CLOUD TECHNOLOGY OPERATING MODEL & ORGANISATION DESIGN

Service Definition
Document

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SERVICE OVERVIEW

The service utilises Harrison's established Operating Model and Organisation Design methodologies to define optimal operating models that support the adoption of cloud solutions and supply chain transformation programs in the public and private sector. It has been customised to help organisations align and transition their processes, governance, performance, and personnel to establish, operate, and sustain the Operating Model inherent in utilising and adopting cloud services.

Harrison has extensive experience in assessing an organisation's readiness, identifying gaps, and developing business cases for implementing Operating Model journeys either iteratively or waterfall. Our capabilities include defining target operating models; designing and delivering new operating models; and advising on cloud solutions, product and platform operations, and multi-sourcing. With thorough knowledge of public and private sector cloud solutions and specialist expertise in operating models, Harrison can provide flexible services tailored to your organisation's specific requirements. Our work can focus on individual teams, functions, or the overall digital and technology organisation to help optimise operations.

OUR SERVICES

We provide rapid assessments across a broad range of IT domains for our clients, with a focus on cloud technologies, hosting, and software services. Our methodology incorporates best practices from leading frameworks including ITIL, SRE, DevOps, Agile, SaFE, CMMI, and TOGAF.

Analyse the current capabilities of the Cloud and Digital Technology organisation to identify areas needing improvement and development.

Restructure the IT organisation to emphasise cloud solutions, integrated services, and product and platform alignment.

Strengthen support organisations by boosting their capacity and capabilities through training, streamlining hiring processes, clearly defining roles and responsibilities, and ensuring staff have the requisite skills to meet the capability requirements

Adopt industry best practices like Site Reliability Engineering (SRE), DevOps, ITIL, Agile, and SaFE to implement new processes and workflows that improve the organisation.

Provide recommendations for the current operating model and future operating models by matching desired future states with key transition dates.

Facilitate organisational change, assess the current state, communicate plans openly, consult stakeholders, manage talent strategically, and develop a transition plan that moves people and processes forward smoothly.
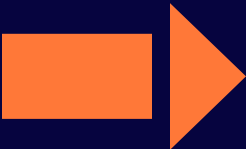
Cultivate strong relationships with internal stakeholders and external partners to facilitate major organisational changes.

BUSINESS CONTEXT

How and when should this service be used?

The service was designed to provide clear direction before designing an end-to-end digital and cloud technology transformation for public and private sector organisations seeking to migrate to or adopt cloud services.

It covers uplifting organisational capabilities & functions or building new ones across all aspects - people, processes, ways of working, tools and culture.

The service ensures transparency in roles, assurance, accountability and collaboration between organisations and vendors.

OUR APPROACH

Recent and ongoing pressures to increase value from suppliers has led public and private sector departments to shift away from large single monolith outsourcing contracts with IT providers. Instead, departments are adopting flexible, cloud-based solutions and multi-sourcing approaches, potentially leveraging external service integration partners. This transition establishes a more agile, competitive, and cost-effective cloud technology supply chain by taking advantage of diverse cloud service and support offerings.

The shift to a more complex yet agile supply chain poses challenges, especially regarding the operating model when it comes to the retained organisation and the incumbent integrator. A well-designed digital, technology, and cloud transformation roadmap requires an effective operating model and organisational structure. Key elements include having the proper skills, processes, ways of working, governance, and culture to enable a smooth-running tech operation. Harrison has assisted clients in identifying the skills and processes to retain, along with the ideal organisational size, to achieve efficiency gains.

OUR APPROACH CONTINUED

We employ an established methodology with interrelated dimensions that illustrate how digital technology is organised, implemented, and functions. Our methodology is illustrated below:

Persona — Who are the clients receiving IT services? What are their needs, and how can they be segmented into groups (personas) with differing characteristics and requirements?

Services — How do macro-level services support the organisation holistically? Through which channels do clients interact to access these defined services?

Organisation Structure — How does the IT organisation structure its activities into logical groupings, establish reporting lines, and determine span of control?

Sourcing and Ecosystems — What activities are handled internally versus outsourced? Who are your critical partners and what ecosystems is it part of? Can some activities be brought in-house?

