Managing Your IT Department's Structure to Best Engage with Vendors and to Align with Business Goals

Stephen Payne

Vice President – Business Solutions

DAVIS Construction

2025 AGC Technology Conference

Agenda

- Problem Domain ID'd
- Structure Goals
- Structure Methodology
- Tooling / Resources

Problem Domain

Problem Domain = **Frustration Domain**
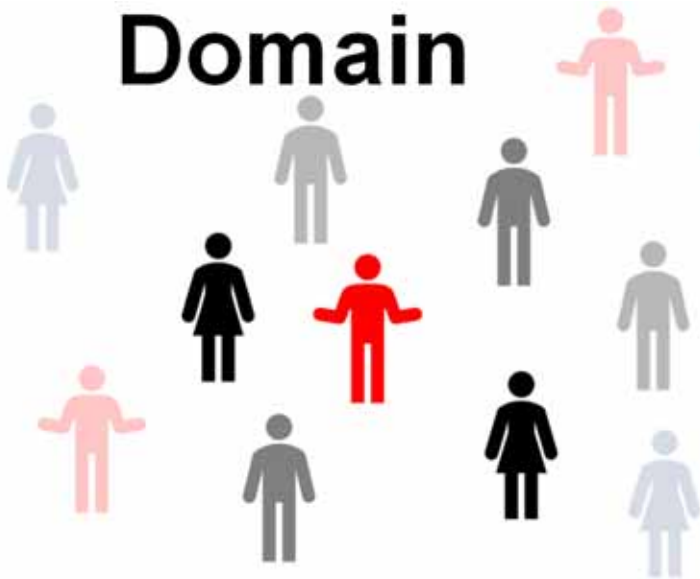
Frustration Domain

Frustration
Domain

Systems Thinking

Structure Goals

Provide Professional Development

Clearly Stated Guidelines

Create Planning Opportunities

Defined Roles + Responsibilities

Promote Empowerment

Effective Time Management
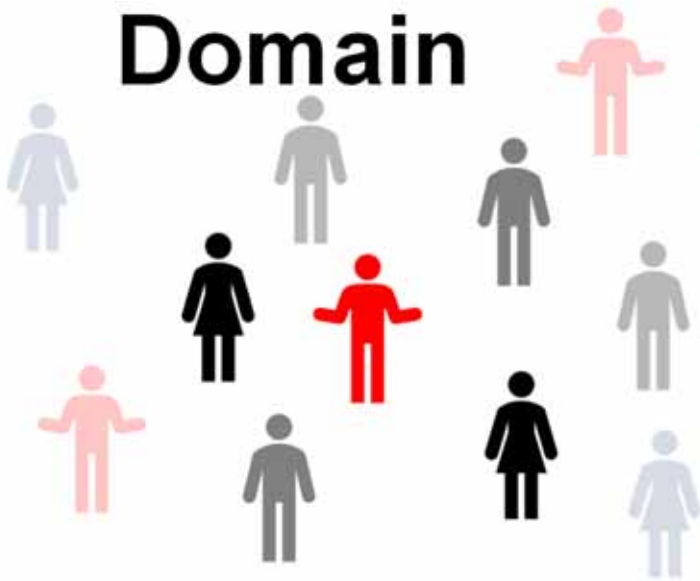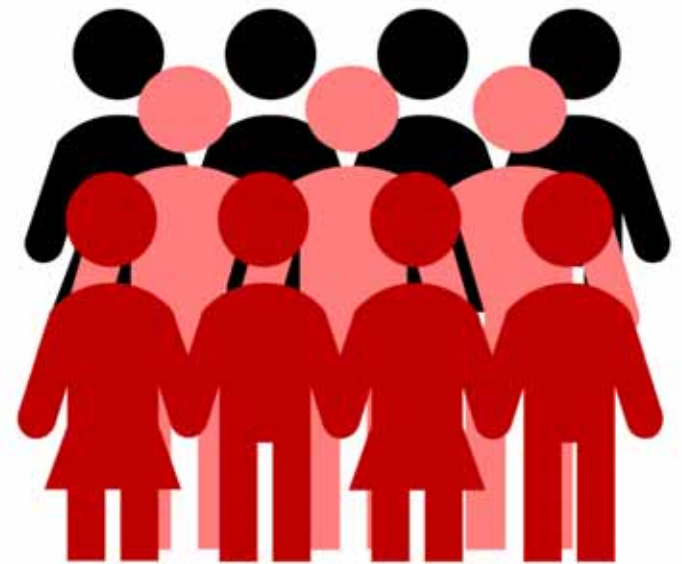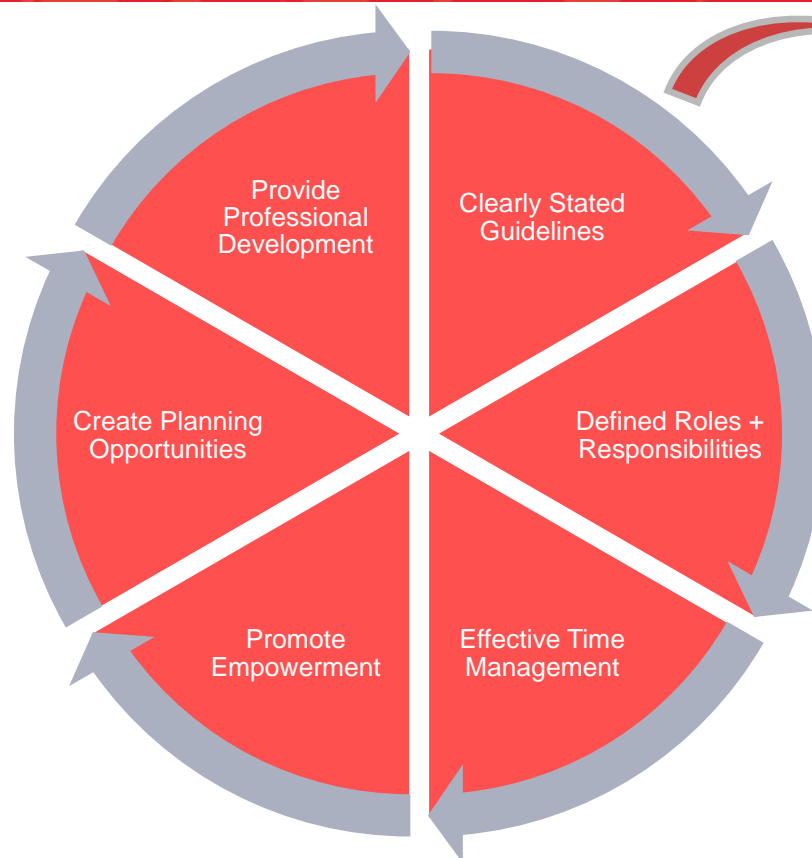
Meet and/or Exceed Organization Expectations

