

BARRY WELSFORD CHANGE AND TRANSFORMATION CONSULTANT

CALMAC

Caledonian MacBrayne (CalMac) headquartered in Gourock, Scotland is an essential part of the Scottish Governments forth lifeline service to the Mainland and 22 West coast Islands.

COMPANY BACKGROUND

CalMac ferries is a major operator of passenger and vehicle ferries and ferry services between the mainland of Scotland and 22 major islands on the Scottish West Coast the holding company is Caledonian MacBrayne and owned by the Scottish government. Due to an oncoming tender for the new operating license from the Scottish government, CalMac the company began a technological and organisational restructuring and change programme.

Technology

Every port and every vessel will be upgraded with new technology making every transaction and customer touch points being an e- based and web activity. New systems to be introduced a ticketing numberplate recognition ship to shore communication for real-time database transfers whilst in transit. To support the new technology a new service desk platform was to be put in place and some of the support services will be outsourced only first line support and triage would be in place, any new services would be created and development in the house.

All new technology either on the vessels or shore based locations would be outsourced for implementation. All architecture will be designed locally and within the support operations of the IT department.

Situation

Business and organisational historically have been seen as a major employer within the mainland and the islands since the end of the ship building industry with its decline and its location had brought its own problems.

The employees and culture were very much like a family run business there was clear husband and wife father and son and children involvement in the business historically especially from the islands. To further add tensions as part of the transport industry it was highly unionised. So any change would be a technology driven, have any staff reduction would be met with resistance, any automation that would increase customer satisfaction but have a direct effect on island to mainland personal, initiated problems of strikes that would affect the staff became a bargaining tool. So the drive to upgrade the ferry service became a political playing field one of the areas was the IT department who were not only going to support the new technology it going through the own transition and transformation., a change of job roles under a new management and framework.

Problem (This case will focus on the IS departments change only)

One of the key issues starting with deployment of a new Service Desk and platform (Service Now). It was initially implemented by a ServiceNow partner under the guidance and direction of the IS department lead. This involved key changes to the (OTS) process designs and configuration, back to how the old system worked and looked like, no due consideration to the new world of systems and technology, 'new ways of working'. Resistance had set in, lack of willingness to move forward to the exciting change being made to the organisation and the business.

Objective

The primary objectives of this assignment was to:

- discover and understand the capabilities and skills level within IS dept. as they relate to the performance of the daily operational activities to support the emerging services being designed.
- assess what kind of operating model IS were working under and document the "as-is" operational processes within IS in a clear and consistent manner

- identify the key interfaces of IS with other teams within CalMac offering a view as to who is responsible accountable consulted or informed the RACI model in each case
- review any existing documentation within IS including how it is structured, accessed by the team and other interested parties
- provide a range of longer term improvements within IS department that will support the change 'new ways of working' for the team going forward
- aligned the IS department to the Target Operating Model and present the outputs to senior management for board approval.
- provide next step's alignment with the IT director and CFO's reorganisation programme and approval
- transition all the IS depart into new roles improve their capability and introduce new ways of working

Methodology

General overview:

In order to achieve the intended objectives of this of this discovery the lead consultant planned a variety of activities and use a number of different techniques to acquire the appropriate level of information such that a detailed report and the deliverables i.e. organisation change, process models, RACI, current mode of operation can be established and Target Operating Model be put in place. In summary the on-site activities/techniques include:

- all IS staff including management were interviewed to gain their willingness to participate in the organisational structure being proposed and their preferred role with the structure.
- all IS staff under took a SFIA matrix assessment to gauge their ability and skills in matching to the new job roles
- the new IS organisation structure was formed around the ITIL framework
- all staff were re-interviewed and a structural role was assigned to them based upon the outcome from the SFIA matrix assessment each of the staff signed up to their new roles. New job descriptions were produced and their objectives for the next 12 months in agreement with HR, in addition four, three monthly MOB's were put in place. These were key measurable objectives that allowed the person to transition into their new roles. Each month their progress were checked and their assigned objectives were measured and reported upon.

- each staff member attended initial ITIL courses and became responsible for the changing of the old structures and processes / procedures to the create new ITIL framework processes
- twice weekly facilitated workshops occurred with the IS team each member contributing and helping to create each other's process within the framework
- initial process questionnaires were created ready for circulation prior workshops
- each month a group meeting took place to go through the end to end process and sub-processes these were exercised with an actual service request.
- in parallel the current operating model and the new target operating model were developed through facilitated workshops. The TOM was mapped to the ServiceNow platform and service desk with a triage team in place aligning it to the ITIL framework.
- it was decided to deploy an independent software developer for re-configuring ServiceNow platform and adding new capabilities to the platform as the business requirements began to increase.
- service desk processes were developed to the ITIL framework and numbered and aligned to the service desk. Each process had its own set of procedures developed and all services had policies and procedures developed to the ITIL framework.
- all supported systems, plus new technology were captured and aligned to the target operating model.
- collection and review of any relevant documentation became more rigorous
- each identified process was had to go through a facilitated workshop to capture the level 1, level 2 and level 3 process mapping
- all of the documented processes and organisation to be mapped to the CMMI model
- all documented processes had work instructions added to them
- all new systems went through a on-boarding review and assessed before being accepted into the support environment

Observations and Outcomes

1. The IS department under took the their transition with some reluctance, however over time and with the aid of their MBO's, one two one coaching the resistance became less.
2. Documentation and work instructions moved to a new level with it their confidence in being their new roles.

3. The monthly end to end process exercise became a vision of success for all those involved.
4. As the months moved on there were still some individual resistance to the new ways of working. Joint discussions with the individuals and the departments Senior managers some job swaps occurred for the benefit of the department and the individuals concerned.
5. As new services were brought into service and the older ones ceased the department began to accept their transition and responsibilities
6. MBO's were adjusted to meet the next level maturity for the department.
7. The wider business had more confidence in the department in their delivery to the new technology and services
8. Senior management made positive comments on the departments transition into the overall business transformation programme

Executive Summary

During the departments transition, the team had committed to engage in the design and new structure being presented to them. The use of ITIL framework as a basis to formalise their structure was duly expected although some initial resistance and disruption occurred they transitioned into their new roles whilst continuing to evolve the services and support capability of the department.

With the plan introduction of some real improvements into ServiceNow plus additional staffing service/ help desk, reduction in complaints and duplication of activity across the functions an improved reporting capability, standardisation of processes and more governance around change management with other key changes to their tool sets and of ways of working, IS departments operations had improved considerably.