September 16, 1991

MEMORANDUM

TO: Board Secretary Pepper Shiramizu

FROM: Rodney Sakaguchi

SUBJECT: NOTIFICATION OF REORGANIZATION - MANAGEMENT SYSTEMS OFFICE, OFFICE OF PLANNING AND POLICY

Enclosed for the information of the Board of Regents is a copy of a reorganization approved on September 5, 1991, for the Management Systems Office within the Office of Planning and Policy. The purpose of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please contact Director Sathre at 956-7075 or Drue McGinnes at 956-7532.

Attachment
cc: President/Chancellor Simone
    Director Sathre
    Drue McGinnes
September 5, 1991

MEMORANDUM

TO: The Honorable Benjamin Cayetano
   Lieutenant Governor, State of Hawaii

FROM: Colleen O. Sathre
       Director of Planning and Policy

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION, UNIVERSITY OF HAWAII, MANAGEMENT SYSTEMS OFFICE

Enclosed for your files is a copy of the reorganization which was approved by the University for the Management Systems Office. The purpose of the reorganization is explained in the accompanying executive summary.

If there any questions regarding this matter, please call Mr. Drue McGinnes at 956-7532.

Enclosure

cc: The Honorable Yukio Takemoto
    Director, Department of Budget and Finance

The Honorable Sharon Miyashiro
    Director, Department of Personnel Services

University Personnel Management Office

University Budget Office
Enclosed for your information is the approved reorganization of the Office of Planning and Policy, Management Systems Office. The reorganization reflects the placement of a senior computer specialist as Human Resources Information System project manager; transferring of the Management Information Systems Support, Data Entry, and Production functions to different units within the existing organizational structure; and shifting of a number of project management and support duties amongst present staff.

The University has retained a consultant to recommend a new Human Resources Information System. The new project manager of this system will be actively involved in the consultant's study and the selection of the best alternative, and responsible for directing the implementation and maintenance of the system.

The Management Information Systems Support function was moved from the User Support division to the Administrative Information Systems Support division in order to more effectively support the systems development cycle. The Data Entry and Production functions were moved from the Administrative Information Systems Support division to the User Support division in order to meet audit recommendations and to enable improved, autonomous control and monitoring of these functions.

One position reclassification will be requested, that of the new Student Information System project manager. If granted, the salary increase will be funded from current services allocations. No new funding will be necessary for any of the internal shifting of duties amongst the staff.

This reorganization will allow the Management Systems Office to focus its limited resources towards achieving maximum levels of support for the University's operational and management information systems.
PROPOSED REORGANIZATION OF THE
MANAGEMENT SYSTEMS OFFICE

PRESENT ORGANIZATION

The Management Systems Office (MSO) is presently organized into three major segments under the Director.

The first segment, Administrative Information Systems Support, is responsible for developing and maintaining the University's computerized administrative information systems. The manager of this unit (position no. 80063) presently has five subordinates reporting to him: the Fiscal Information System project manager (80048), the Student Information System project manager (81908), the Faculty/Staff Information System project manager (80050), the Production coordinator (80016), and the Data Entry supervisor (00749).

The second segment, Technical Support, is responsible for hardware and software on all computer platforms utilized by MSO, data base administration, system security, networking and data communications. Three subordinates report to the manager of the Technical Support division (80062): the IBM Mainframe Support manager (80043), the VAX Systems and Operations manager (80047), and the Networking and Data Communications Support manager (81231).

The third segment, User Support, is responsible for training, VAX consortia support, personal computer support, and applications/ad hoc query/management information/decision support. The manager of this unit (80058) has three subordinates reporting to him: Management Information Systems Support manager (80042), Training and VAX Support manager (80040), and Personal Computer Support manager (81268--note: this position is not shown on MSO's organization chart as it is officially allocated to Finance and Operations).

PROPOSED REORGANIZATION

The proposed reorganization would move a number of positions and groups of positions within the present MSO organizational segments; the basic structure of MSO remains unchanged.

The major changes include moving the Production and Data Entry functions from Administrative Information Systems Support to User Support, and the Management Information Systems Support function from User Support to Administrative Information Systems Support. Other changes include moving existing positions within the three organizational units.
The functional statements for the Administrative Information Systems Support and User Support divisions have been modified to reflect these changes.

BACKGROUND/NATURE OF THE PROPOSED REORGANIZATION

The University has retained a consultant to make definitive recommendations for a new Human Resources Information System. Regardless of the ultimate recommendation—internally developed system or purchased system—MSO must support this effort beginning immediately. Senior level computer specialist involvement is required to support the consulting study, the RFP preparation and evaluation, and to provide technical support for the Director of Personnel in selecting the best alternative. The senior level computer specialist would then be responsible for directing the implementation of the new Human Resources Information System.

