

IT Services Evolution: AIM 3

Integrated Communications/Documentation/Training/KM Plan



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I. Goals / Objectives

A communications strategy and execution plan is the cornerstone for any business effort or successful initiative. Industry experts estimate that almost seven work weeks per year are wasted due to poor communication and its effect on employee productivity and morale. That statistic transpires to millions of dollars and productivity wasted per year at the average Fortune 100 corporation.

At TIAA-CREF, the IT Transformation effort is equipped with a communications function to support the achievement of the program's overarching goals, but to also compliment its training and documentation efforts as well.

The vision and mission behind the IT Transformation effort is the following:

- VISION: Win the hearts and minds of the IT organization by...
 - Permeating an understanding of IT Transformation's vision, strategic direction and necessity to TIAA-CREF's success
 - Staying abreast and acknowledging the candid organizational perceptions and sentiments that may affect IT Transformation effort
 - Being open and honest about IT Transformation effort and what it means to employees
 - Remaining committed to open, ongoing communication
 - Minimizing and/or eliminating 'noise', rumors and conjecture about IT Transformation effort
 - Inspiring innovation and excellence within IT employee base

- Cultivating/Influencing a culture that is open and adaptable to change and its necessity in the workplace

The AIM 3 Program's primary goal is to re-engineer, document, and adhere to achievable IT processes to create a foundation for implementing new technology that delivers IT Services in the most cost-effective and efficient manner. Within ITIL, a proven "best practice" is to reduce complexity. Thus when processes are designed or re-engineered, supporting technology will be evaluated, emphasizing implementations that introduce new and more efficient technology and remove obsolete or less effective technology from our environment. Specifically the AIM3 Program Goals are:

- Apply ITIL best practices
- Embed continuous process improvement
- Improve our IT Process Maturity to Level 3
- Design and prototype tool support for process improvement by implementing the **Service Now** application suite.
- Monitor and document baseline processes and organic activities that improve maturity of processes outside of the formal AIM 3 program.

An integrated approach to communications, training, documentation and knowledge management ensures the success of AIM 3 and continuous IT improvement through effective awareness, appropriate socialization, efficient knowledge transfer and ongoing evaluation, feedback and improvement

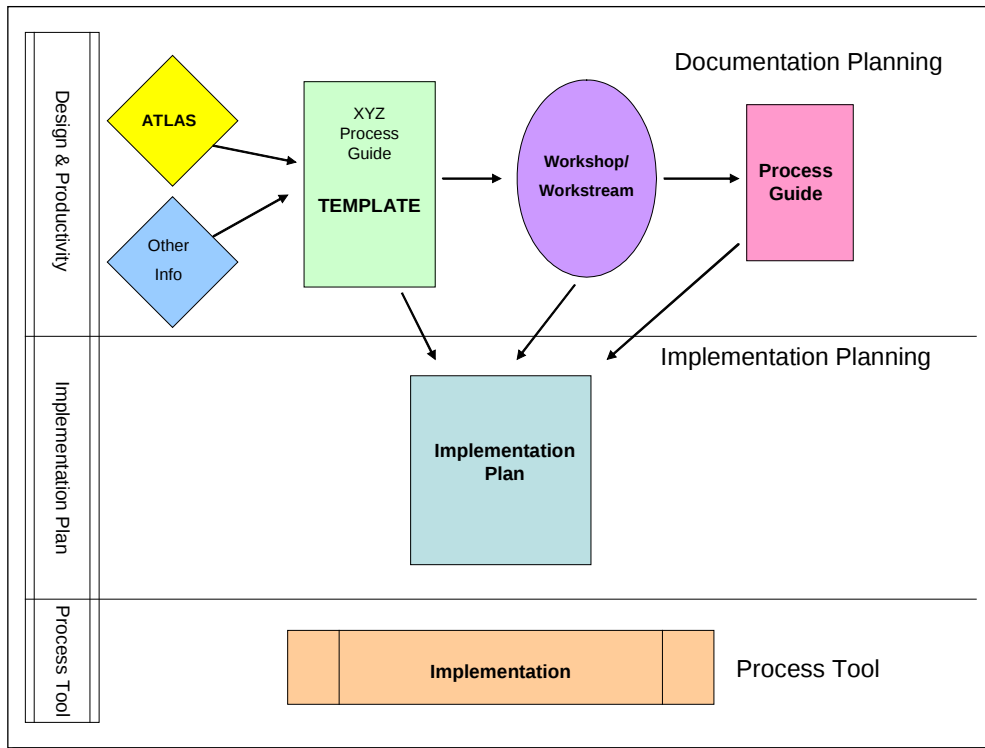
Requires close integration between the four channels of information distribution and knowledge transfer and socialization within TIAA-CREF and the IT organization:

