E-administration model description

Uppsala University

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1   Introduction

This document describes Uppsala University's e-administration model, which is a method for and approach to administering IT support.

2   What is the e-administration model?

Definition: A collaboration and prioritisation model for administering and developing the University's IT-based operational support. The purpose of the model is to work with IT support in a cost-effective, goal-oriented manner for the benefit of the University's operations. It is based on a structured collaboration between the operational side and IT, so that together they prioritise to ensure that the right things get done.

3   Why do we have an e-administration model?

The e-administration model is a collaborative model that provides the conditions for structured collaboration between operations and IT, steering towards common goals but with a clear division of responsibility for each separate area.

The intention is to create a common working method for the University that facilitates controllable and prioritisable e-administration. This working method creates transparency with regard to e-administration costs and resources, making it easier to make well-founded prioritisations based on operational benefits.
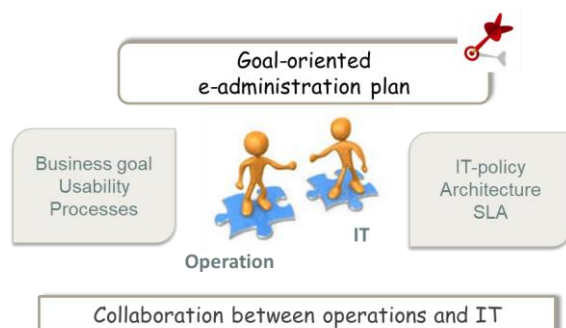
The motivations for organising e-administration in accordance with this model are that:

- IT is managed based on operational benefits;
- operations and IT collaborate to achieve common goals;
- prioritisation is carried out from a holistic perspective;
- goals are realistic given available finance and resources;
- work remains structured and well ordered.

4 How does the e-administration model work?

Uppsala University's e-administration model describes structures, governance, working methods, roles and responsibilities, as well as decision-making, meeting and collaboration forums. It also makes available associated templates and information materials.

4.1 Steering and structure

The e-administration organisation is described in its entirety in the following diagram, which shows divisions, relationships and steering. The model is adapted to the University's existing structures and rules of procedure.
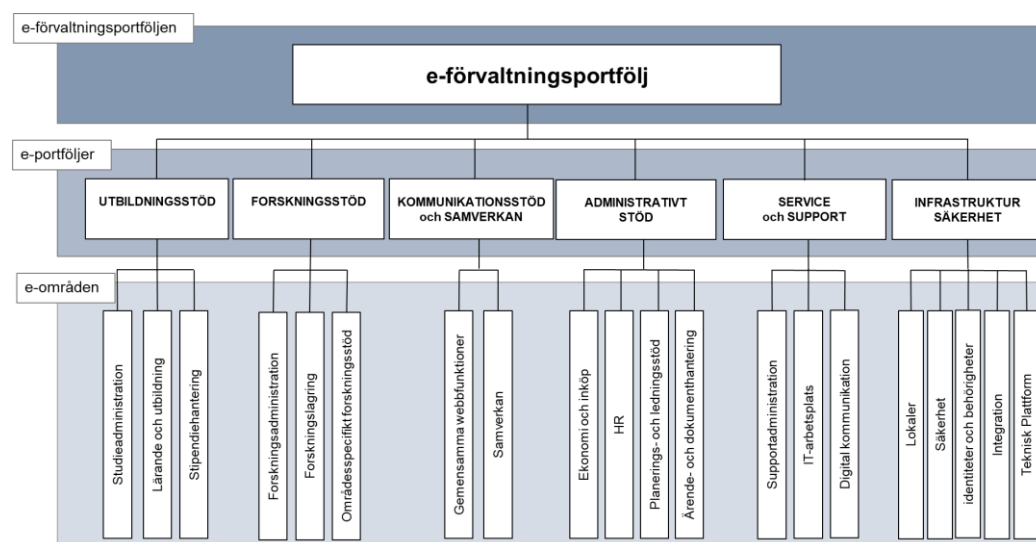
The e-administration portfolio represents the University Administration's accumulated assignments for e-administration. This encompass those development and maintenance tasks that need to be prioritised on an ongoing basis in order to support the organisation. This level is led by the University Director. The rapporteurs are heads of division from e-portfolios.

The e-portfolio is a grouping of e-areas that support similar operations. These are managed together to facilitate joint prioritisation and the efficient use of resources. This level should preferably be staffed by heads of division, as each e-portfolio consists of those heads of division whose operations belong to the associated e-area.