Following the current fiscal year, MSO will be enhancing all four major information systems (fiscal, student, human resources and budget). This requires not only direct management of the applications programming staff, but the direct and continuous involvement of the Management Information Systems Support staff. This staff, under the proposed reorganization, will report directly to the manager of Administrative Information Systems Support and will be responsible for supporting systems design, product evaluation/testing/implementation/training in support of the systems development cycle.

During past fiscal audits it has been recommended that the functions of production control and scheduling, and data entry be separated from direct management by the Administrative Information Systems Support unit.

To effectuate full resource support for the systems development cycle, staff and functional responsibilities will be shifted as follows:

The Management Information Systems Support (MISS) function from User Support (US) to Administrative Information Systems Support (AISS). Position no. 80048 (Computer Specialist V), presently within AISS, will be designated to head MISS and will report to the AISS manager (80063). Support staff will include positions 80035 (CS IV) and 81644 (CS III), both from US, and 80044 and 80060 (both CS IV), both presently within AISS.

The Production function along with present staff, 80016 (CS III; will report to the US manager (80058)) and 81625 (DPC), from AISS to US.
The Data Entry function along with present staff, 00749 (Key Equipment Supervisor I; will report to the US manager (80058)) and 07464, 12880, 14348, 15499, 18023 (all Key Equipment Operator I), from AISS to US.

Position 81908 (CS V) will remain within AISS but will be assigned as project manager of the Human Resources Information System, reporting to the AISS manager (80063). At present, one staff member (80050, CS IV) will report to this individual.

Position 80042 (CS V) from US to AISS as project manager of the Fiscal Information System, reporting to the AISS manager (80063). Support staff will include 80214 (CS IV) and 81587 (CS III), both presently within AISS.

Position 81646 (CS IV) from Technical Support (TS) to AISS as project manager of the Student Information System, reporting to the AISS manager (80063). Support staff will include 81999* (CS IV), 81905 and 81907 (both CS III), all from within AISS.

Position 81855 (CS IV) from US to TS, reporting to position 80043 and assisting the IBM Mainframe Support function.

This proposed reorganization entails no new positions, functions or programs, and no position variances are needed. No new positions will be required to replace those reassigned or reclassified.

Internal operational, organizational and functional relationships will be clarified and enhanced by placing the Management Information Systems Support function under the leadership of the manager of the Administrative Information Systems Support division. The major emphasis of MISS is in researching and developing tools to enhance productivity of MSO's applications programmers, and placement in AISS will provide better direction for their efforts. Relocation of the Production and Data Entry functions will provide for improved, autonomous control and monitoring of these units. The effect on users will be transparent and, in fact, will be enhanced with the improved and increased emphasis on administrative applications.

Reclassification of one position (81646 from CS IV to CS V) will be requested as a result of this proposed reorganization as that individual will be assuming the responsibilities of Student

*Position 92523F located in AISS (current position organization chart) has since been established and reclassified to Computer Specialist IV by the University Personnel Management Office, and assigned position no. 81999 (proposed position organization chart).
Information System project manager. The estimated cost of this reclassification for this fiscal year is approximately $3,000. Funding of this reclassification will be from current services allocations and no increased costs will be required to operate the proposed organization.

REASONS FOR PROPOSING THE REORGANIZATION

The reorganization is necessary to focus the limited resources of MSO towards achieving maximum levels of support for the four major information systems (fiscal, student, human resources, budget).

The current location of the Management Information Systems Support staff in the User Support division has produced a duplication of effort between MISS and other staff, and a reduced level of support for the direct improvement of administrative information systems. Relocating MISS from US to AISS will rectify these problems.

The effective delivery of support for the fiscal, student, human resources and budget applications will be enhanced and improved with the proposed reorganization by directly focusing more staff support in the applications area. The proposed reorganization will also develop a necessary synergy amongst the design, development and maintenance staff and those responsible for researching, testing and implementing new technology, along with the necessary training, in support of administrative applications.

Relocating the Production and Data Entry functions from AISS to US will directly address audit recommendations, as well as provide autonomous control and monitoring as previously indicated.

OTHER ALTERNATIVES CONSIDERED

The only other viable alternative discussed was an increase in MSO staff. It was decided that this not only would be impractical (no available space) but unnecessary as well, as the proposed reorganization would provide the desired results and benefits.
FORMER ORGANIZATION CHARTS
AND
FUNCTIONAL STATEMENTS
The Management Systems Office is a systemwide office responsible for providing administrative data processing and information support services to both systemwide and campus administrators.