- Documentation: creation and maintenance of supporting artifacts surrounding processes, procedures, people, policy and technology that support corporate mission and objectives.
- Training: techniques for introduction, immersion, and desired behavior changes to ensure compliance with processes and procedures that support corporate mission and objectives.
- Knowledge Management: acquisition, categorization, storage, and retrieval of knowledge artifacts that support corporate mission and objectives.
- Communications: techniques and artifacts that provide for socialization, awareness, cultural embedding, and feedback mechanisms regarding policies, processes, and procedures in support of corporate mission and objectives.

All channels must be appropriately scoped and planned and monitored during execution. Opportunities exist for create once/re-use many times approach to IT knowledge artifacts.

II. Approach

A. High Level Approach to Documentation



1. Identify Processes and Impacts to:
 - IT
 - IT's customers/business partners
 - IT's end users
 - TIAA-CREF clients/customers
 - Any component groups within these major audiences
2. Determine outputs and output types for each workstream, and modify the Process Guide template accordingly
 - Workstream outputs
 - Process Document
 - Process Map
 - Sub Process Document(s)
 - Sub-Process Maps
 - RACI Matrix
 - Policy
 - Standards
 - Guidelines
 - SOPs
 - Output types

- Static Document
 - Static Graphic
 - Static Web page/Website
 - Dynamic webpage(s)
 - Interactive/multi-media
 - Interpersonal contact
3. Formalize development, review and approval process for workstream document outputs.
 4. Map process map steps/RACI matrices to process or SOP document outputs.
 5. Inventory and analyze existing process documentation.
 6. Identify gaps between documentation inventory and process maps/RACI matrices.
 7. Schedule creation/revision tasks according to overall implementation plan
 8. Assign author and SME(s) to each output
 9. Draft and revise outputs.
 10. Tag, link, and index outputs.
 11. Re-source outputs as applicable (to KB articles or training materials).
 12. Publish and archive outputs according to ITIL-based taxonomy.
 13. Evaluate and revise outputs as needed according to program objectives and feedback.
 14. Upload outputs to corporate process repository (ProForma).

B. High Level Approach to Training

1. Identify Processes and Impacts to:

- IT employees
- IT customers/business partners
- IT end users
 - Any component groups within these major audiences
 - Expectations are tied to setting proper goals and objectives.

2. Three track training initiatives

- Cultural change training
 - Corporate-wide training to communicate the changes that are happening and how they will improve the way we conduct business both internally and externally.
 - Offering classes on leading change, for supervisors, and dealing with change, for individual contributors. Sometimes just raising awareness that everyone deals with change in different ways helps to ease the tension
 - Proposed approach is via web-based training
 - Mandatory participation to ensure consistent message is clearly, precisely, and effectively communicated to all TIAA-CREF employees (IT and Business)
 - Implementing ITIL impacts the full spectrum of the organization's employees. Because of this, it is critical to understand the impact at each level within the organization and the value each brings to the program.
 - Subsequently, engagement, communications and training are absolutely a key to success; from the initial engagement of senior stakeholders to the manager-level ITIL training of new global process owners.
 - Implementing ITIL is not just about evaluating and revising processes, it is about change: changing the way people work and are rewarded; changing technology platforms; and changing behaviors across an entire organization.
- Process training (the big picture)
 - Corporate-wide to effectively and efficiently communicate the changes in the IT organization and the business impact to all users
 - Present a holistic view of end-to-end process, interfaces, and integration with other processes
 - Early training allows corporate-wide development of a shared vocabulary that permits them to quickly and accurately discuss how to implement the framework.
 - Proposed instructor-led training to process owners and process leaders initially
 - Propose instructor-led on an ongoing as needed basis annually.
- Process training (each individual Process)