=

Alignment w/Business Goals

Structure Methodology

- Concentrations
- Application Owners
- Help Desk
- Programs
- Matrix Management

Structure Methodology

- Concentrations
- Application Owners
- Help Desk
- Programs
- Matrix Management

Theoretical:
not actual teams or department org structure
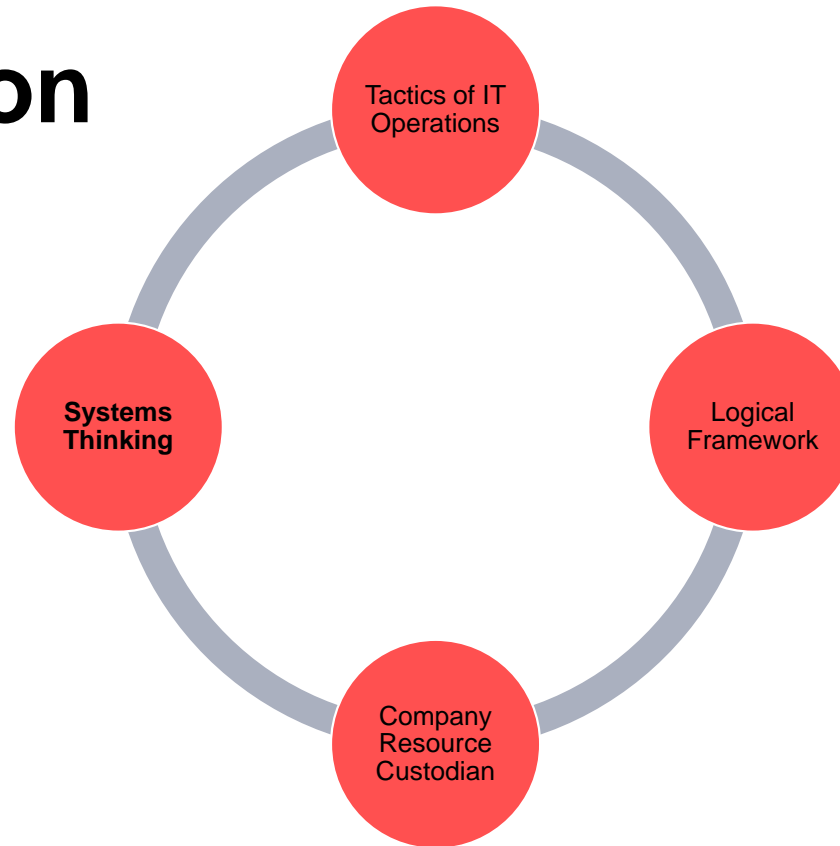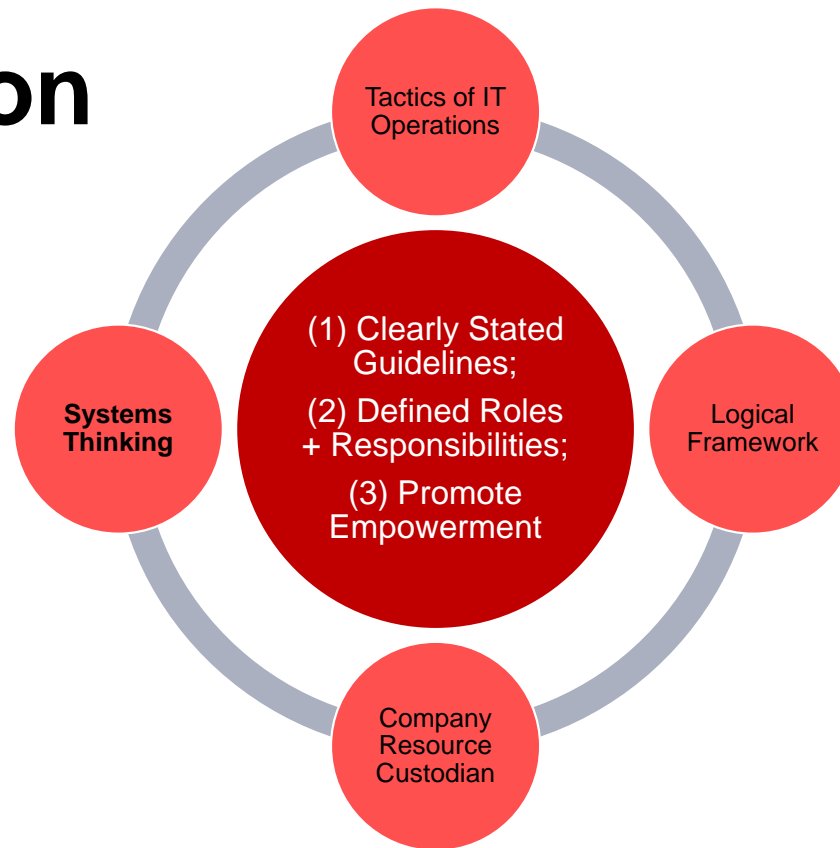
Concentrations

Concentration Goals

Tactics of IT Operations

Logical Framework

Company Resource Custodian

Systems Thinking

