



information technology

UCSF IT All Hands Meeting

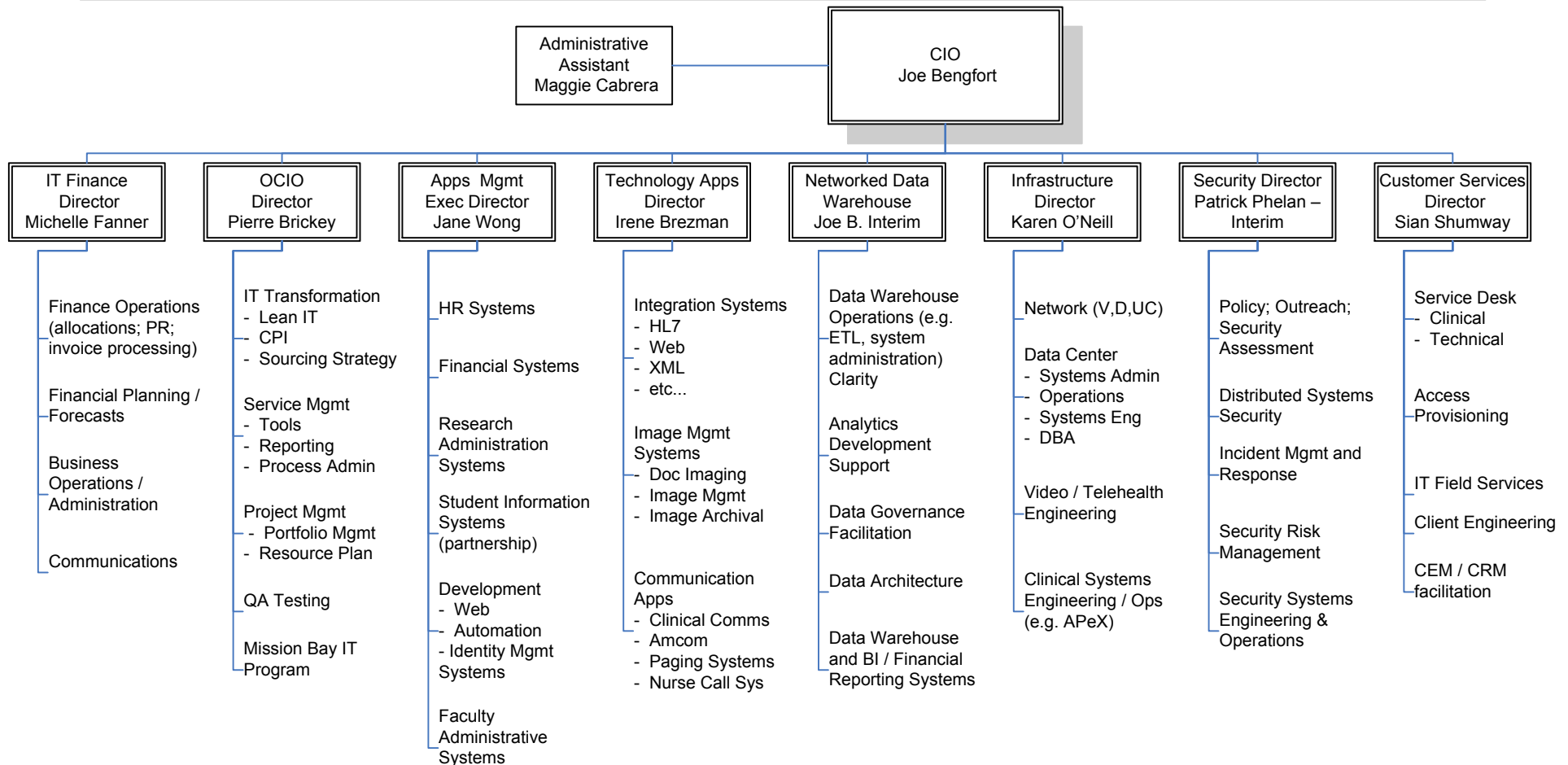
January 23, 2014

Agenda

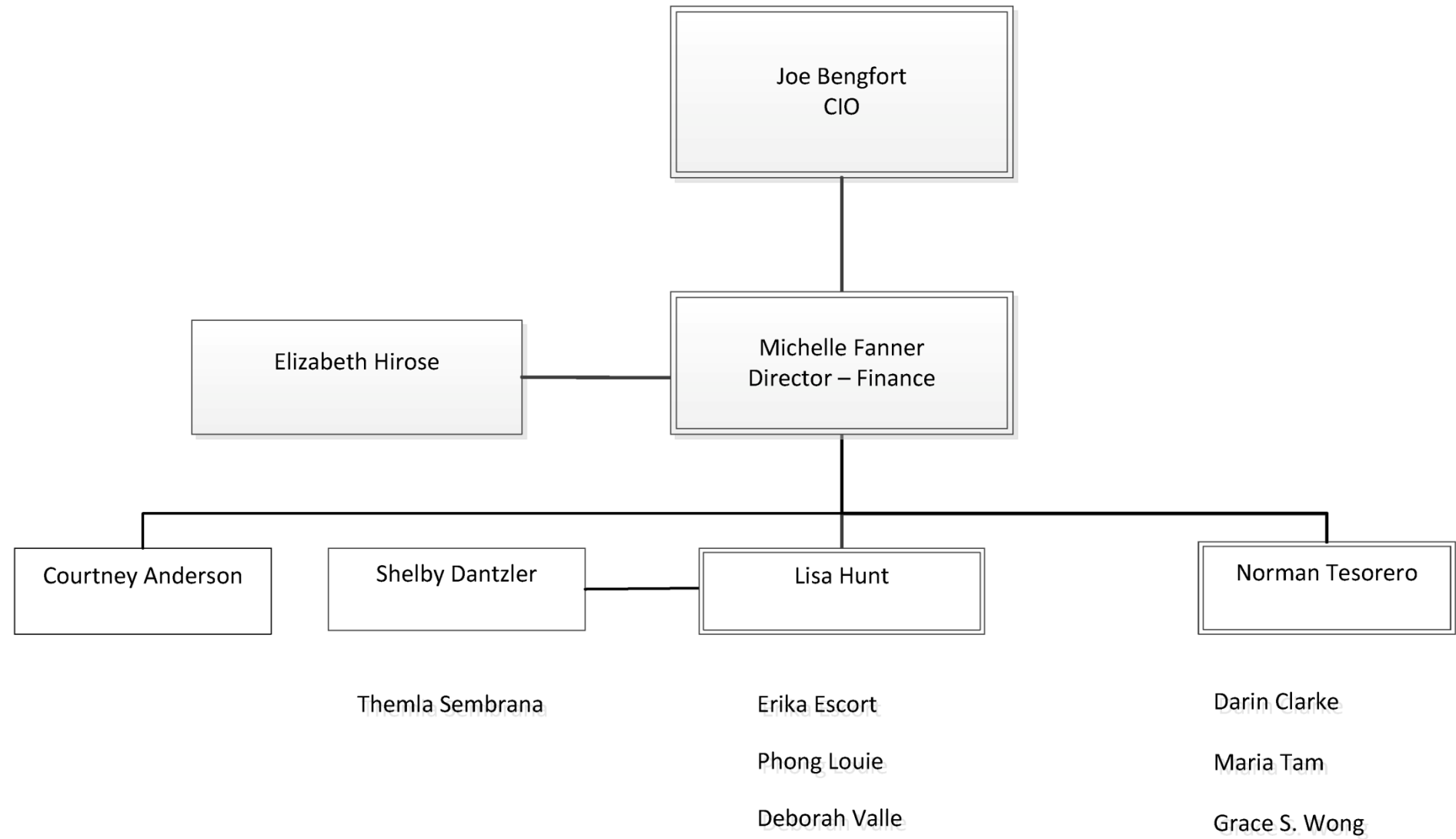
- Introduction of New Members
- UCSF IT Organization Update
 - Org chart updates by the Directors
 - Open Positions
 - HR questions we've heard
 - Will all new positions be filed through MedCtr HR?
 - Will existing campus positions be moved to MedCtr HR?
 - Will salary equity be examined?
 - Plans for consolidation of processes
- Staff Engagement – Pulse Check: Darlena / Victor / Michelle
- Lean IT Kaizen – Server Provisioning
- UC Computing Services Conference: Erik Wieland / Jane Wong
- Windows 7 Upgrade – Project Update: Mark Bivens / Sian S.
- Unified Communications Project: Terri Cummings
- CIO Report