- IT Customer Service Desk technicians
 - IT level two support
 - IT Managers
 - Corporate-wide end users (affected by areas of responsibility)
 - “What are the new processes that are in place (or going to be in place)?”
 - “How does the new process affect how I currently do my job?”
 - “What new requirements must I adhere to in order to continue doing my job?”
 - Tool training
 - Propose web-based training would be most effectively and most expedient
 - Propose instructor-aided instruction would provide a higher level of knowledge transfer
 - IT Customer Service Desk technicians
 - IT level two support
 - IT Managers
 - Corporate-wide End Users
 - Propose quarterly tool training or on an as needed schedule
3. Training strategy
 - A budget for training and certifying the staff has been created and approved.
 - The staff that is to receive ITIL Foundation training has been identified.
 - A training vendor has been selected.
 - A training schedule has been created.
 - An organizational change management strategy has been implemented.
 4. Determine inputs and output types for each work stream training requirement
 5. Formalize development, review and approval process for work stream training requirements.
 6. Select a training vendor.
 7. Identify training requirements, goals and objective for individual work stream, processes, and tool requirements
 8. Submit requirements to training vendor
 9. Schedule creation/revision of training tasks according to overall implementation plan
 10. Create a training implementation plan
 11. Conduct training.

C. High Level Approach to Communications

1. **Key Audience Definition:** Defining key audiences for push/pull communications throughout the enterprise is key to the success and resonance of the communications strategy. Based on the business landscape of TIAA-CREF Information Technology and the business it supports, core audiences and subsets have been defined.
 - Core Audience #1: Information Technology division
 - Tier 1: IT Senior Leadership
 - Tier 2: IT Transformation Core Program Leadership and Workstream participants
 - Tier 3: IT ELT and IT management
 - Tier 4: General IT Employee Population
 - Core Audience #2: Corporate
 - Tier 1: EMT & (former) BOT
 - Tier 2: General TIAA-CREF population
2. **Key Messages:** Key messages and themes are equally as important to the success of the communications plan as they are the springboard for the execution of the communications strategy. Based on the core vision and mission of IT Transformation from a corporate perspective, the following themes have been identified:
3. **Mantra/Rallying Cry:** IT Transformation: The Future Is Now!
4. **Strategic Cornerstones:** (still pending approval)
 - **Foundation for the Future**
Enterprise Service Bus/Service Oriented Architecture
 - **Unrelenting commitment to process excellence**
AIM 3 – Achieving IT (Process) Maturity – Level 3
 - **The Next Level**
Align IT with industry best practices and standards
 - **Unsurpassed Service & Quality**
Continuously meet and exceed client and business partner needs
 - **Rapid Response**
Refine IT to promote agility and cohesiveness needed to address and mitigate technology events and their affect on daily business operations
 - **Enabling Excellence**
Leveraging best practices tools and technologies to support processes
5. **Communications Execution:** As the IT Transformation program continues to evolve in its scope and execution, a flexible yet prescriptive communications execution is necessary for such a dynamic effort. As a result, a communications ‘toolbox’ listing has been assembled for identifying the best communications solution for various stages of the plan, awareness, adoption, change, etc.

6. Although these tools will be used in various ways throughout the program, there are some key fundamental communications tools that will be developed for IT Transformation overall and its individual workstreams as the necessary work and implementation plans are finalized. They are:
 - IT Transformation Flagship Powerpoint w/ modules for each workstream
 - Message Tables
 - Elevator Speeches for IT Transformation, its strategic cornerstones and workstream outputs
 - IT Transformation Lunch and Learns and Office Hours
 - IT Transformation and corresponding workstreams headline news (sent via email)
 - Routine participation in Level 3 and 4 management meetings
 - Continued office hours with various leaders in IT Transformation effort

D. High Level Approach to Knowledge Management

7. Identify Processes and Impacts to:
 - IT employees
 - IT customers/business partners
 - IT end users
 - o Any component groups within these major audiences
 - o Expectations are tied to setting proper goals and objectives.
8. Define Knowledge Management Process
 - Submission
 - Validation
 - Authoring
 - Approval
 - Publication
9. Define scope of Knowledge Article Content
 - Solutions
 - Workarounds for known errors
 - Procedures
 - Instructions for proper incident assignment
 - Key software/hardware information such as brief description, criticality

10. Develop knowledge base templates for each high level article type.
11. Define knowledge style guide.
12. Identify appropriate knowledge base linkages
 - Configuration Management Database (CMDB)
 - Corporate Policies
 - Business owned repositories
 - o End user job aids, policies, procedures
 - Incident and problem records
13. Identify tool requirements based on knowledge process, content, and need for metrics.
14. Inventory and analyze existing knowledge repositories in both IT and business areas.
15. Assess resource requirements from Knowledge Management, Tier 1, Tier 2, and various business areas as a baseline, based on existing knowledge.
16. Engage management for approval of resource assignments.
17. Create a Knowledge Management implementation plan using a phased approach.
 - Phase 1: Tier 1
 - o Gather both management and knowledge user requirements
 - o Identify knowledge sources
 - Tacit knowledge
 - Explicit knowledge
 - Existing repositories / documentation
 - o Define resource requirements based on knowledge sources (i.e. multiple individuals for tacit knowledge, repository/document owners for existing knowledge)
 - o Create project plan
 - o Implement
 - Multiple Phases: Tier 2
 - o Gather both management and knowledge user requirements
 - o Identify knowledge sources
 - Tacit knowledge
 - Explicit knowledge
 - Existing repositories / documentation
 - o Define resource requirements based on knowledge sources (i.e. multiple individuals for tacit knowledge, repository/document owners for existing knowledge)

