

Stage 2 ICT Position Description RASCI Review – Staff Interviews

Fire and Emergency New Zealand (FENZ)

August 2021





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1. Context

Background

CoDigital was engaged in late November 2020, to undertake several activities to gain a clear assessment of the current state for the Chief Information and Technology Officer (CITO), FENZ.

We initially interviewed Managers and Team Leaders to understand the extent their work activities match the existing ICTS position descriptions. The feedback showed there were overlaps, duplications, gaps and opportunities across all ICTS positions. The report also tabled a list of recommended actions for the first half of calendar year 2021.

Over the last six months, four recommendations have been actioned by the CITO to both strengthen and build capability, as well as mitigate risks:

- 1 Establishment and recruitment of the Portfolio, Programme and Project Management (P3M) function.
- 2 Establishment and recruitment of the Testing function.
- 3 Creation of two new functional positions with Security and Service Management responsibilities, currently being advertised.
- 4 A number of fixed-term positions in the Technology and Support operational area have been converted to permanent status via business case justification.

Stage 2, as a follow up from the initial activity, was to hold workshops / interviews with ICTS staff to undertake the same assessment. This report brings together the findings of the second review.

Objectives

The objectives of this assignment were to:

- gain an understanding regarding the extent staff work activities match the existing ICTS position descriptions
- identify gaps, opportunities and duplication of responsibility
- conduct a RASCI gap analysis
- map these findings against CoDigital's Service Domain Taxonomy
- debrief the CITO, ICTS Management Team and HR Business Partner with the findings

Scope and approach taken

Workshop / Interview Logistics

- The ICTS Team Coordinator organised workshops for groups of individuals who had the same, or very similar, position description(s).
- 1:1 interviews were organised where there was specialisation and an individual is the only person performing the position.
- Permanent and long-term fixed-term contract staff were invited to participate.
- The workshops / interviews took place during the last three weeks of July.

Workshop Design

- The workshops were designed to ensure there were plenty of opportunities for discussion.
- Using the current published position descriptions, individuals conducted self-assessments then worked in pairs and finally shared with the whole work group, working together to complete the final assessment and provide consolidated feedback.
- CoDigital obtained as much agreement as possible from the work group and were committed to capturing all feedback, whether from an individual or multiple participants.
- CoDigital included a brief introduction to the CoDigital Service Domain Taxonomy in these sessions to show the participants how their feedback was to be captured and represented in the final report. This was well received and understood.
- The PSA was asked to provide feedback on the approach and their advice has been included in the workshop design.
- The PFU were advised that a member was participating in a workshop.

Scope exclusions

- No feedback was requested on capacity.
- Vendor and contracted staff were not invited to participate.

Reports

- Changes to this report:
 - to provide a current state view of the ICTS sourcing/resourcing mix, CoDigital sought further information from the ICT Management team regarding service providers that are currently used. We then mapped the vendor provided/outsourced capabilities onto the CoDigital Service Domain taxonomy report.
 - we have made slight adjustments in the mapping of the RASCI to the CoDigital Service Domain taxonomy and have endeavoured to simplify the key. We have highlighted activities undertaken by participants as a simple "yes" or "no".
- It is important to view both reports to obtain the detailed feedback and recommendations from both Managers/Team Leaders and their staff.

2. Executive Summary

Background

The first CoDigital review of ICTS's position descriptions was conducted with Managers and Team Leaders only. The findings were presented in two parts. Part one outlined the risks, gaps and opportunities and overall themes relating to activities assessed against the responsibilities as outlined in position descriptions. Part two mapped the feedback onto the CoDigital Service Domain Taxonomy showing a 6-point gap analysis.

An extensive list of possible activities was recommended in the first report with the expectation that prioritised actions would be undertaken in the first six months of 2021. It is pleasing to note that a number of these recommendations have been actioned by the CITO and his team in the interim, receiving favourable feedback from staff in this review praising transparency and capability uplift.