IT Organization Update And FAQs

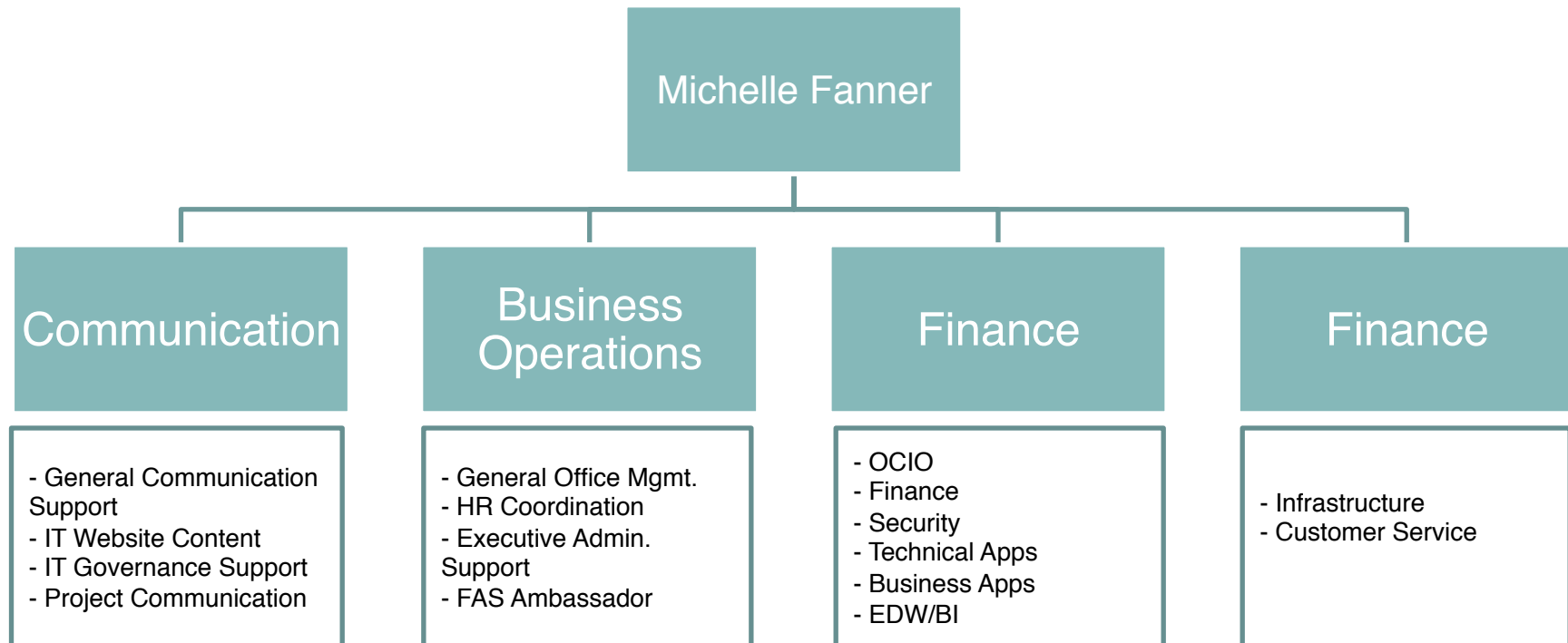
UCSF IT Organization Structure



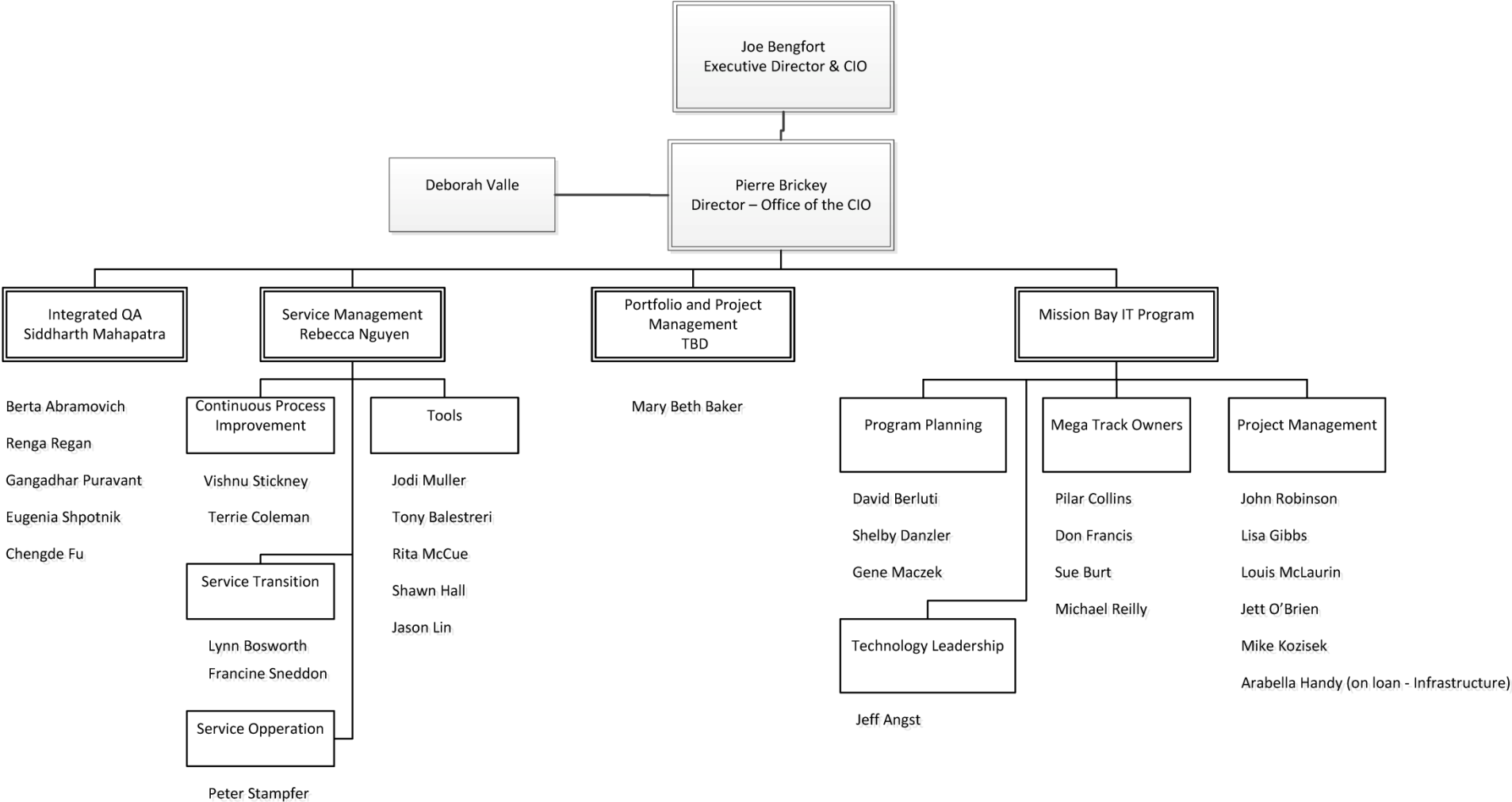
Note: Items shown under each director are indicative of where functions will be performed but do not represent organizational structure in this diagram.