Concentration Goals

Tactics of IT Operations

Systems Thinking

(1) Clearly Stated Guidelines;

(2) Defined Roles + Responsibilities;

(3) Promote Empowerment

Logical Framework

Company Resource Custodian

Concentrations

Client

Project
Site
Support

Server

A/V +
Print/Copy

Network

Mobility
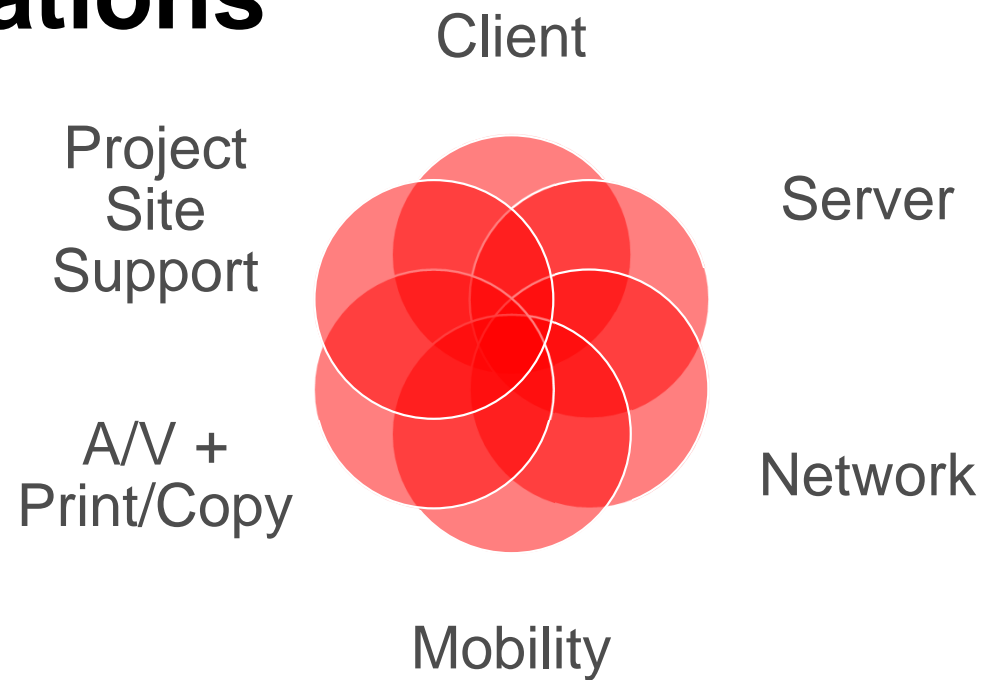
Concentrations

Client
- Device standards
- Device Imaging
- Client OS
- Client Application Stack
- Refresh Cycle Management
- Vendor Mgmt
- Documentation
- Help Desk Support
- Projects

