



RESTRUCTURING A DEPARTMENT TO DELIVER ON LONG TERM IT NEEDS

The Client

Wilfrid Laurier University is one of Canada's premier universities, attracting students who want to succeed. Founded in 1911, the university is committed to expanding the horizons of their students, providing them with a broad perspective of the world that opens up new ways of thinking and seeing things.

The Burning Platform

Wilfrid Laurier University's Information Technology Services (ITS) department is responsible for managing the university's centrally managed computing and communication resources—providing computing and communication support to students, alumni, faculty and staff. Although they were delivering effectively on their mandate, a question was raised: was ITS in a good position to deliver on the university's longer term IT needs? "We wanted to build a longer term perspective into the services that we deliver," explains John Kearney, Director, Information Technology Services, Wilfrid Laurier University.

The Business Case

ITS's existing structure was geared very well to delivering on the university's day-to-day IT needs and activities. But the main driving force behind the need for an assessment was an ever-increasing backlog on IT-related project requests. The department felt it could no longer continue to push back the more longer term, dedicated project work of new initiatives. ITS wanted to restructure itself in a way that it could continue to meet all of the university's current needs, as well as its long term needs.

Enter Triella

The ITS department required an assessment of its current situation, management consultant-level insights into a required reorganization, and they wanted to move to implementation quickly. Kearney put in a request with the university's Finance and Administration group which connected him with Charles Bennett and Triella. "I trusted that they would recommend a company for the job that would be a good fit. Charles Bennett has delivered on everything he said he would, and just as importantly, when he said he would," says Kearney.

"I especially appreciate the background work Triella and Charles did to understand our culture and what was important to us. Charles took the time to understand our needs, but also remained open during the process. Triella showed a lot of flexibility in addressing our various stakeholder needs."

—John Kearney,
Director, ITS,
Wilfrid Laurier University

Exceptional Value

Triella delivered exceptional value through:

- A plan for the reorganization of the university's IT staff complement to better service their constituents.
- Initial stakeholder interviews and review.
- An assessment and gap analysis of existing ITS human resource abilities and skill sets.
- Identification of potential efficiencies and productivity gains, both from an operational and strategic perspective.
- Recommendations on increased security, including the hiring of a dedicated security analyst.
- Delivery of organizational structure recommendations that would create a more effective department. The structure included three key recommendations on staffing, creating a more dedicated IT presence, and empowering dedicated project resources.

Exceptional Results

"We wanted to identify an effective organizational structure for the department and we've made really good progress. We've enacted the majority of Triella's recommendations. We've been able to increase our full time complement and reorganize some part time jobs, only marginally increasing headcount. We hired a dedicated security analyst—who has been working out very well for us over the past three months. And just today I sent an offer letter to a new project manager who will lead our new dedicated project office," explains Kearney.

For more information about Wilfrid Laurier University: www.wlu.ca

For more information about Triella: www.triella.com

Contact Triella at 647.426.1004 or info@triella.com

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