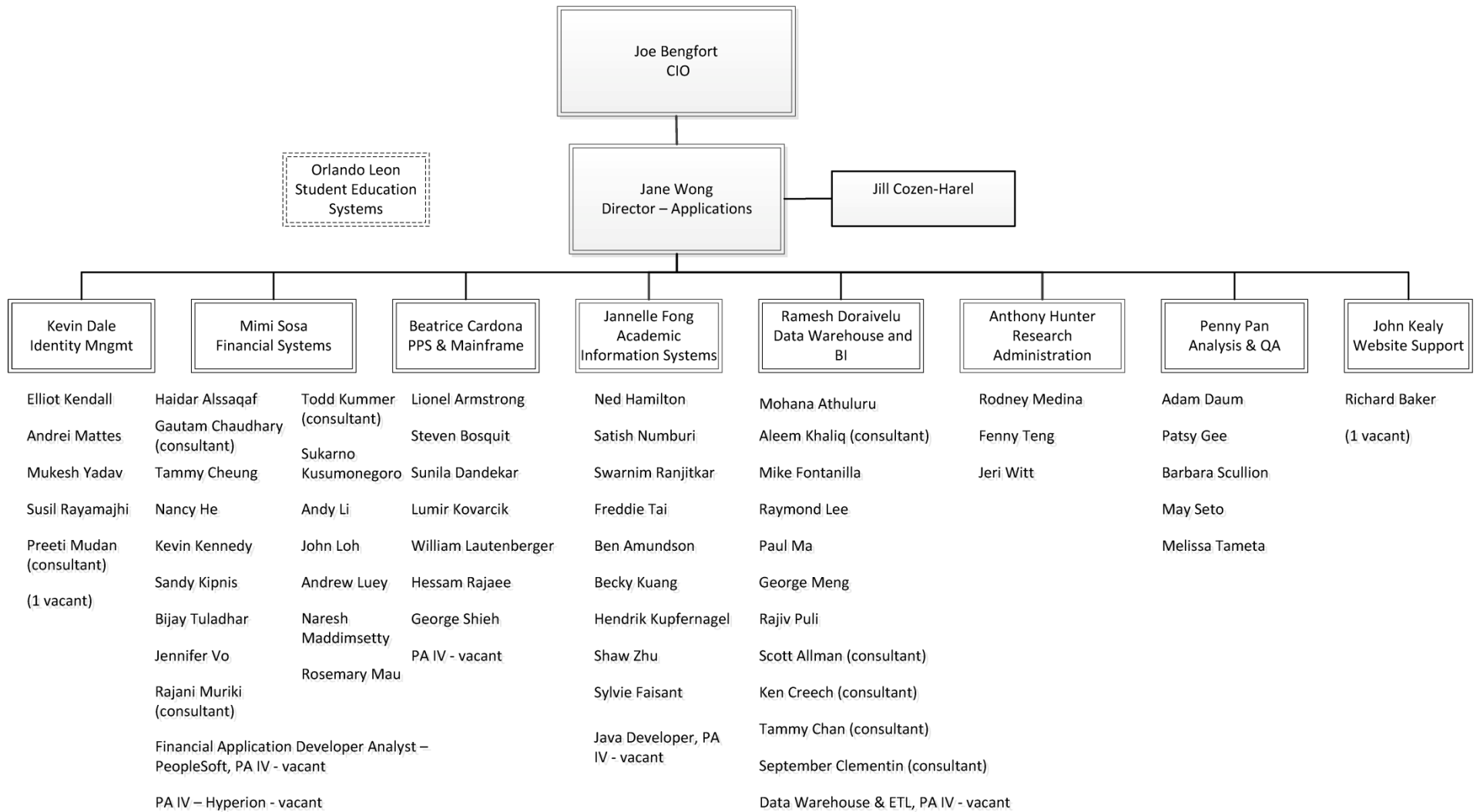
Finance