Server
- Virtual Administration
- Cloud Administration
- Server OS
- Server Applications
- Backups
- Vendor Management
- Documentation
- Help Desk Support
- Projects

Network
- WAN, LAN, VLAN, Wi-Fi
- VPN Connectivity
- Firewalls
- Vendor Management
- Documentation
- Help Desk Support
- Projects

Concentrations

Mobility

- Device standards
- Service Plans
- Mobile Device Management
- OS + Applications
- Refresh Cycle Management
- Vendor Mgmt
- Documentation
- Help Desk Support
- Projects

A/V + Print/Copy

- Device standards
- Service Plans
- Refresh Cycle Management
- Vendor Mgmt
- Documentation
- Help Desk Support
- Projects

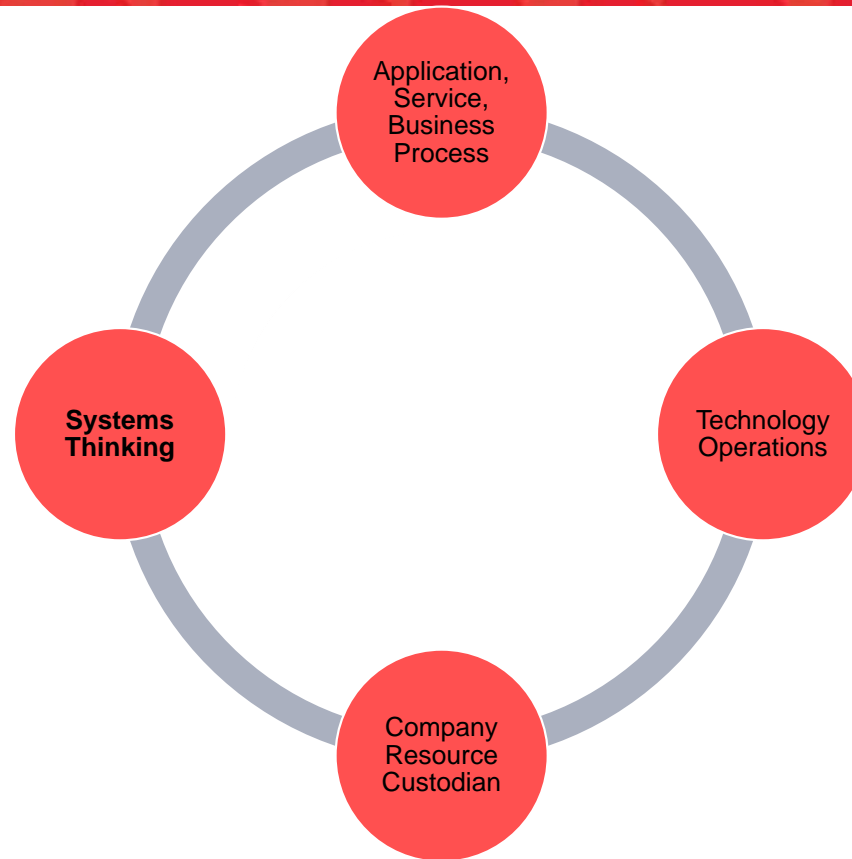### Project Site Support

- Four phases:
  1. Pre-Mobilization
  2. Mobilization
  3. On-Going Support
  4. Decommission
- Manage overall health of project sites
- Includes monthly on-site Health Checks

Application Owners

Application Owner Goals

- Application, Service, Business Process
- Technology Operations
- Company Resource Custodian
- **Systems Thinking**

Application Owner Goals

Application, Service, Business Process

(1) Clearly Stated Guidelines; (2) Promote Empowerment; (3) Create Planning Opportunities

Systems Thinking

Technology Operations

Company Resource Custodian

Application Owners

OWN Your Applications

- Know your Reseller / Developer
- Understand Contract Model: Renewals, Licensing, Budget
- Partner w/End User SME's
- Ensure Application is Maintained
- Change Management
- Ensure Security + Resiliency

Help Desk

Help Desk Goals

Single POC for End Users

Physical + Virtual Presence

Triage + Prioritization

Fix It Or *Escalate*!