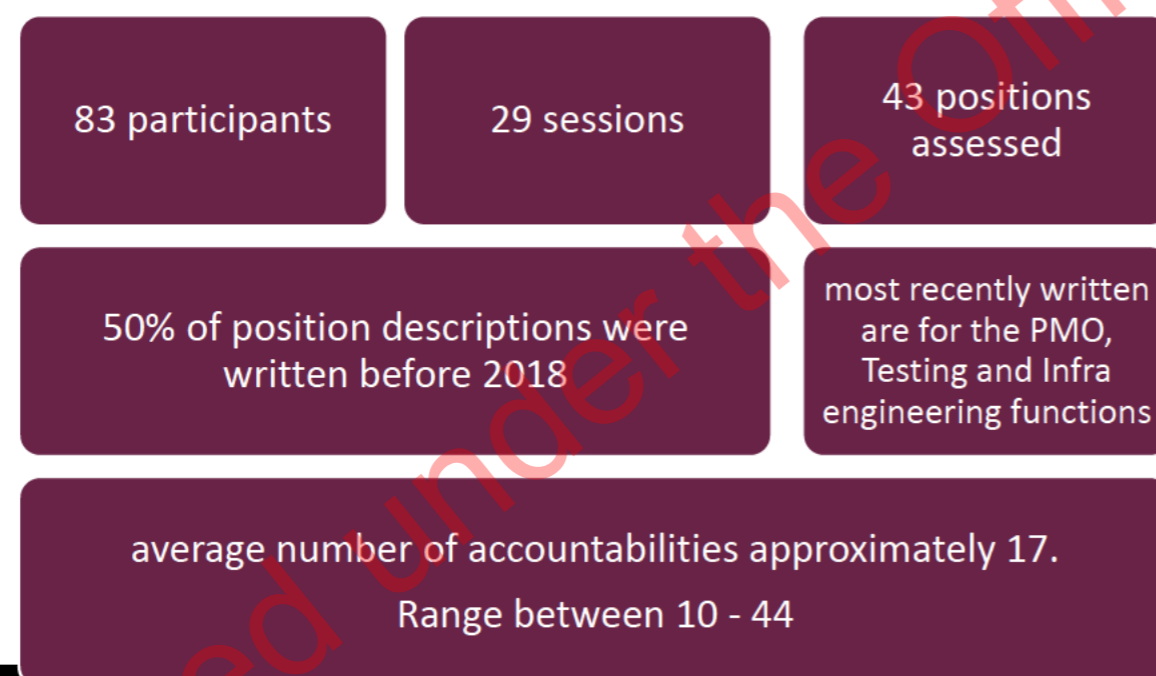
There remains a long list of recommended possible activities from the first report, not yet actioned.

CoDigital commenced and completed the stage 2 of this review with staff in late July.

Both reviews highlighted many out-of-date position descriptions that do not accurately reflect the accountabilities being undertaken by the position holder. Naming conventions are confusing and many are inaccurate and inconsistent. Some individuals are demonstrating discretionary efforts by continuing to do what is required of them, despite their position descriptions being outdated.

The feedback from this staff review has reinforced many of the recommended activities from the first report. Based on the feedback from both of these reviews, we can see the whole ICTS department is in alignment regarding suggested actions. This is an opportune time to leverage this current appetite for change.

Staff Workshop and Interviews Overview Summary



Summary of Findings based on CoDigital's Service Domain Taxonomy

Below are the key topics raised by domain. This commentary is not intended to reflect the overall RAG status of each domain, which will be discussed separately.

