

Final Report of the Situation  
ICT  
NMSU  
October, 2012

Introduction

The Division of Administration and Finance at New Mexico State University executed an interview process of as many of its roughly 700 employees as possible, between Oct. 1 and 10, 2012. The purpose of these interviews was to gather data to describe the current state of the organization for a strategic planning initiative.

The Division also decided to perform a scan of up to 14 customer groups, in order to gather external data on the Division's performance and opportunities.

This report provides the results of the employee interviews and the customer scan for ICT.

While an interview and analysis process of this type usually delivers a relatively good snapshot of the non-technical characteristics of an organization, it must be kept in perspective as being only a 'snapshot' in time. The reported results must be integrated with the day-to-day and historical evidence available to the organization. Interview data is credible because we seek patterns of information and do not report stand-alone individual comments but this data is also one sided. The total picture should be considered before conclusions are drawn or actions taken.

The Division and ICT leadership is reminded that ICT employees in the interviews were promised that they would see this report at some time.

**Report of the Situation for ICT**

ICT appears to be a basically healthy, well-functioning organization. Most supervisors are seen as high quality employees who are technically competent. Employees and supervisors are empowered and can make decisions as needed. ICT people work together well and most of them love their jobs. They like the people they work with. The environment is dynamic. Teamwork is common. They appreciate that there is some flexibility in their hours since they work 24/7. Their work is felt to be meaningful. Employees like their customers and like to feel they are making a difference.

ICT executes and operates off of a strategic plan. There is very active continuous improvement by employees in ICT. Training and development is beginning to ramp up again after a couple of years of little to none.

There is considerable performance measurement within ICT, including customer surveys and feedback. ICT is clearly data driven. Positive reinforcement and appreciation are systematic (Asprey Award) as well as informal through supervisors and customers. There

is clearly recognition of the need for employee appreciation. However, the lack of a structured 'informal' system for recognition causes the level of recognition to be erratic and supervisor dependent.

Although there is the potential for ICT to be more customer-focused, the breadth of projects that fall under its purview limit the development of a zone-type of organizational structure. Nonetheless, in spite of the fact that the organization is not designed to deliver maximum customer satisfaction, customers generally seem to be happy with ICT's service and support.

When ICT was folded into the Division of Administration and Finance, the loss of autonomy was significant. Around the same time, the economic crisis made its appearance and budgets had to be slashed. This meant a reduction in people and higher workloads. ICT is still struggling to adapt to these changes and, to some extent, is in the middle of a cultural transformation.

Some of the bureaucratic characteristics of AFD have trickled down to ICT and the employees find these conditions more than annoying in trying to get their daily jobs done. For example, priorities keep changing in the complex projects management arena.

Given that compensation levels for ICT people at the University are well below industry standard, the concern in the future is the uncertainty of being able to hire and retain quality employees. Once the economy has improved, many of these technical people will be drawn to higher salaried positions.

### **The Customer Scan for ICT**

The results of the interviews of 14 groups of customers are reported in the following. This report consists primarily of actual customer input – unfiltered or edited.

#### *Strengths*

- The following praise was given by a variety of customers attending the sessions:
  - Wonderful
  - Phenomenal, doing very well
  - Response time is good (not great)
  - Pretty well
  - Good emergency service
  - Really moving forward
  - Seems to have an understanding of customer service
  - Great (telecom services)
  - Networking support is great
  - Excellent
  - Very good

The message here should be loud and clear for ICT: keep it up! You are on the right track and your efforts are much appreciated.

*Needs for Improvement*

- Concern that ICT is focused more on protecting the University than on supporting research and other efforts (cautious with open sharing etc. to protect against possible cyber-attack/viruses.)

*Something the Customers Want*

- Integrate all of the various IT units on the campus so service becomes uniform