Help Desk Goals

Single POC for End Users

Physical + Virtual Presence

Triage + Prioritization

Fix It Or *Escalate*!

(1) Clearly Stated Guidelines; (2) Effective Time Management
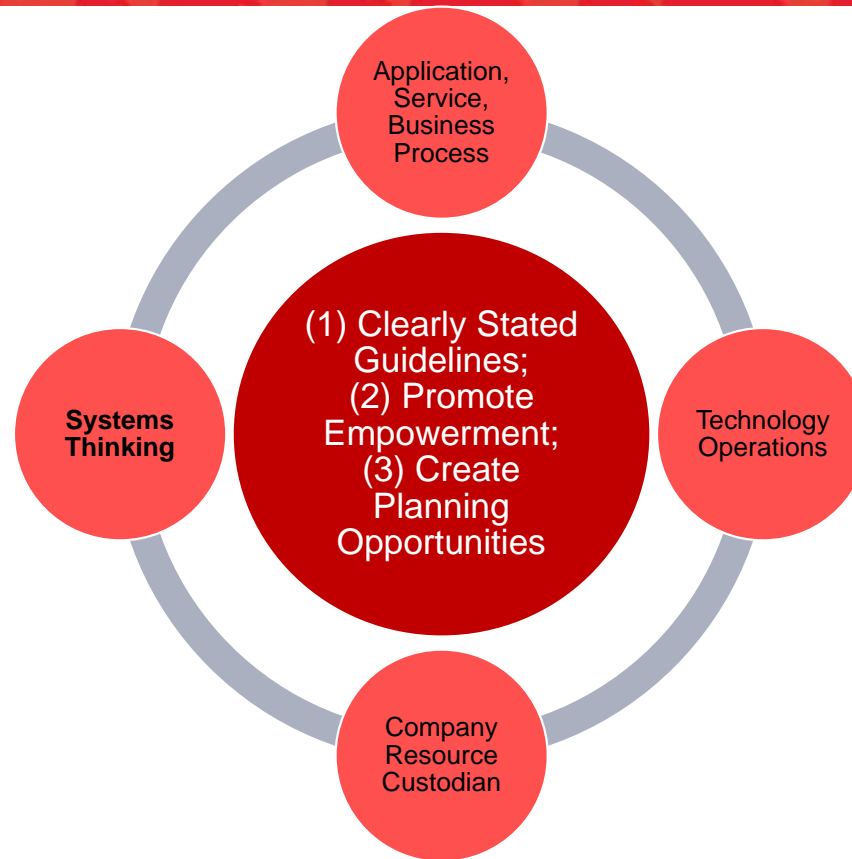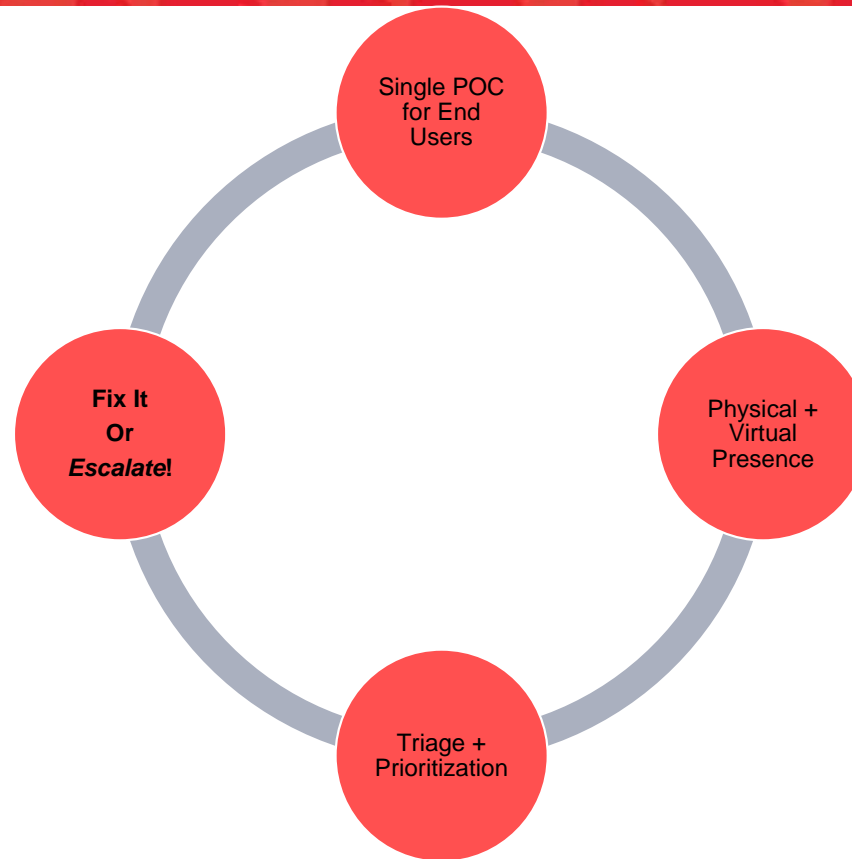
Help Desk