Domain	Summary of Findings
Customer Engagement	Since CoDigital's initial engagement in November 2020, a new contract has been signed for the provision of Service Desk Services with Spark. This contract has created clarity surrounding accountabilities and will assist the Desktop support team to focus on their key accountabilities and deliverables. Monitoring of this will be required as part of regular supplier management meetings. Relationship Management lacks a central line of accountability with no clear Service Delivery practice in place. There are numerous points of contact for the Business to engage with ICTS, however they are limited to specific activities.
Business change	Specific feedback was received regarding the Digital Strategy 2021 – 2027, suggesting the overall approach to Strategy is lacking across the ICTS area. There is little understanding across the team of the future direction of FENZ. Initiatives such as the Cloud First Policy are not clearly understood or acted upon. Strategic direction from ICTS Senior Leadership though to the Architecture team and cascading to all areas of ICTS, is required.
Governance and Management	Supplier Management is an area where clarity of accountabilities is required. A large number of staff have, or feel they have, responsibility for vendor relationship management. This crosses many areas within the ICTS team and creates a lack of consistency in respect to the approach and management of vendor performance.
FENZ specific applications	This domain is predominately supported by external suppliers with FENZ project resources being engaged for new and changed services, as required. There is currently only one official Product Owner (AMS project) with product ownership responsibilities filled by individuals across several different areas.
Business Software	Supported primarily through external suppliers and/or service desk and desktop support.
Digital Workspace	Supported primarily through external suppliers and/or service desk and desktop support.
Information and Data	Information and data covers a number of areas of responsibility. The Business Analytics team have well defined job descriptions and accountabilities; however, many individuals perform role specific functions representing single points of failure. The areas of document and information management were raised as a concern during the workshops with frequent reference to a lack of centralised information management.
Information Security	Information Security is an area with a large reliance on external resources for the day-to-day management of FENZ risk and assurance. Day-to-day IT Operational Security activities are not extensively referenced in the position descriptions, and where they are, the participants did not feel they had full accountability or responsibility for the activities. It is noted that an Operational Security position is currently being advertised, however there is currently significant risk in this area.
Telecoms	The Communications Team comprises a number of experienced and qualified communications professionals with well documented and understood accountabilities, however, contention exists in the demarcation between IT and Communications. Better regional service delivery across all of ICTS could be achieved with improved utilisation of the combined IT and communications teams.
Technical Management	There is a lack of clarity and demarcation between the Infrastructure, Network and System Administration positions, with multiple people undertaking similar activities. While the team appear to understand their lines of responsibility, the lack of formal documented lines of responsibility needs to be addressed. The Infrastructure positions have references to network responsibilities, which should be removed to ensure clarity.
Service Management Practices	There were several gaps in accountabilities seen across the general service management practices. This is partly due to the blending of functions into single positions, secondments and accountabilities not sitting within the correct teams. It is noted that a Service Management position is being established to address some of these gaps.

3. Recommendations

The Digital Strategy 2021- 2027 is an important stated strategic direction for FENZ with the ICTS department being responsible for enabling this strategy. The ICTS Leadership team need to ensure the ICTS organisation and its people are ready and able to lead this change. It is therefore, important to reference the recommendations of this review, to the strategic drivers of this new Digital Strategy.

These recommended actions are also mapped to the three reports in this document where the details of the staff feedback can be referenced for further reading.

	Recommendations	Referenced			
		Digital Strategy 2021-2027 – strategic drivers	Service Domain Taxonomy Map	Staff workshop/ interview findings	Identified Risks
1	Update all position descriptions to reflect the skills and competencies required for the digital transformation, as outlined in the Digital Strategy. Using a plain English, modern and contemporary global ICT industry skills database, such as SFIA (skills for information age), will provide the clarity required.	Lifting digital capabilities	✓	✓	
2	Define future state by conducting organisation structure and capability/capacity reviews and consider organisation redesign as follows: <ul style="list-style-type: none"> Architecture management practice: to consider how to strengthen the strategic leadership required to support the Digital Strategy Delivery and Operations function: investigate the options for establishing additional capacity in the permanent workforce to ensure team is available - initially for project handover and subsequently for active engagement with the business for service improvements, introducing innovations and process improvements that will deliver better business outcomes Identify opportunities to provide future employment assurance to secondees and those backfilling these on secondments ICTS regional service delivery: to ensure the IT and specialist Comms (Telecoms) services are consistently provided Capacity gaps: investigate the options for establishing additional capacity in the permanent workforce thus reducing reliance on contracted staff provided by service providers 	Becoming a digital-first organisation	✓	✓	✓
3	Conduct a technical skills inventory to understand current state and profile of risk. Develop action plans to mitigate operational and service delivery risks in terms of backfill and coverage, for SMEs and single points of failures.	Foundation for success		✓	✓
4	Continued support and drive for leadership and practice building of the newly established functions of the PMO and Testing team. Also note that the new positions in Service Management and Security have been established but not yet filled, and will be embarking on the same development path thus requiring the same support	Becoming a digital first organisation		✓	✓
5	Review and provide role clarity and document where the following accountabilities should sit: <ul style="list-style-type: none"> vendor relations and management security operations relationship management business analysis product ownership 	Foundation for success	✓	✓	✓
6	Commercial Health Check – to review the financial, commercial and service provision of all contracted service providers ensuring risks and contractual provisions are being met in a cost effective and sustainable manner	Foundation for success	✓	✓	

4. Staff Workshop / Interview Findings

The workshops and interviews were designed to understand how staff's current responsibilities are reflected in their position descriptions. Many matters were raised and captured as feedback. We have summarised the key themes, as well as outlined in the count column, the approximate number of individuals, who at their workshop/interview, agreed that this feedback was to be captured.

