To the ABD Advisory Board

To the ABD Advisory Board,

I would like to thank you for your advice dated 26 July 2021 with respect to the proposal for the CIO Office, IT Service and DIM reorganisation.  I would like to express my appreciation for your constructive approach in contributing to the process so far. I will address your questions and comments below and, where possible, will give a provisional answer.

The ABD Advisory Board noted the following in its advice with respect to the purpose of the reorganisation:
*The purpose of the reorganisation. This section does not describe the objectives of the reorganisation. <u>The Board therefore advises that clear, measurable and realistic objectives are set, which can form the basis for the reorganisation and which can also be used during a later evaluation.</u> This will make it possible to determine whether the proposed reorganisation objectives have actually been realised. I suggest considering such things as workload, shortening of processes, sustainable employability of employees, reducing long-term sickness absence, staff turnover, etc.*
The reorganisation proposal's Section 2, 'Purpose of the reorganisation', discusses the objectives of the reorganisation.
I would like to point out the following in addition to this.
Due to EUR's high digitalisation ambitions, the Executive Board has stated that it wishes to combine the strengths of the various disciplines that are involved in information provision – disciplines that until now were separate. The reorganisation's proposed merger of, particularly, the IT department and CIO Office is intended to realise this. Establishing one management for these disciplines enables us to steer these better, increase their effectiveness, make good choices and realise efficient information services for the education, research and operational management domains.
Merging the more operational and policy/strategic tasks in this area is considered necessary to realise our high ambitions and give effective direction to the requirements and needs for information

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provision in the education, research and operational management domains. As well as bringing together IT and the CIO Office, including DIM in the merger is an obvious choice, as DIM's work increasingly involves digital information. It is not without reason that DIM has sought increasing collaboration with the CIO Office and IT in recent years. Joining forces brings all the support, implementation, policy-making and strategic activities that focus on the direction, design and implementation of information provision and technology under one roof. This enables us to ensure improved alignment between the independent responsibilities of:

- CIO Office; (EUR-wide) policy, architecture, information management, compliance;
- IT: process design, IT technology and services;
- DIM: storage and long-term accessibility of information for the primary processes.

With respect to the possible objectives of the reorganisation mentioned by the ABD Advisory Board such as workload, shortening of processes, sustainable employability of employees, reducing long-term sickness absence, staff turnover, etc, I would like to state that I certainly acknowledge the importance of these topics. There will also be a focus on these within the new service. But for the more substantive and primary objectives underlying the reorganisation, please refer to my comments above.

*Next Advisory Board point:*

- *Context. The proposal currently presents the vision and mission of the various departments. I would suggest indicating how the current departments already operate in line with each other (if this is the case).*

In preparing the proposal for the reorganisation, various workshops were held in which it was noted that, for various topics, departments operate in line with each other.  This applies, for example, with respect to architecture and security. This will be further developed in the temporary work organisation. That is why the Advisory Board's advice will be taken into consideration in the evaluation after the temporary work organisation period.

*Next Advisory Board point:*

- Staffing levels. With respect to staffing, it is clear that the number of FTEs will remain the same. Just as a check regarding the consequences for personnel: is it correct that all officials from the CIO Office will be included in the reorganisation?

The proposal currently does not describe any exceptions, which means that it is not clear whether the CISO, CPO and PO are included in the reorganisation. We advise safeguarding the accountability lines of the CISO and PO to the Executive Board. The PO has a statutory role to fulfil, and the CISO has a monitoring role with respect to availability, integrity and confidentiality. If the Chief Information Officer and IT Director roles are merged into one role, it is important

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that the CISO's accountability line to the Executive Board is safeguarded.

There is discussion as to whether two positions at the CIO Office will be transferred to the new organisation. Discussions will take place in September to reach a final decision on the positioning of the Data Protection Officer and the Chief Privacy Officer.

All other CIO Office officials will transfer in the reorganisation.

With respect to the CISO's accountability line to the Executive Board, it should be noted that this will not change. It should also be noted that the job descriptions will remain unchanged. The CISO job description already incorporates: Direct reporting and accountability to the Executive Board with respect to information security and threat assessment.

This means that the Advisory Board's request has already been met.

*Next Advisory Board point:*

- Consequences for personnel. With respect to the consequences for personnel, there are a large number of assumptions. We advise that you detail the consequences for personnel clearly in this reorganisation plan. For which FTEs are there consequences and what are the consequences? These need to be clarified.