Base / Traditional Help Desk

- Days = Mon – Fri
- Hours = 6AM – 6PM
- Structure = Rollover
- Responsibilities
  - Device issues; Networking
  - Desktop Applications
  - "Everything Else"

ERP + Construction Management Help Desk
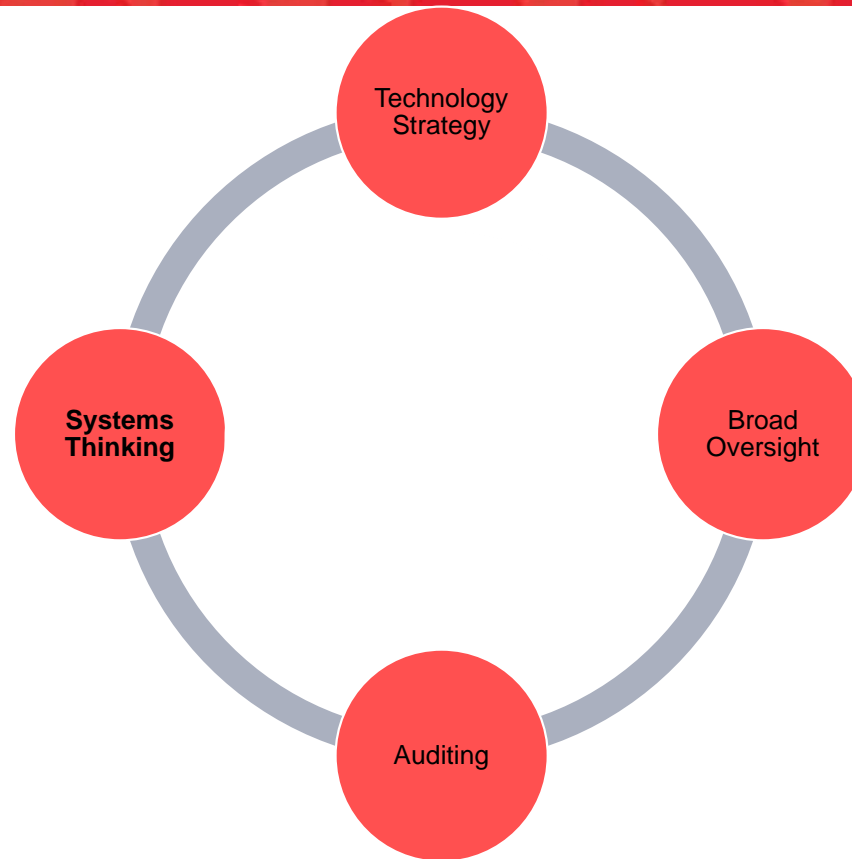
- Days = Mon – Fri
- Hours = 8AM – 5PM
- Structure = Rollover
- Responsibilities
  - ERP Functions
  - Ancillaries
  - Integrations

Programs

Program Goals

Technology Strategy

Broad Oversight

Auditing

Systems Thinking

Program Goals

Technology Strategy

Systems Thinking

Broad Oversight

Auditing

(1) Promote Empowerment; (2) Create Planning Opportunities; (3) Provide Professional Development