The e-area is a grouping of IT-support and knowledge-support functions, such as support, crib sheets and training courses that all support a delineated operation.

The steering group for this level should preferably be staffed by heads of unit for the affected operations. Please note that one e-area may cover a number of units.

How these are steered is described in more detail in Managing e-administration (PDF)

4.2 Organisation and roles

Each e-area has a staffed administrative organisation. The diagram below shows an administrative organisation together with its roles. There are four levels, each with a stated responsibility.

Organisation and roles are described in more detail in Organisation and roles (PDF)

Level	Business parts	IT parts	
e-portfolio	Management from business departements related to the e-area		*e-portföljens styrgrupp*
e-area	e-area manager	e-area IT manager	*e-area steering group*
	e-administration coordinator	e-administration coordinator IT	*e-administration group*
	Business specialists	IT specialists	

e-portfolio

The parent of each e-area is the e-portfolio that gathers adjacent areas. These e-portfolios are staffed by the relevant heads of division. The e-portfolio is responsible for setting long-term goals over 3-5 years, collaborating on priorities and budgets and discussing operational content and technical frameworks for the component e-areas. The e-portfolio should work to facilitate collaboration between e-areas.

e-area

Management level
E-area managers and e-area IT managers form the core of the steering group, of which the e-area manager is the chairperson. The steering group may be expanded by the inclusion of other relevant heads or representatives of units as and when required.

The e-area manager bears the ultimate responsibility for ensuring that the e-area in question fulfils the organisation's requirements and goals. The e-area IT manager bears the ultimate responsibility for meeting the organisation's needs for adequate and appropriate IT components.

Coordinating level
The two e-administration coordinators are responsible for jointly executing the e-administration plan's annual goals within stated parameters in a cost-effective manner. This is a joint assignment with separate responsibilities for respective areas. The e-administration coordinator is specifically responsible for operational components, while the e-administration IT coordinator is responsible for IT components.

Implementing level
Roles at the implementing level vary depending on the type of e-area. The roles that need to be filled at implementing level are decided in conjunction with setting goals and activities for the coming year. The various roles at this level are generally filled by operational specialists and IT specialists.

Forums

A range of forums for meetings, collaboration and decision-making are required for each e-area. At a minimum, four steering group meetings should be held each year in accordance with the Year Wheel, as well as regular e-administration group meetings.

Steering group meetings are attended by the e-area manager (chair), e-area IT manager, e-administration coordinator (convenor and rapporteur) and e-administration IT coordinator (rapporteur). Others may also attend as and when required.

Other meetings or collaboration forums may take place for various user groups, reference groups or suppliers. Which these should be is decided through consultation within the e-area and is then described in the e-administration plan.

5 Preparation and renewal of e-administration plans

5.1 Definition and content of the e-area

All administration is divided into e-areas. An e-area may consist of one or more IT support functions and associated knowledge support. In order to steer and follow up holistically, e-areas are grouped in e-portfolios.

How an e-area is delineated is decided based on which area of operations the e-area in question supports. For example, one may have an e-area for HR containing It support such as payroll systems, timesheets, etc., together with associated processes and crib sheets covering the HR field.

Each e-area has an e-administration plan which forms the steering document for the year and contains the following elements:

- Definition of which operation the e-area supports.
- Description of e-area services in the form of support provided by e-administration to ensure that the operation can be conducted efficiently.
- Annual assignment in the form of goals and activities, and the resources and budget to cover the year.
- Description of the e-area's component parts and bordering areas and an inventory of the current situation.
- Description of the e-area's staffing.
- Description of the decision-making, meeting and collaboration forums that will be required to administer the e-area in question.

5.2 Annual assignment and budget

An important element of e-administration work is to set goals and activities for the coming year. The basis for the e-administration plan is prepared by the e-administration coordinators together with specialists. Planning and adoption of annual assignments and budgets takes place prior to each operational year in accordance with the Year Wheel. This is available a support to ensure that preparatory activities are started at the right time. Many areas need to cooperate in order to

