertaining to that employee's legal status.

EUR has adopted an EUR reorganisation code based on the Collective Labour Agreement Dutch Universities (CAO NU). The primary purpose of the reorganisation code is ensuring the process is transparent and carried out with due care. The reorganisation code applies in full to the proposal at hand. The reorganisation's timetable is determined to a significant extent by the steps listed in this reorganisation code. For more information, please refer to the EUR Reorganisation Code.

8. Procedure and Timetable

The Executive Board has asked the IT Director to initiate a new reorganisation in connection with the intended merger of the current IT Service and the CIO Office. The integration of the DIM department was added to this at a later date.
In addition to the IT Service (PRO), the CIO Office (General Management Directorate) and DIM (RE&F – PRO) are also involved. In this context, the IT director has decided to use a separate reorganisation team for the planning process and further development of the plan. This reorganisation team is comprised of a representative from the IT MT, the Manager of the CIO Office, the DIM department head, the Financial Controller, the HR Business Partner and the IT Communication Consultant. Moreover, there is ongoing regular coordination with the General Management Directorate Director and the RE&F Director both during the process and during any follow-up activities.

For the duration of the process, employees will be regularly informed of the progress through brief messages and/or information meetings.

As stated earlier, in addition to the IT Service (PRO), the CIO Office (General Management Directorate) and DIM (RE&F – PRO) are also involved. That means this reorganisation entails what is referred to as a cross-organisational reorganisation. This implies that both employee advisory boards, namely the PRO Advisory Board and the General Management Directorate Advisory Board, have the right to be consulted on the reorganisation plan and that the University Council has the right of consent with regard to the reorganisation plan in this process. Steps will be taken to make the broad involvement of the participation in decision-making bodies more manageable. Following the example set by the creation of what was then the USC, a forum will be created for jointly discussing plans and aligning standpoints[1]. Both Advisory Boards have responded positively and the EUROPA's (EUR consultative body for staff matters) informal response was also positive. Discussions with the University Council are still in progress.

On 19 April 2021, all the employees of the IT Service, The CIO Office, the DIM department and the participation in decision-making representatives (PRO Advisory Board and the General Management Directorate Advisory Board) were brought up to date on the proposal to pool the resources of the CIO Office, the IT Service, and the DIM department, merging them in a single IV/IT organisation. The Executive Board's Ellen van Schoten (Operational Management portfolio holder) was also present at this meeting. During the meeting, she emphasised that collaboration and this pooling of resources in the primary process are in line with EUR's major ambitions in the area of digitalisation, and she stated that she fully supports the new IV/IT organisation.

The proposal for reorganisation will be presented to the Executive Board in early May. Following its discussion by the Executive Board, the proposal will be presented to the participation in decision-making bodies. Employees involved in the reorganisation will also be informed of the proposal at that time. The aim is to conclude consultations on the proposal with both Advisory Boards in May. Next,

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[1] At the time, this forum was referred to as 'Participation 3.0'.

the proposal will be sent to the Executive Board and the proposal will be presented for consultations to the University Council and the EUROPA consultative body. The aim is to conclude consultations with the University Council and the EUROPA consultative body no later than October.

Subsequently, the Executive Board can proceed to ask the IT Director to continue with the process by preparing the reorganisation plan (which will include the staffing plan). The reorganisation plan, along with the personnel plan based on the reorganisation plan, could then be ready by the end of 2021 and be presented to the participation in decision-making bodies. The proposed consequences for personnel included in the personnel plan could also be communicated to employees at that time.

If the consultation with both Advisory Boards can be satisfactorily completed on schedule in January, then the reorganisation plan and the (anonymised) personnel plan will subsequently be presented to the Executive Board. The Executive Board's endorsement of the plans will be followed by consultations with the University Council. As stated earlier, the University Council has the right of consent. After completing consultations with the University Council, the (anonymised) personnel plan can then be presented to the EUROPA consultative body.
This will be followed by consultations with the EUROPA consultative body.

The ambition is to launch a new IV/IT Service no later than 1 July 2022.