Programs

Asset Management

Business Continuity + Disaster Recovery

Systems Maintenance

Security Awareness

Business Intelligence
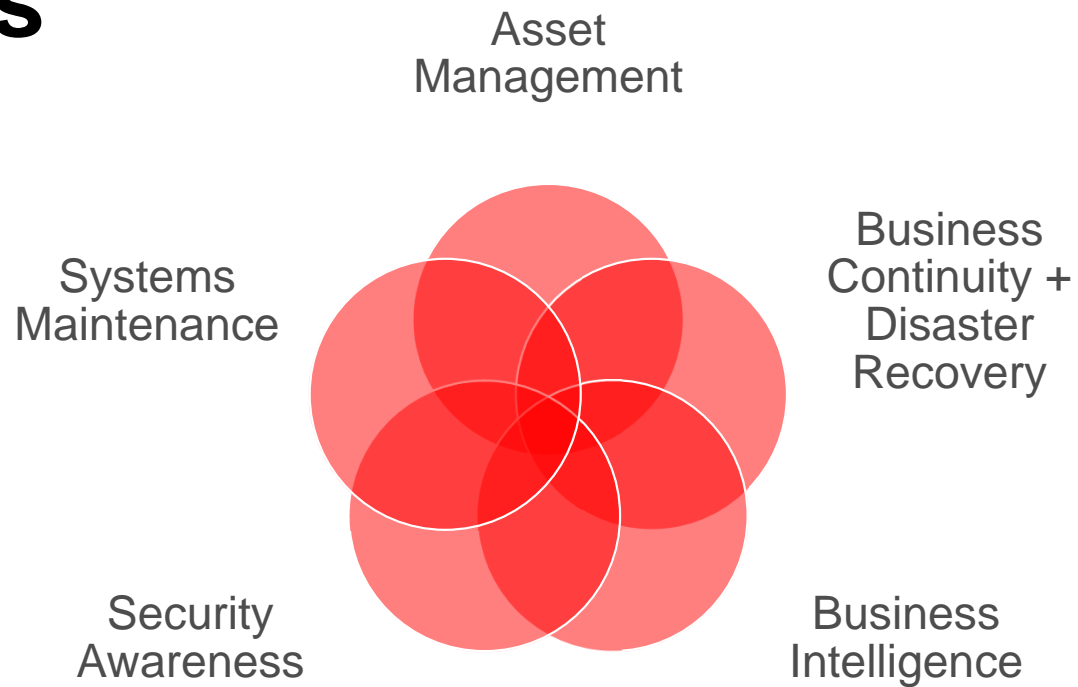
Programs

Asset Management
- Manages tech assets across entire organization
- Includes licenses + subscriptions, counts and expirations
- Ties to end users + Application Owners
- Houses Contracts + Invoices
- Ensures product lifecycle management

Business Continuity + Disaster Recovery
- Presence + Assignment ensures topicality
- Provides guidelines for on-premise and Cloud expectations
- Oversight to applications + services and their viability

Business Intelligence
- Defines overall data strategy + instills standards
- Coalesces data
  - Identification
  - Acquisition
  - Engineering
  - Management
  - Reporting and Data Science across source systems

Programs

Security Awareness

- Secures virtual, intellectual, and physical property
- Includes internal and 3rd Party Audit
- Ties to insurance protections and risk management measures outside of technology team
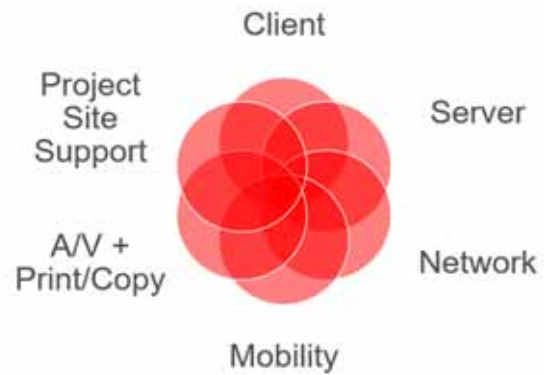
Systems Maintenance

- Company-backed support for maintenance window
- Instills structure for planned outages
- Enforces prep with Go / No Go upgrade decisions
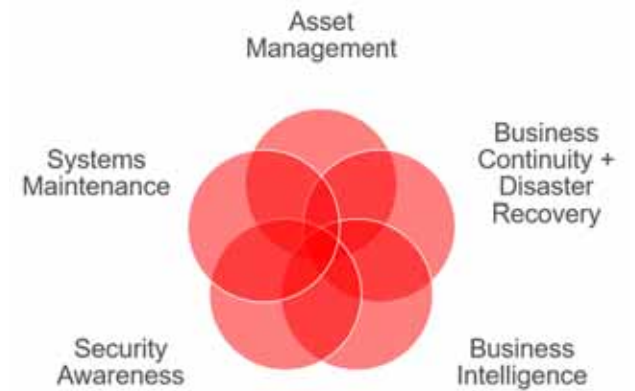- Provides Lessons Learned

Matrix Management

CONCENTRATIONS

- Client
- Project Site Support
- Server
- A/V + Print/Copy
- Network
- Mobility

HELP DESK

APPLICATION OWNERS

PROGRAMS

- Asset Management
- Systems Maintenance
- Business Continuity + Disaster Recovery
- Security Awareness
- Business Intelligence

CONCENTRATIONS

- Client
- Server
- Network
- Mobility
- A/V +
  Print / Copy
- Project Site
  Support
- Construction
  Applications

P R O G R A M S

Asset Management	Business Continuity + Disaster Recovery	Business Intelligence	Security Awareness	Systems Maintenance

C O N C E N T R A T I O N S

- Client
- Server
- Network
- Mobility
- A/V + Print / Copy
- Project Site Support
- Construction Applications

P R O G R A M S

	Asset Management	Business Continuity + Disaster Recovery	Business Intelligence	Security Awareness	Systems Maintenance
Client					
Server					
Network					
Mobility					
A/V + Print / Copy					
Project Site Support					
Construction Applications					