ensure that a well-ordered e-administration plan can be adopted. See also Annual process for e-administration (PDF)
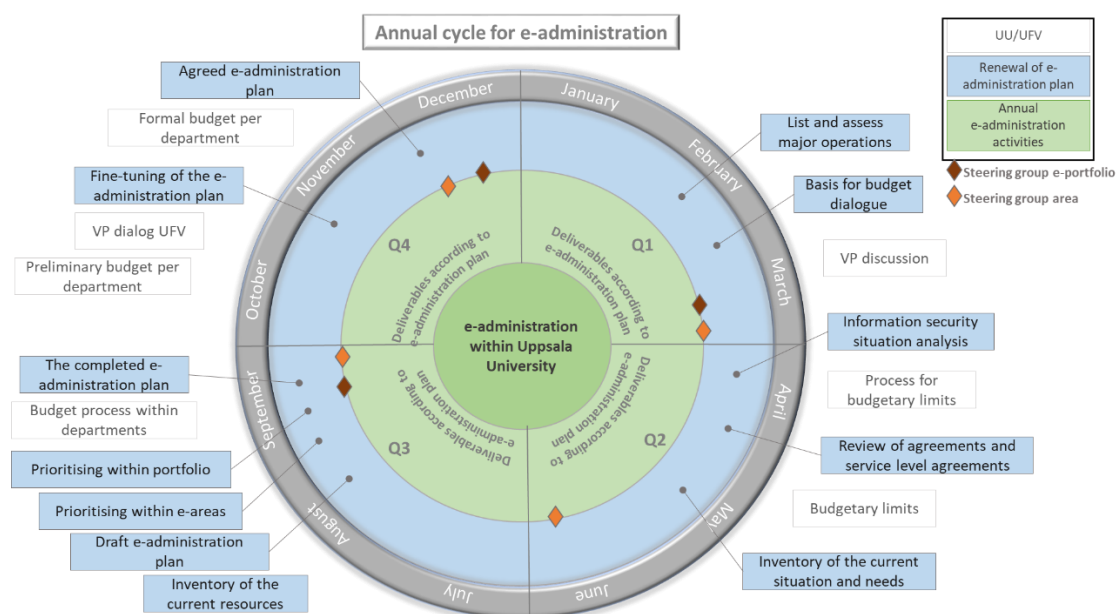
Ongoing basic maintenance

A large proportion of e-administration work consists of day-to-day operations and ongoing base maintenance. This also refers to all of those activities that are conducted to fulfil Service Level Agreements (SLAs), e.g. availability and management of unplanned activities such as troubleshooting and bug fixes. To this end, resources are planned based on experience and assessments of the previous year's outcomes.

Planned measures (development)

E-administration coordinators together with specialists are responsible for assessing the current situation, demand and needs. Together, they prepare measures based on the overall goals and strategies and input in the form of ideas and needs from specialists close to users and technology. The interaction between the various levels is important for obtaining realistic e-administration plans that benefit the organisation.
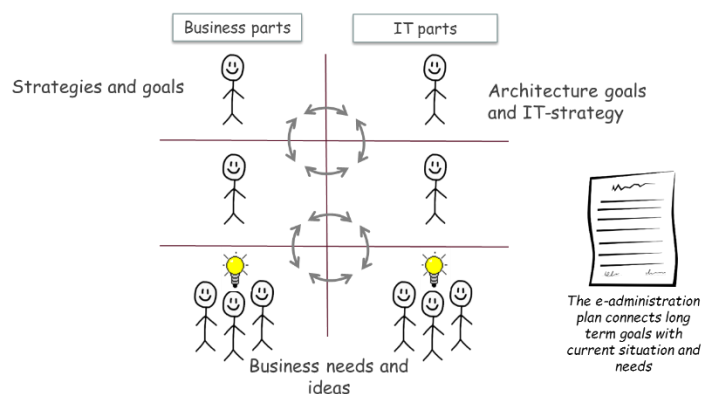
The current situation and needs are assessed by specialists who together with the e-coordinators compile realistic proposals for activities. These are linked to the resources and budgets required to perform the task. E-area managers and e-area IT managers then decide on a plan based on the focus and budget framework of their e-portfolio.

6 Implementation of annual assignments

6.1 E-administration plans as steering documents

Each e-area has its own e-administration plan which acts as the steering document for the operational year. An e-administration plan is developed in collaboration between operations and IT and is followed up by the steering group. This results in an annual assignment for the e-area with a defined budget and resources.