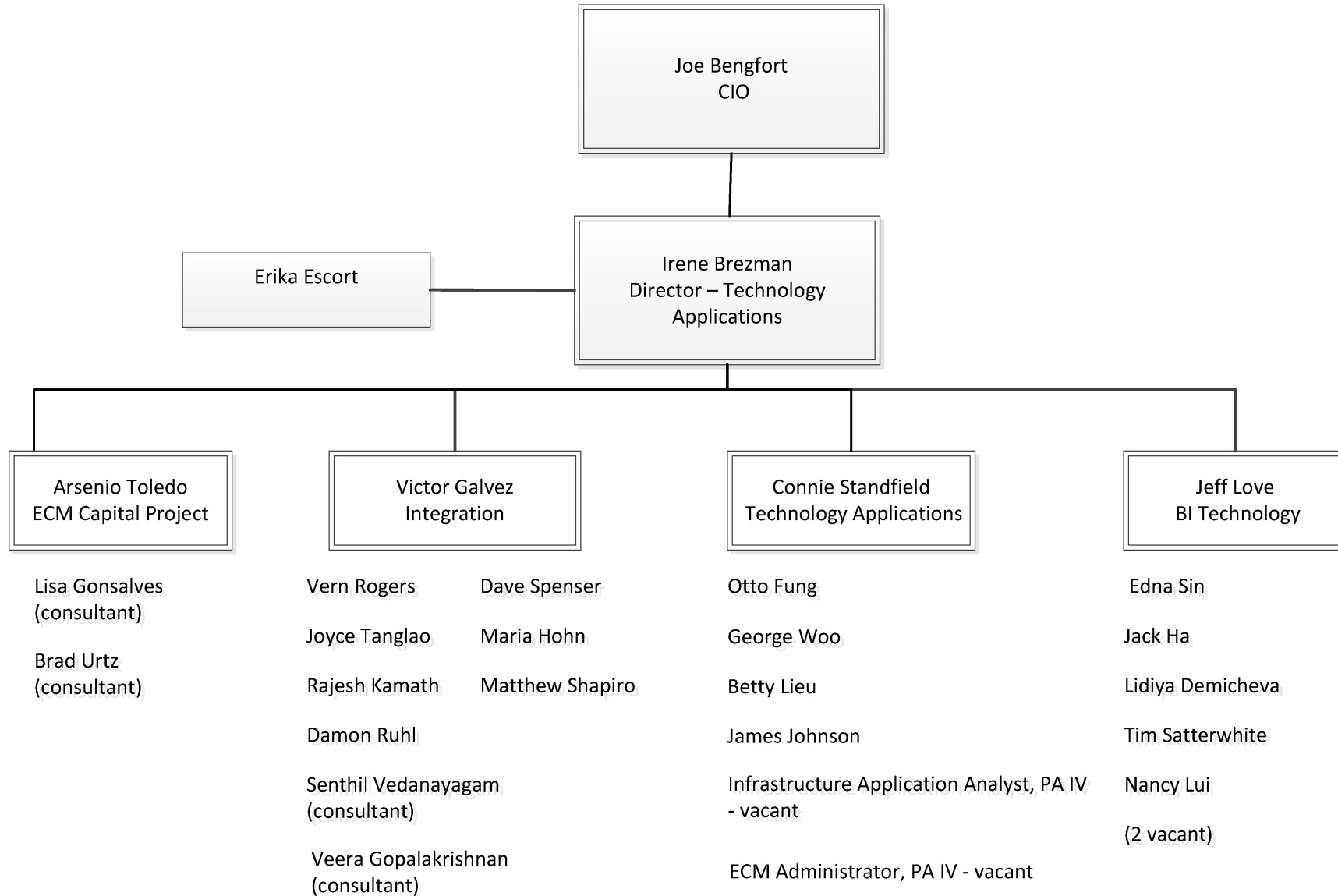
Information Technology—Office of the CIO