Roles and Responsibilities — What roles can be identified and what are the responsibilities associated with each of these roles?

Capabilities and Skills — Determine which capabilities, skills and competences we need, and at what proficiency levels. What is the strategy to phase out less-needed skills while developing critical skills?

Governance and Decision Rights — What are the procedures and distribution of responsibilities for enterprise-wide IT decision making?

Funding and Charging — How will IT be funded, and will this funding approach be consistent across all services and clients? How are clients charged for using IT services?

Processes — How are activities structured into repeatable processes, and at what maturity level do these processes need to be executed?

Tooling — What tooling is used to automate these processes, and how do these automation tools affect the workforce?

Functions and Interactions — How do individual processes interact and connect to create larger, end-to-end functions like incident handling?

Metrics and KPI's — To better understand our IT outcomes, how do we measure the performance of what IT provides, and what metrics do we have in place to track that performance?

Mission — What is the core mission of the IT organisation that informs decisions about other aspects of the operating model?

Culture and Work Style — What cultural values, leadership qualities, and desired behaviours should people in technology roles demonstrate?

Collaboration and Location — How can smart utilisation of location and workplace layout foster collaboration between people and teams?

Incentives and Rewards — What incentives and rewards exist to encourage the desired behaviour of employees?

OUR APPROACH CONTINUED

The Technology Operating Model should be defined and documented in a logical order, with priority given to certain dimensions as illustrated below:

WHAT

Persona	Services

Mission

The Technology organisation should clarify: What services will be provided, who the key customers are, and what the mission statement is.

HOW

Capability and Skills	Funding and Charging
Processes	Metrics and KPI's
Functions and Interactions	Tooling

What capabilities, processes, and interactions are required for the Technology organisation to deliver on the above objectives, and how will their effectiveness be measured?

WHERE

Collaboration and Location	Culture and Work Style

Sourcing and Ecosystems

Where and how will the organisation source the necessary talent and capabilities? How will the organisation foster collaboration across locations, and what culture should be embedded to support this collaboration?

WHO

Organisation Structure	Governance and Decision Rights
Roles and Responsibilities	Incentives and Rewards

What roles and governance models should be put in place? How will employees be rewarded and evaluated? And, what organisational structure will allow the team to operate effectively and deliver results?

APPROACH STAGES

To reach its desired maturity, a public or private sector organisation takes the following approach to develop the Target Operating Model and future-state Organisation Design: Digital and Technology leadership, along with other key stakeholders, actively participate throughout the process. We recommend a 2-3 person Harrison consulting team for this service: a Senior Manager, Senior Consultant, and Analyst with recent experience delivering Target Operating Models and Organisation Designs for cloud, technology, multi-sourcing, and supply chain transformation programs.

Our approach for this service is described in the following stages. At each stage of developing the TOM and OD, we will hold multiple meetings and workshops with IT leadership and key stakeholders. The purpose is to collaboratively develop, review, and refine the designs, as well as secure leadership approval.

Stage 1

Define future capability needs:

- Evaluate the current technical capabilities and provide recommendations for the future technology roadmap and objectives.
- Outline the desired capabilities for the future, independently of current organisational structure, roles, and staffing. Approve the design principles and organisational structure of the recommended technology operating model.

Stage 2

Develope operating model:

- Create a visual diagram of the future organisational capabilities, showing how they would interact internally within the company and externally with the supply chain partners.
- Organise capabilities into functional units.

Stage 3

Design future organisation:

- Clearly identify and understand the organisational structure of the target organisation as well as the interdependencies between its various components.
- Agree interim phases and organisation structures.
- Describe how implementing the recommendations would affect the organisation's existing structure in terms of job roles, duties, staffing levels, required competencies, and reporting hierarchies.

Stage 4

Develop initial view of high level processes and RACI:

- Analyse the organisation's structure and external supply chain to identify the most important high-level processes.
- Determine which department in the new organisational structure would have responsibility, accountability, needed consultation, and required information for high-level IT processes.

Stage 5

Outline TOM / OD implementation costs and plan:

- Create an outline of the necessary steps to put TOM/OD into action.
- Evaluate the effects of the transition on information technology and communications in terms of both costs and personnel.