It is anticipated that no consequences will arise for virtually all of the current IT Department employees. The reorganisation primarily involves the Policy unit, the CIO Office and the DIM department. For these employees too, it applies that they will retain their current position and UFO job classification in accordance with the 'people follow work' principle after the reorganisation. It is expected that a suitable position will be available for all employees. We will be able to provide complete clarity on this in the next phase of the reorganisation when the reorganisation plan and staffing plan are ready.

With respect to individual staffing changes, the following may provide insight:

- one transfer from IT Management Services to the new CIO Office,
- two transfers from REF/DIM to IT Business operations
- two transfers from CIO Office to IT MS.

A list of current and new roles has been produced for all IT Policy, CIO Office and DIM employees and the relevant employee from IT MS, which also indicates the functional and hierarchical management during the work organisation.

Finally, there is one more thing that should be addressed.

The ABD's objective is to develop integrated policy for EUR. As well as the policy with respect to HR, Procurement, Real estate, Marketing and Communications, in this proposed reorganisation, yet another policy area is being removed from the ABD and added to the implementation organisation. We advise that safeguards are put in

place regarding how ABD formulates integrated policy (together with the policy-rich services).

It is not necessary to sit together in one management or unit to develop integrated policy. What is crucial is to coordinate the process with each other. There are currently already services that do not fall under the ABD and that develop their own policy. The ABD has established the Coordination Meeting to safeguard integrated policy, and the Chief Information Officer participates in this and will continue to do so. However, it is desirable that we already consult at the frontline and work together. This already takes place in various areas between the Chief Information Officer and ABD and other management bodies. Examples are the monthly policy meetings with the CIO Office, General Affairs, ERS and UL on research and a possible expansion with E&S for education (this consultation was started at the initiative of CIO Office and General Affairs). Another example is the consultation between SO and the CIO Office on digital transformation in relation to strategy. The ABD and EDIS will also continue to work on this, and I would also like to make this part of our culture: departments, ABD and faculties working together to develop integrated policy. I would like to ask the ABD director to keep reminding me of this.

*Next Advisory Board point:*
From informal consultation we know that this plan has been further developed. It is a good idea to amend the proposal on the points that have already been discussed.
New insights have indeed been explored and gained recently. These will, of course, be included in the further process and will receive a particular focus in the work organisation. It is good to realise that not everything has been developed fully. 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.
That is why this response is limited to the previously indicated further explanation regarding the Purpose of the reorganisation and the explanation regarding the design of the work organisation and trial period stated below.

*Next Advisory Board point:*
- Work organisation. During the informal consultation, there was discussion about starting a work organisation as of 23 September. The ABD Advisory Board endorses the formation of a work organisation in anticipation of the formal decision. We advise that no irreversible decisions are taken.

This means that the financial administrations should not yet be merged.

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Clear agreements must also be made about the changes to any hierarchical management lines. We advise that you describe clearly which issues will and will not be transferred. This could include sickness absence, leave, study programmes, etc.

- <u>Trial period.</u> A so-called 'trial period' of 5 months has currently been suggested. <u>We advise that a trial period be determined that enables a good evaluation of whether the desired objectives can be realised in the new structure.</u> It is better to run a longer trial than to switch to an incorrect structure that would lead to yet another reorganisation.

I very much appreciate the fact that the ABD Advisory Board as well as the PRO Advisory Board endorse the 'trial period' with a work organisation, in which the current structures continue to be maintained within financial, HR and other information systems. The above implies, among other things, that during the work organisation, management responsibility with respect to topics such as sickness absence, leave, study programmes, etc will, of course, remain safeguarded with the current formal manager for the duration of the work organisation.

With respect to the evaluation of the work organisation, I can inform you that a delegation of employees from the teams involved in the reorganisation has now been asked to produce draft evaluation questions for the proposed merger of the IT Department, CIO Office and DIM department. The set of evaluation questions still needs to be determined and will be shared with the Advisory Board.

Finally, I would like to note that we will continue with the process, incorporating your advice and suggestions. As agreed, I will keep you informed regularly on the reorganisation progress in informal meetings.

Kind regards,

W. L. van Wijngaarden, MBA
Director IT/CIO

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