In rough terms, an e-administration plan contains the following information:
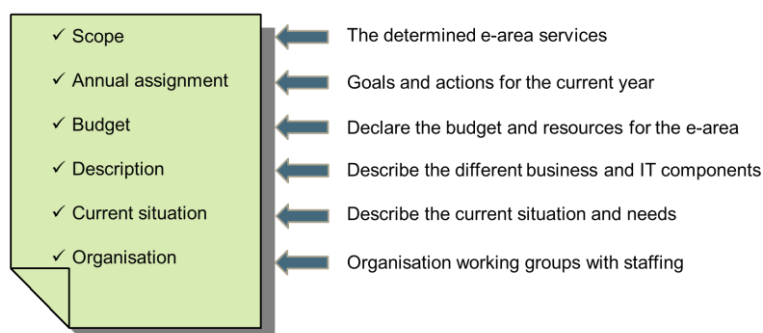
6.2 Reporting and follow-up

E-coordinators are responsible for managing and following up those activities that it has been decided to implement. The steering group is responsible for following up the results and making any changes or reprioritisations that may be deemed necessary.

It is the responsibility of the e-administration IT coordinator to follow up IT deliveries. This also involves working with other e-administration IT coordinators to adapt deliveries based on a comprehensive IT plan.

Decision-Making

The decision-making chain for e-areas is illustrated in the diagram below.
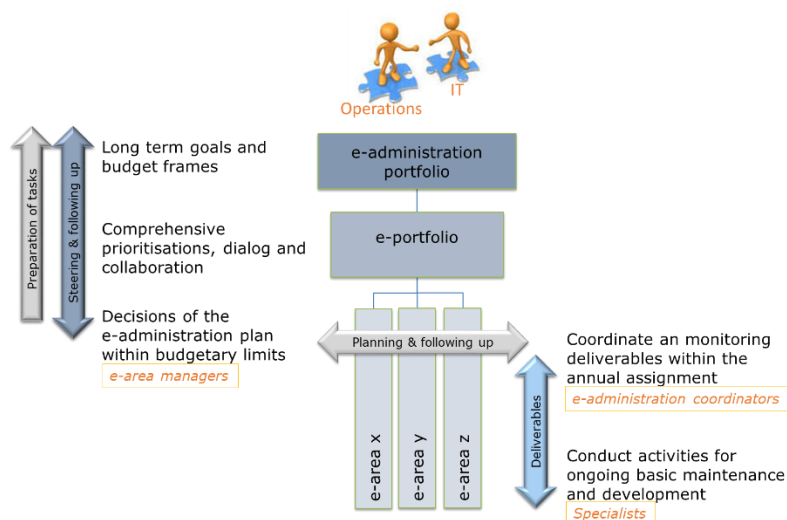
Regular reporting and monitoring of deliveries against set goals, budgets and activities shall be conducted on a quarterly basis for each e-area. These reports are made to the e-area manager or e-area IT manager.

Any deviations or needs for reprioritisations can be escalated to the level above as per the structure shown in the e-map.

Meeting structure

The steering group and e-coordinators meet once per quarter to review the situation and manage any deviations. At each meeting, the current year's plan should be reviewed at the same time as deciding on and planning the coming year's plan.

The Annual cycle below can be used to support meeting structures and activities. It shows which activities e-coordinators should be performing prior to each quarterly review. The Year Wheel also shows what each steering group meeting should deal with per quarter.

Annual cycle for e-area

Legend:
- Renewal of e-administration plan (blue)
- Annual e-administration activities (green)

December (Steering group e-area)
- Following up on Q4
- Agreed e-administration plan for next year

November (e-administration coordinators)
- Conduct activities according to plan for Q4
- Status report on progress and deviations to steering group
- Deal with any reprioritisations

September (Steering group e-area)
- Following up on Q3
- Agreed scope for coming year
- Prioritisations of actions

August (e-administration coordinators)
- Conduct activities according to plan for Q3-Q4
- Status report on progress and deviations to steering group
- Provide direction for annual goals and priorities
- Prepare budget and resources

February (e-administration coordinators)
- Conduct activities according to plan for Q1-Q4
- Status report on progress and deviations to steering group
- List and assess major operations

March (Steering group e-area)
- Following up on Q1
- Following up on previous year
- Major operations coming year
- Basis for budget dialogue

May (e-administration coordinators)
- Conduct activities according to plan for Q2-Q4
- Status report on progress and deviations to steering group
- Perform information security analysis
- Review of agreements and service level agreements

June (Steering group e-area)
- Following up on Q2
- Inventory of the current situation and needs
- Limits and directions for coming year

Center: **e-administration within Uppsala University**

Quarters: Q1 (January–March), Q2 (April–June), Q3 (July–September), Q4 (October–December)

Inner ring labels: Deliverables according to e-administration plan