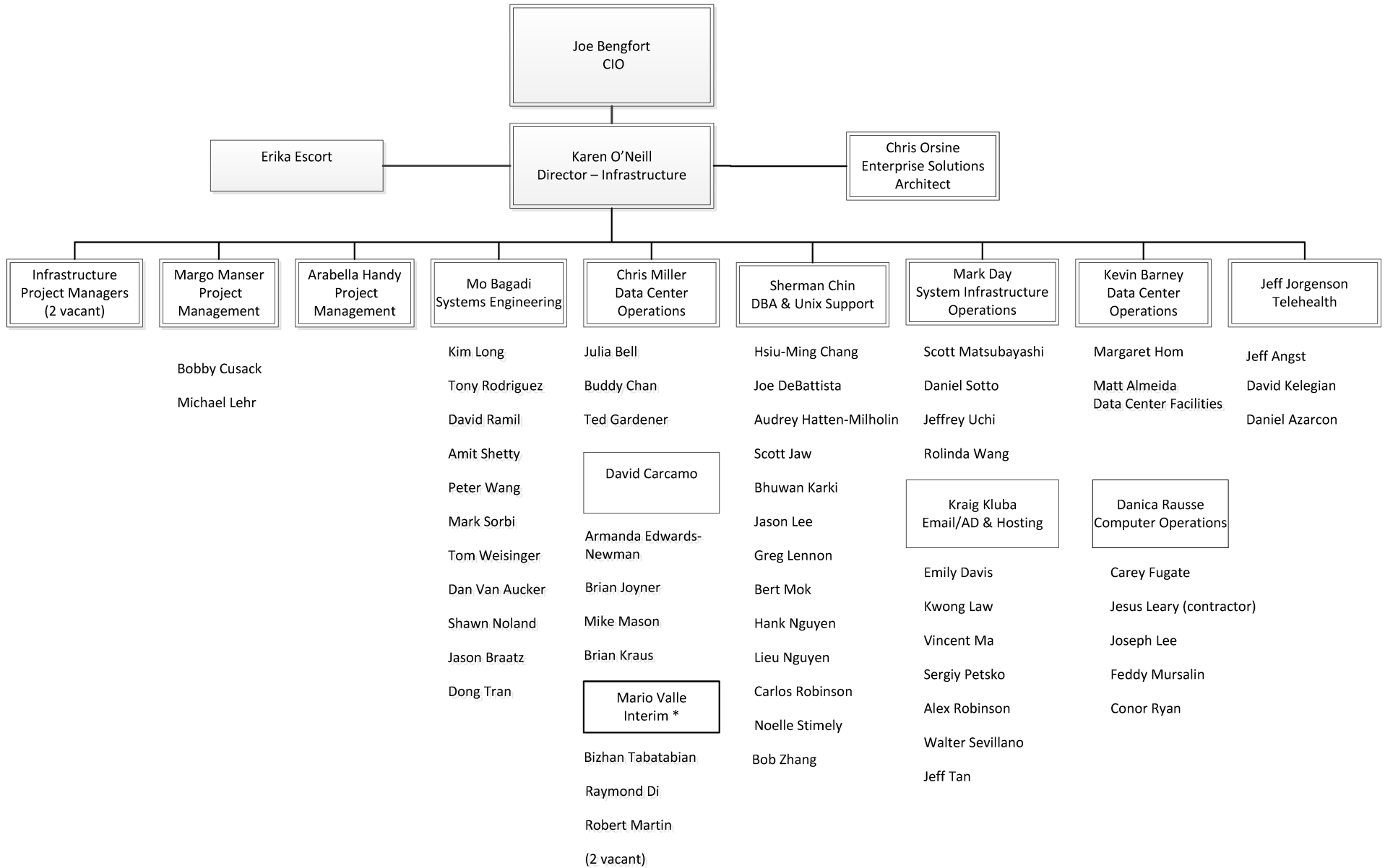
Information Technology—Applications



Information Technology—Technology Applications



Information Technology—Infrastructure



Information Technology—Network

Joe Bengfort
CIO

Karen O'Neill
Director – Infrastructure

Michael Kilpatrick
Deputy Director – Network
Services

Manish Sompura
Design Team *

Sean Schluntz
Build Team

Steve Young
Data MAC Team

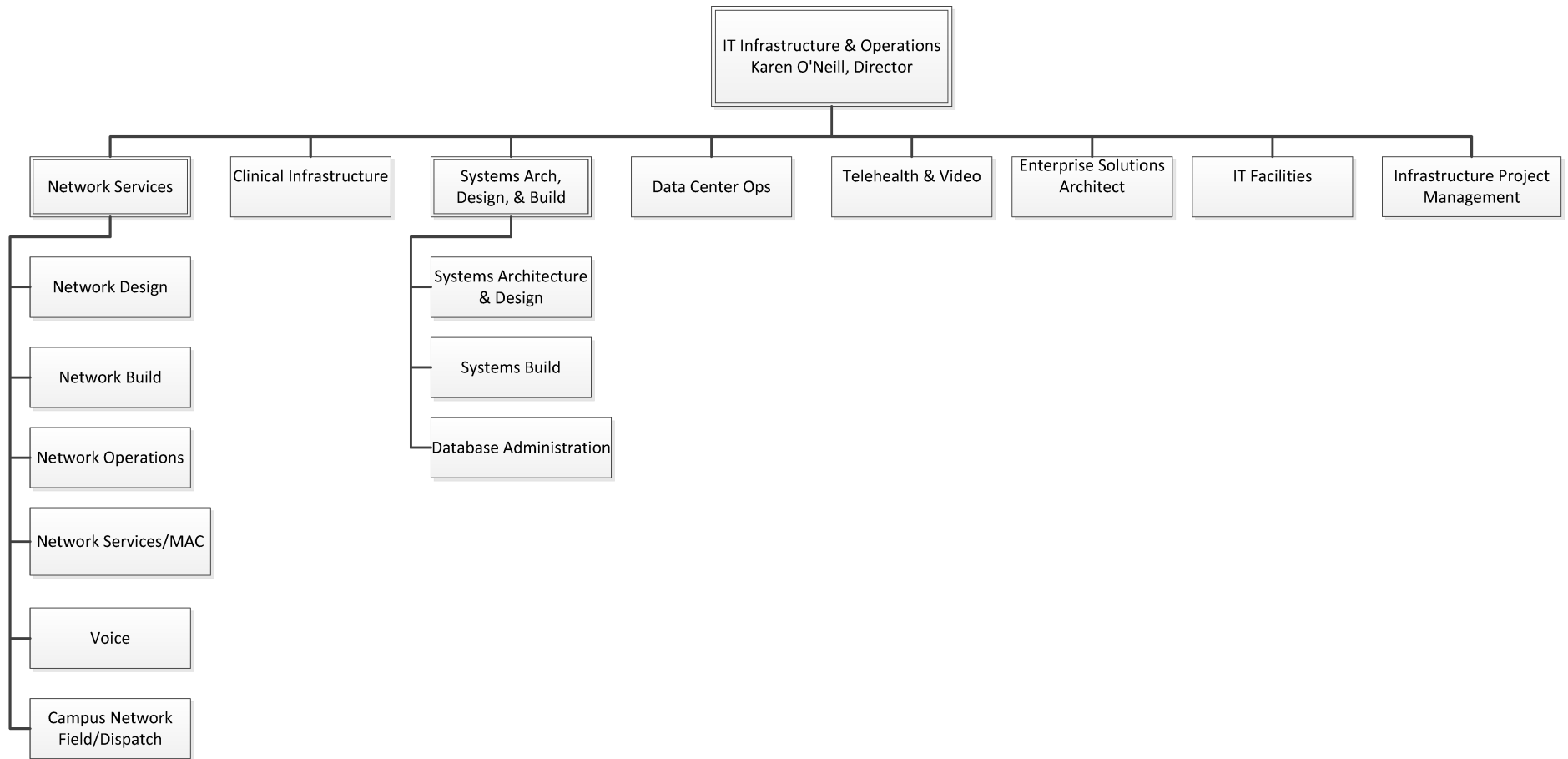
Pascal Parrot
Operations Team *

Ian Gwin
Field Team

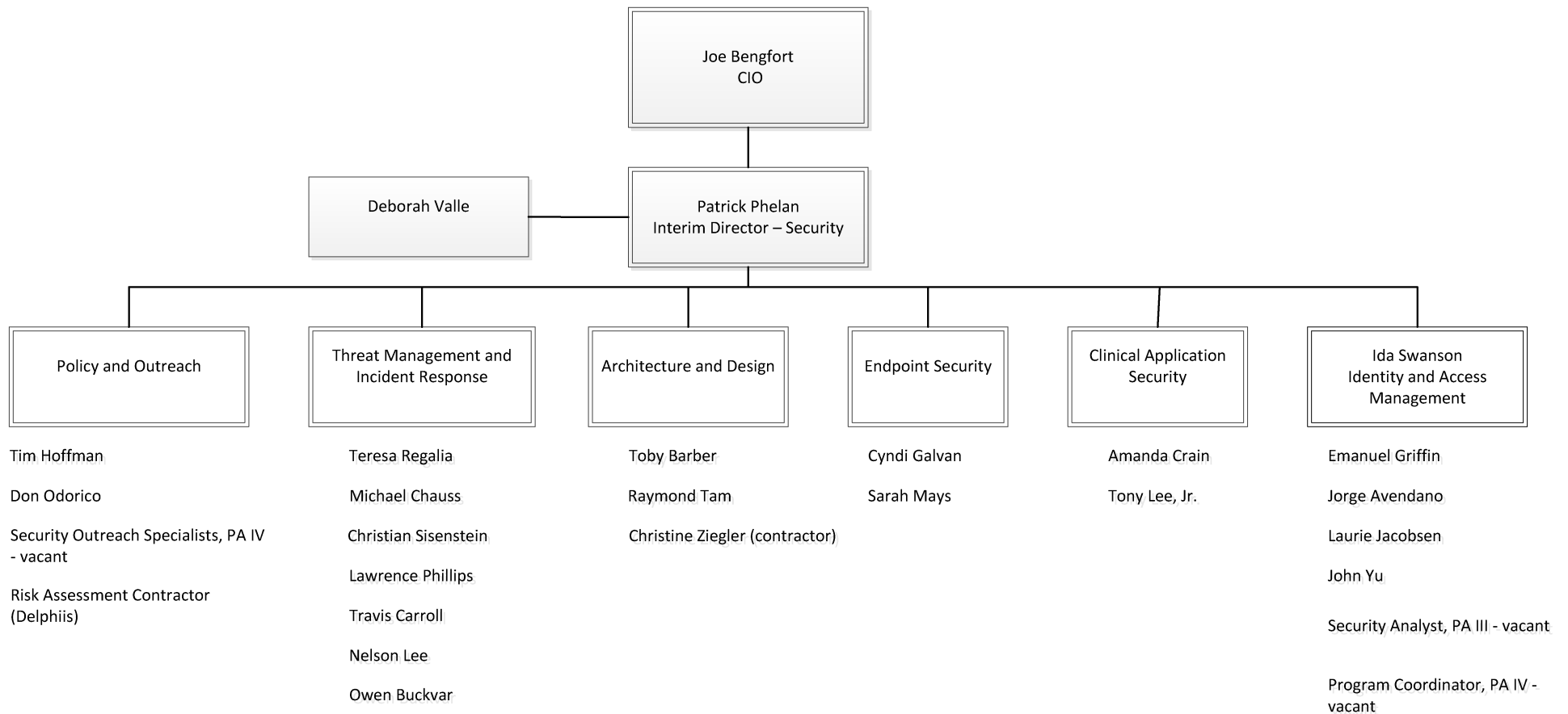
Terri Cummings
Voice MAC Team

Rob Tannenbaum	Saurabh Nautiyal	Joe Kazlauskas	Tony Fong	Richard Stirrat	Peter Loo	Fred Allen	Laurel Kuniesh