- o Create project plan
- o Implement

III. Critical Success Factors

While some of the following critical success factors more closely align to one channel than the others, all are critical to the success of the integrated effort:

- Identify best methodology for re-use of content – especially between document repositories and internal websites and knowledge base(s) and training curricula/components.
- Clearly defined training requirements for three training strategies
 - Cultural change training
 - Process training
 - Tool training
- Timely deployment of enterprise DMS
- Timely deployment of enterprise tool launch
- Integration with process re-engineering
- Timely deployment of Service Now tool
- Management/Executive Support
- Engagement with Public Affairs
- Consistency of Messaging and Scope
- Resource availability
- Planning and Coordination with groups within IT Transformation

IV. Dependencies

- Workstream delivery of vetted and approved recommendations
- Workstream delivery of approved high level process maps
- Workstream delivery of approved RACI matrix
- Development of integrated implementation plan and schedule
- Work stream delivery of vetted and approved training recommendations
- Clearly defined training requirements for each training “track”
 - Cultural change training

- Process training
- Tool training
- Approved high level training implementation plan
- Swiftiness of management approvals/review of communications
- Engagement of Public Affairs for review and deployment of corporate communications
- Consistency and stability of messaging

V. Milestones and Key Deliverables

Before delivering actual workstream-based content as documentation, training or knowledge base articles, the following program-level elements must be delivered to support process documentation efforts:

- Process documentation approval process
- Create, review, update process
- Service Catalog (supports multiple workstreams)
- Approved templates for Standards, Guidelines, and SOPs (current templates need to be reviewed to ensure fit within ITIL framework and ITT initiative.)
- Extraction/transformation Plan and process for re-sourcing knowledge between channels
- Proforma Upload, update processes
- Tagging, indexing and cross-reference/linking guidelines
- ITIL and TIAA-CREF integrated taxonomy
- Published ITIL/TIAA-CREF Process Glossary
- Existing Document/Process/SOP Inventory
- Process Improvement templates:
 - Lessons Learned
 - Test plan
 - Rollback plan
 - Quick Reference
 - Minutes
 - Meeting Agenda

A. Documentation

Each workstream will produce the following documentation deliverables, many of which will be integrated and cross-referenced among workstreams:

- Overarching Policy
- Related Polic(ies)
- Roles & Responsibilities Matrix
- High Level Process Map
- High Level Process Description
- RACI Matrix
- Categorization/Prioritization Standards
- Mid-level process map(s)
- Mid-level process description(s)
- Process Overview/Introduction
- Standard Operating Procedures (SOPs) for each enumerated process step

B. Training

The workstream documentation deliverables outlined in the previous section are key to development and execution of training. In addition key training deliverables include:

- Training Schedules for Process, Tools and Cultural Change components
- Curricula and modules for instructor-led Process training
- Curricula and presentation material for web-based Cultural Change training
- Vendor-produced training materials for Tool training

C. Knowledge Management

- Knowledge process and scope defined
- Linkages and existing repositories assessed
- High level project plan created
- Completion of each Phase

VI. Deliverables Matrix

Workstream	Availability date	Channel	Type	Audience	Message/Purpose	Owner	Comments/Notes
RFS	6/15/06	Documentation	Process Map	IT Support	Onboarding	Norm Lyster	
	9/15/06	Documentation	Process Doc	IT Support All managers / supervisors	Onboarding		
	9/15/06	Documentation	SOP	All managers / supervisor	How to use tool to request, track onboarding RFS.		
	10/5/06-3/31/07	Documentation	Process Documents	IT Support/ all managers/ supervisors	varies		RFS RACI Matrix identifies 90 processes and procedures for onboarding (from second level to fourth level drilldown)
		Documentation			Request for Status		
		Documentation			Request for Information		
		Documentation			Offboarding		
		Documentation					



Workstream	Availability date	Channel	Type	Audience	Message/Purpose	Owner	Comments/Notes