Theme	Observation	Indicative Count
Role Clarity	<ul style="list-style-type: none"> Most position descriptions are out of date, reference previous technologies, do not accurately define responsibilities and reference previous entities or workgroups that no longer exist There are many position descriptions where the position's core purpose, accountabilities and person specifications are not aligned or accurate. There are individuals who hold multiple accountabilities across several service domains and cases where they continue to be responsible for them There is a workgroup called Business Solution Analysts who hold both service delivery and product management responsibilities and felt their position title did not reflect what they do 	65
Change Appetite	<ul style="list-style-type: none"> There was a willingness to participate in this review and on the whole participants were engaged and provided candid and constructive feedback There is passion and commitment for the FENZ organisation. The employment value proposition is strong Reference was made to the pre-merger decision to only offer secondment and fixed-term contract opportunities as change was imminent and the priority was to ensure continued employment. This policy has impacted and continues to impact a number of staff Four workgroups asked, 'When is change coming?' One workgroup said that current state feels like 'gridlock' 	45
Practice Development	<ul style="list-style-type: none"> Many have commented on the lack of documentation, shared templates and standardised approaches There is a recent example where the lack of practice development could be linked to a high level of churn. In one example a junior team member has worked with six seniors in the past 8 months. As there is no current documented standard practice, new ways of working are introduced each time a new member starts. This results in multiple handovers, the need to restart engagements with the business and find source documentation. This has slowed down progress and caused project milestones to be missed There has been positive feedback about the leadership and practice development of the Testing function There were positive comments relating to the ICTS work programme prioritisation and transparency from the new PMO practice 	40
Specialisation	<ul style="list-style-type: none"> An extreme example are the position descriptions in the Information and Data domain where we had 11 workshop participants and 10 position descriptions Over time individuals have developed subject matter expertise and position descriptions have become individual centric The regional operational positions that have both IT and Telecoms specialist responsibilities in their position descriptions, are not fulfilling their combined regional responsibilities by continuing to specialise in only the 'C' in the ICTS 	35
Service Handover	<ul style="list-style-type: none"> The approach of hiring fixed-term contract staff to be assigned to projects, has been a strategy to ensure capability and capacity gaps are addressed in the short term We have identified examples where these project resources on fixed-term contracts have become SME and have taken on BAU responsibilities as there is no one in the permanent organisation structure to hand over to. In some instances, contracts are extended or offered in another part of ICTS Often, at the end of their contracts, these resources leave behind established critical business relationships and take developed, extensive business knowledge with them 	30

Theme	Observation	Indicative Count
Out of Hours Work	<ul style="list-style-type: none"> There are individuals who are systems SME's in either their current or previous positions, that have continued to be responsible for out-of-hours support, with only very limited provisions available to recognise their efforts A number of comments were made that in the FENZ operations there are policies (e.g. rostering etc) that should be applied across all of FENZ to be consistent and fair to all 	20
Digital Strategy 2021 – 2027	<ul style="list-style-type: none"> A number of individuals have commented on the Digital Strategy and asked what the plan is, who in the ICTS management team owns it and how do they align their activities to the strategy Some of the team asked "Where is the strategic leadership?" The lack of architectural and enterprise roadmaps which has led to disparate approaches and integration issues was discussed at several workshops 	12
Participation in Incident and Emergency Operations	<ul style="list-style-type: none"> The requirement to provide support in instances of Major Operational Incident Management is not clearly defined in all cases. Individuals have been assigned responsibilities that are not reflected in their position description nor employment agreement 	10