**Administrative Information Systems Support**

- Works with key operational units to define data processing requirements and develop solutions/plans for present/future needs.
- Provides systems analysis and feasibility studies on request.
- Designs and develops computer programs and documentation.
- Maintains EDF applications including production of routine management information reports.
- Trains users in the use of the system.
- Provides computer program maintenance.
- Provides data entry services to convert source documents into machine readable form.
- Coordinates computer report schedules.
- Secures necessary computer time and resources.
- Prepares and submits computer jobs into the computer.

**Technical Support**

- Operates and maintains minicomputer systems.
- Monitors performance of administrative computer systems and modifies configuration and workload as needed.
- Establishes computer utilization procedures and recommends policies.
- Implements and maintains computer hardware and software packages.
- Maintains central data base.
- Maintains the on-line teleprocessing environment.
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- Maintains and manages machine-readable program libraries.
- Controls security of on-line systems, data bases, physical facilities and backup tapes.
- Conducts research and development of new products.
- Installs and troubleshoots computer terminals and data transmission equipment, and maintains the data communications network.
- Provides technical staff training and technical assistance to the staff and users.
- Serves as the liaison to the UH Computing Center.

**User Support**

- Provides training, technical services, and a bi-monthly newsletter to a selected group of administrative users sharing a computer system.
- Assists users in reviewing their requirements and determining specific solutions which best meet their present and future needs, and recommends acquisition of new software by MSO as appropriate.
- Coordinates and conducts demonstrations and information sessions as required.
- Conducts training in the use of various minicomputer software packages and maintains training records of users and staff.
- Assists in testing software packages prior to release.
- Coordinates MSO form design and ensures standardization.
- Provides training to end users on UH-developed information systems.
- Analyzes management information requirements and develops computer program specifications.
- Recommends data definition policies and standards.
- Assists users in accessing data files and developing their own reports.
NEW ORGANIZATION CHARTS
AND
FUNCTIONAL STATEMENTS
MANAGEMENT SYSTEMS OFFICE

FUNCTIONAL STATEMENT
(Proposed)

The Management Systems Office is a systemwide office responsible for providing centralized administrative information systems (fiscal, student, human resources, and budget) and support services including, but not limited to:

Data base and security administration, teleprocessing, networking and data communications, DEC VAX systems and operations.

Personal computer/workstation support, training, management information, and decision support.

Information technology research and development with the aim of effectively utilizing technology to enhance the quality of the information systems computing environment.

Administrative Information Systems Support

- Works with key operational units to define data processing requirements regarding the major information systems on the IBM mainframe computer and develop solutions/plans for present/future needs.

- Provides systems analysis and feasibility studies on request.

- Designs and develops computer programs and documentation.

- Maintains administrative information systems applications including production of routine management information reports.

- Trains users in the use of the various information systems.

- Provides computer program maintenance.

- Provides applications support in the areas of system design, programming products evaluation/testing/implementation and related training.

- Analyzes management information requirements and develops computer program specifications.
o Recommends data definition policies and standards.

o Assists users in accessing data files and developing necessary reports.

**Technical Support**

o Operates and maintains minicomputer systems.

o Monitors performance of administrative computer systems and modifies configuration and workload as needed.

o Establishes computer utilization procedures and recommends policies.

o Implements and maintains computer hardware and software packages.

o Maintains a central data base.

o Maintains the on-line teleprocessing environment.

o Maintains and manages machine-readable program libraries.

o Controls security of on-line systems, data bases, physical facilities and backup tapes.

o Conducts research and development of new products.

o Installs and troubleshoots computer terminals and data transmission equipment, and maintains the data communications network.

o Provides technical staff training and technical assistance to the MSO staff and users.

o Serves as the liaison to the UH Computing Center.

**User Support**

o Provides training, technical services, and a quarterly newsletter to a selected group of administrative users sharing a computer system.

o Assists users of the DEC VAX computer systems and/or personal computers in reviewing their requirements and determining specific solutions which best meet their present and future needs; recommends acquisition of new software by MSO as appropriate.

o Coordinates and conducts demonstrations and information sessions as required.
o Conducts training in the use of various minicomputer software packages and maintains training records of users and staff.

o Assists in testing software packages prior to release.

o Coordinates MSO forms design and ensures standardization.

o Provides training to end users on UH-developed information systems.

o Provides data entry services to convert source documents into machine readable form.

o Coordinates computer report schedules.

o Secures necessary computer time and resources.

o Prepares and submits computer jobs into the computer.