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INPUTS, OUTPUTS AND CONTRIBUTIONS

Inputs

We have assumed that you can provide the inputs listed here for the service. If you cannot provide all of them, please contact us to discuss options. We can likely modify our approach to accommodate your situation.

○ Please share the currently documented details about the organisation's technology capabilities, including information on staff, processes, working methods, tools, systems, and organisational culture.

○ Provide Harrison with relevant resources to design the new Technology target operating model.
○
○ Access to all necessary people for practice maturity assessments to baseline and also Steering Sessions

Outputs

The deliverables, outputs, and outcomes you can expect from this service; this service will enable the organisation to:

○ Implement continuous strategic planning to enable adaptability, agility, flexibility, and enhanced prioritisation of Cloud computing and IT investments.
○ Have a clear understanding of the roadmap to target with anticipated investment
○ Establish clear roles and responsibilities within the organisation to ensure concise vendor management.
○ Enjoy a more mature, efficient, and higher quality integration of service delivery across the technology supply chain by outsourcing service integration.
○ Standardise technology processes across the organisation to achieve cost efficiencies.

Contributions

Our services are designed to be collaborative, working with you rather than simply providing a service to you. We have assumed that you will contribute to the work in the following ways. If you cannot take on these responsibilities, please contact us. We can likely modify our approach to accommodate your situation.

○ Our price for this service assumes that senior stakeholders and decision makers will prioritise attending key meetings and workshops so we can maintain the fast pace of delivery needed. We aim to schedule flexibly around existing priorities, but lack of stakeholder availability could easily derail our timeline.

○ Providing access to the best available information about the existing situation, plans, and strategies.

DELIVERABLES

Current state capability assessment - Assessing and analysing the existing organisational framework, cloud technologies, and IT procedures in relation to industry standards.

Design principles - To assist in the growth of the existing organisational framework and facilitate procurement operations.

Target state capability - Enhancement recommendations for future capability, supported by fundamental design principles endorsed by stakeholders.

Target operating model – An operating model for the new IT organisation will be developed based on the identified capabilities that are to be retained and outsourced in the future.

Organisation structure – Considering the sourcing and procurement strategy, the retained operating model, and the target state capability, an outlook of the forthcoming IT organisation can be envisioned.

Compatibility RACI – A comprehensive analysis of the target capability model reveals the allocation of responsibilities and accountabilities for each capability group. This includes identifying the teams that should be responsible and accountable for the process, as well as those that should be consulted and informed about it.

Process/ways of working – Revised and updated documented procedures and/or methodologies to conform with the Target Operating Model.

Tooling strategy – An in-depth analysis of the essential tools necessary to facilitate the implementation of the Target Operating Model.

Cultural blueprint – The organisation aims to demonstrate its cultural values and behaviours as an integral part of its Target Operating Model.

Transitional plan – A plan to guide the organisation through the transition from designing to implementing the new operating model.

Performance metrics - Measure and monitor the entire IT organisation, including both the retained organisation and vendor services, using key performance indicators.

WHY HARRSION?

IT consulting that isn't scripted, templated or one we did earlier

We've regularly experienced a hit and run culture of IT service providers that create an amazing sales experience. Yet still, the delivery has fallen short, leaving the customer to pick up the pieces, often at a considerable cost.

At Harrison, our IT consulting is all tailored to the individual customer needs and desired outcomes. We utilise all of the best practice frameworks (ITIL, COBIT, SIAM, Prince2, Agile, etc.) across the full enterprise combining the best elements to ensure your goals and objectives are met.

Our interactions with clients embody a friendly and pragmatic ethos, centred around people. We take a holistic 360-degree approach to our work, deliberately avoiding silo thinking.

Choose Harrison for IT consulting with bespoke solutions, meticulously crafted to align with your unique business objectives.

HARRISON

CONTACT US

Please send your requirements to **info@harrisonjamesit.com**. Alternatively, if you wish to discuss your requirements in more detail, please send us the following information and we will be happy to contact you:

1. Your organisation name
2. The name of this service
3. Your name and contact details
4. A brief description of your business situation
5. Your preferred timescales for starting the work

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