Concluding remarks

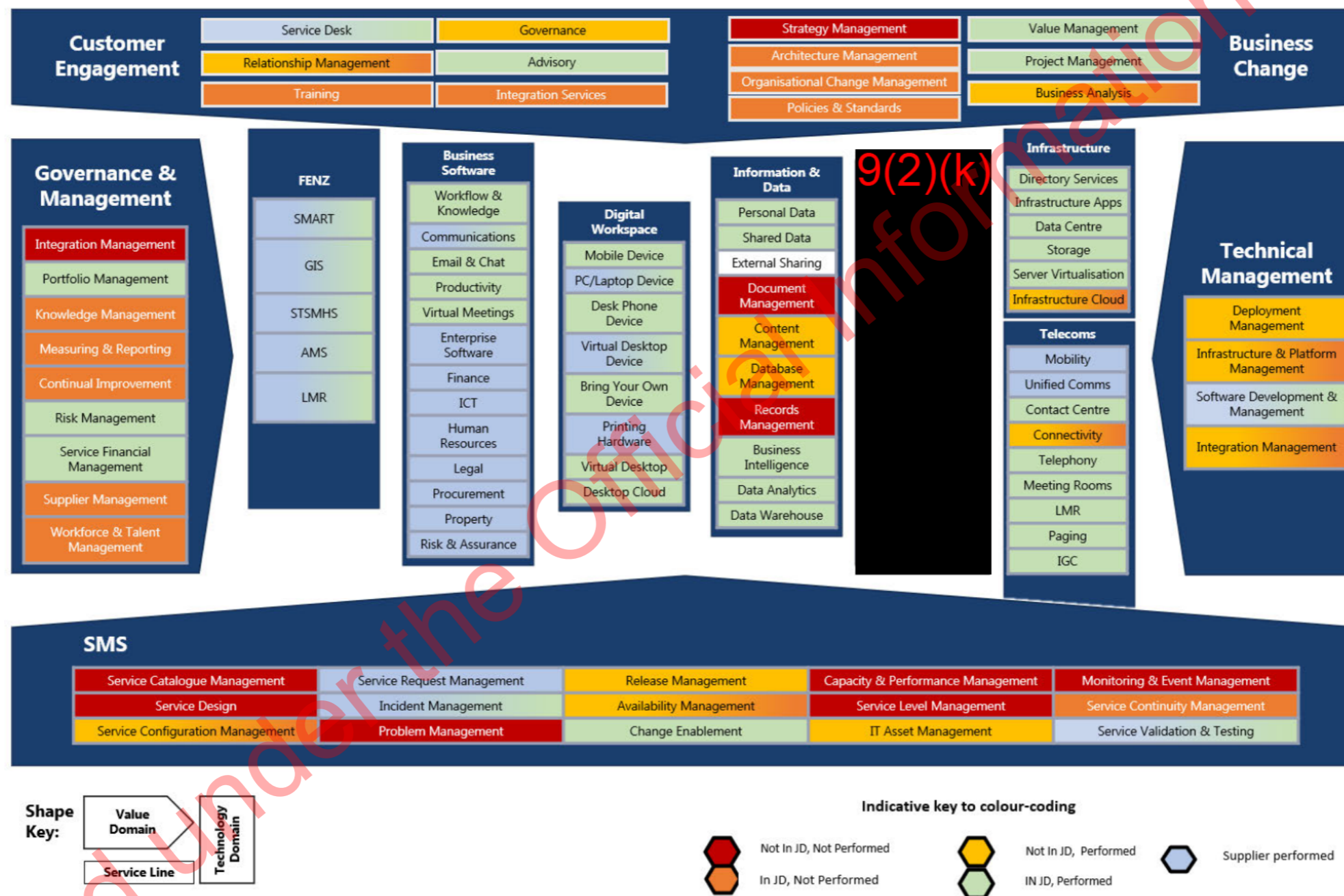
The themes of this review are consistent with those identified initially in the first review. Many of the observations above reinforce from the staff's perspective that the recommended actions from the first report need to be taken.

Matters raised in both reviews included feedback on the position description, capability gaps and the lack of recognition of out-of-hours work.

An exciting new theme that has been identified is the appetite for change. There is passion and commitment from the team and real alignment of personal values to the employment value proposition of FENZ. This could be interpreted as a mandate for change and highlights the need for action.

5. Responsibility and Accountability Assessment

This taxonomy visualisation is a high-level representation of the Services that can be expected to be performed by a mature ICT organisation similar to FENZ and is based on the ITIL V4 practices. It reflects the feedback from staff based on the ICTS Accountabilities and Deliverables review conducted last month.