C O N C E N T R A T I O N S

PROGRAMS

| Asset Management | Business Continuity + Disaster Recovery | Business Intelligence | Security Awareness | Systems Maintenance |

CONCENTRATIONS

- Client
- Server
- Network
- Mobility
- A/V + Print / Copy
- Project Site Support
- Construction Applications

HELP DESK

APPLICATION OWNERS

PROGRAMS

Management

Asset Management | Business Continuity + Disaster Recovery | Business Intelligence | Security Awareness | Systems Maintenance

CONCENTRATIONS

- Client
- Server
- Network
- Mobility
- A/V + Print / Copy
- Project Site Support
- Construction Applications

HELP DESK

APPLICATION OWNERS
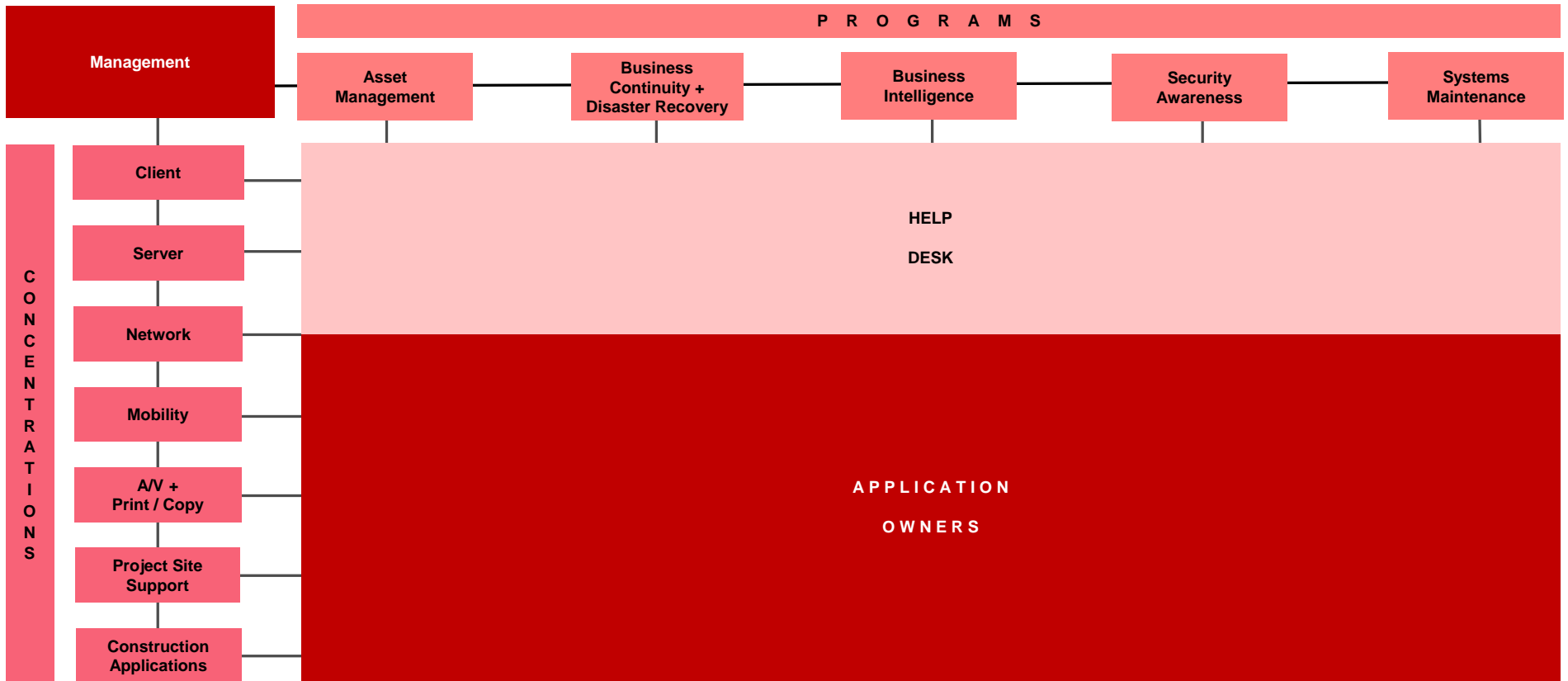
Tooling / Resources

Tooling / Resources

- Company Intranet: DotNetNuke ➡️ SharePoint
- Department Wiki: DokuWiki ➡️ SharePoint
- ServicePro + SnipeIT
- Kanboard ➡️ Planner Board ➡️ Asana
- Pragmatics + PluralSight
- *Effective Meeting Schedules + Frequencies*

Thank you!