6. Risks

Key Risks

The workshops/interviews with staff, combined with industry experience and a good practice lens, reveals the current key risks:

Category	Description	Consequence	Likelihood	Impact
People and Culture	<div style="font-size: 48px; color: red; opacity: 0.5;"> Released under the Official Information Act 1982 </div>			
Operating Model				
IT Operations and Service Delivery				
IT Operations and Service delivery				
Leadership				

7. Issues

Key Issues

The workshops/interviews with staff, combined with industry experience and a good practice lens, reveals the current key issues:

Category	Description	Priority	Severity
Operating Model	There has been investment in formal training and certifications in Agile, ITIL, Prince Scrum and DevOps, but with little adoption and no plan to adopt standardised practices.	Medium	Moderate
Data and Information	Data is not well managed, for instance there is no data cleansing or data architecture which results in poor data quality.	Medium	Moderate
Operating Model	There is no clear accountability for vendor management as the responsibility appears in many position descriptions resulting in a lack of clear direction and mismanagement of vendor performance.	Medium	Moderate
People and culture	Confusing naming conventions. Example in the Information and Data domain there are two workgroups called Business Solutions Analysts.	Minor	Minor

8. Opportunities, Gaps and Duplications

Opportunities

The workshops/interviews with staff, combined with industry experience and a good practice lens, reveals the current opportunities:

Description
There is a small team of centralised GIS. To extend their influence and reach, there is an opportunity to establish a Centre of Excellence in the operations workforce as virtual members of this team. These individuals will be able to connect this centralised team to the requirements of the business operations and assist With information dissemination and knowledge building
there is active practice development of the Testing function with the establishment of the business plan, policies, standard approaches and templates. The maturity of the practice continue with support from the ICT Management team
The recent new hires of newly established PMO practices as well as staff who have been promoted to these teams are engaged and enthusiastic. It is expected the leaders of these teams will continue to mature the practice and build capability.
The change appetite for the ICTS department could be describe as healthy. This is good indication that any potential change will be received with a positive mindset.
Appointment to the new Service Management and Security positions is an opportunity to build capabilities, develop the practice and further mature the ICTS services.
The PMO has initiated some standard practices in governance, prioritisation and reporting. This has provided transparency of the work programme and momentum in aligning workgroups.
Better utilisation of regional positions could provide enhanced and consistent coverage across the regions for both IT and Telecommunications services.

Gaps

The workshops/interviews with staff, combined with industry experience and a good practice lens, reveals the current gaps:

Description
The Testing team is assigned to project-based business case funded testing predominantly and is therefore not always available for BAU/integration testing.
The frequent use of contracted staff for medium-term engagement for peaks, to provide coverage and manage additional workload, are sourced from service providers at a premium and indicates a need to add additional capacity to the permanent staff numbers.
There is not a current state technical skills inventory to clearly understand current and legacy skills. There are no future state technical skills needs inventory and therefore no plan for skills development e.g. Azure
The current Architecture team has limited input into future state roadmaps due to extensive vendor and contractor use meaning knowledge is not being retained. Engagement in forward-focused projects is limited.

Duplications

The duplications observed have all been highlighted/addressed as part of the Gaps, Issues and Risks or Themes sections above.

9. Next Steps

In addition to the recommendations from the initial report, there are two key steps we recommend for immediate consideration and action:

In addition to the recommendations from the initial report, there are two key steps we recommend for immediate consideration and action:

1. From a purely tactical standpoint, the current Position Descriptions need to be updated to reflect the responsibilities of the position holders as below:
 - Update position titles to provide clarity of role function
 - Update position descriptions to reflect the new organisation
 - Create clear, plain English descriptors of accountabilities and responsibilities
 - Create clear demarcation between roles with similar functions and/or technologies supported
 - Clearly define responsibilities between senior and junior roles
2. In order to ensure the entire ICTS team are able to meet the requirements of the digital transformation outlined in the Fire and Emergency NZ Digital Strategy, consideration of adopting an Industry standard skills framework (SFIA) should be made. Adoption of SFIA would provide:
 - New digitally themed digital transformation skills descriptions for cybersecurity, data science, enterprise, agile and dev ops roles
 - Up to date and ICT industry recognised position titles and skills descriptions which will enhance the FENZ ICT employment brand and attract digitally skilled candidates
 - Detailed description of up to 7 levels of responsibilities for each skill, thus providing competency profiles to be able to have development and career discussions
 - a new position description that when applied to the FENZ job evaluations process, will ensure as an outcome of this process a more accurate reflection of the ICT job market remuneration levels

Initial engagement with the ICTS Leadership team to review the benefits of SFIA and agree adoption should be made in the first instance.