Graham Perkins	Ellen Rayz	Leroy Hill	James Han	Charles Koehler	Jovito Cueva	Menardo Galicha	Angelique Wynne
Voice Network Specialist, MSP 3 - vacant		Daniel Giebler	Robert Weinberg	Allen Chan	Emerson Mendoza	Mike Renoude	Valencia Hawkins
		Arnold Sembrana	Tom Chen	Cynthia Howell	Arial Malig	Michael Hoff	Thomas Evans
		Roy Samaniego	Terry McCarthy	Lorren Ramirez	Stuart Goldkrantz	Jeffrey Dwyer	Nancy Toth
		Michael Rozman	Sue Asay	Archie Hart	Alan Ho	AT&T Tech Contractor	
		Rick Santos		Eric Lee			

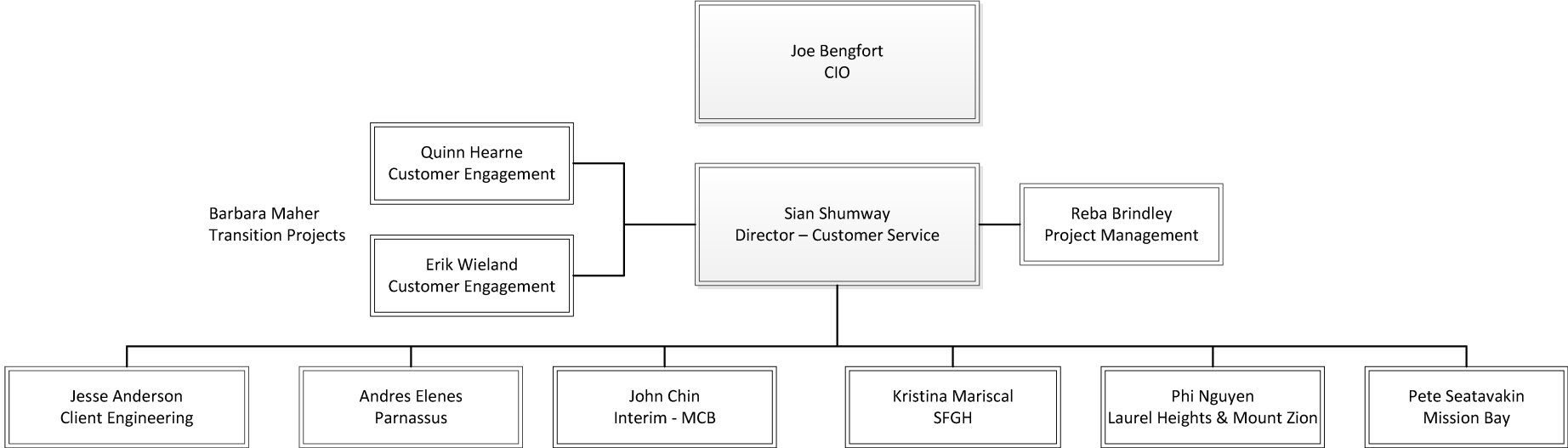
Infrastructure



Information Technology—Security



Information Technology—IT Field Services



Hossain Bayat

Kristan Beynon

Kerry Chao

Edel Alon

Cliff Sacks

Jane Callaghan

Christopher Hester

John McWalter

Maggie Bartlett

Eunice Woo

Susan Weigle

Jin Park

Michael Kearns

Melinda Chan

Ka Chang

Erica De Marco

Claudia Aguirre

Alan Brinson

Lalit Lakshmanan

John Esposito

Bill Chartier

Grace Osias

Al Bedrosian

Desmond Chargualaf

Jerry Tung

Thanh Huynh

Derrick Modesto

Raymond Santos

Burt Fong

Michael Delos Santos

Wesley Yip

Bryce Leong

David H. Ng

Stephanie Schneider

Erik Javier (contractor)

Lyo Kori (contractor)

Lisa Lo

Syed Razi

Sara Tao

Marc Lowe

Mack MacLean

Tran Luu (contractor)

Andrew Riley

Geary Wong

Alvin Ozawa

Richard Mutchie (contractor)

Abby McNertney

Raul Romo (contractor)

Albert Wong

Buzz Morada

Guo Wen

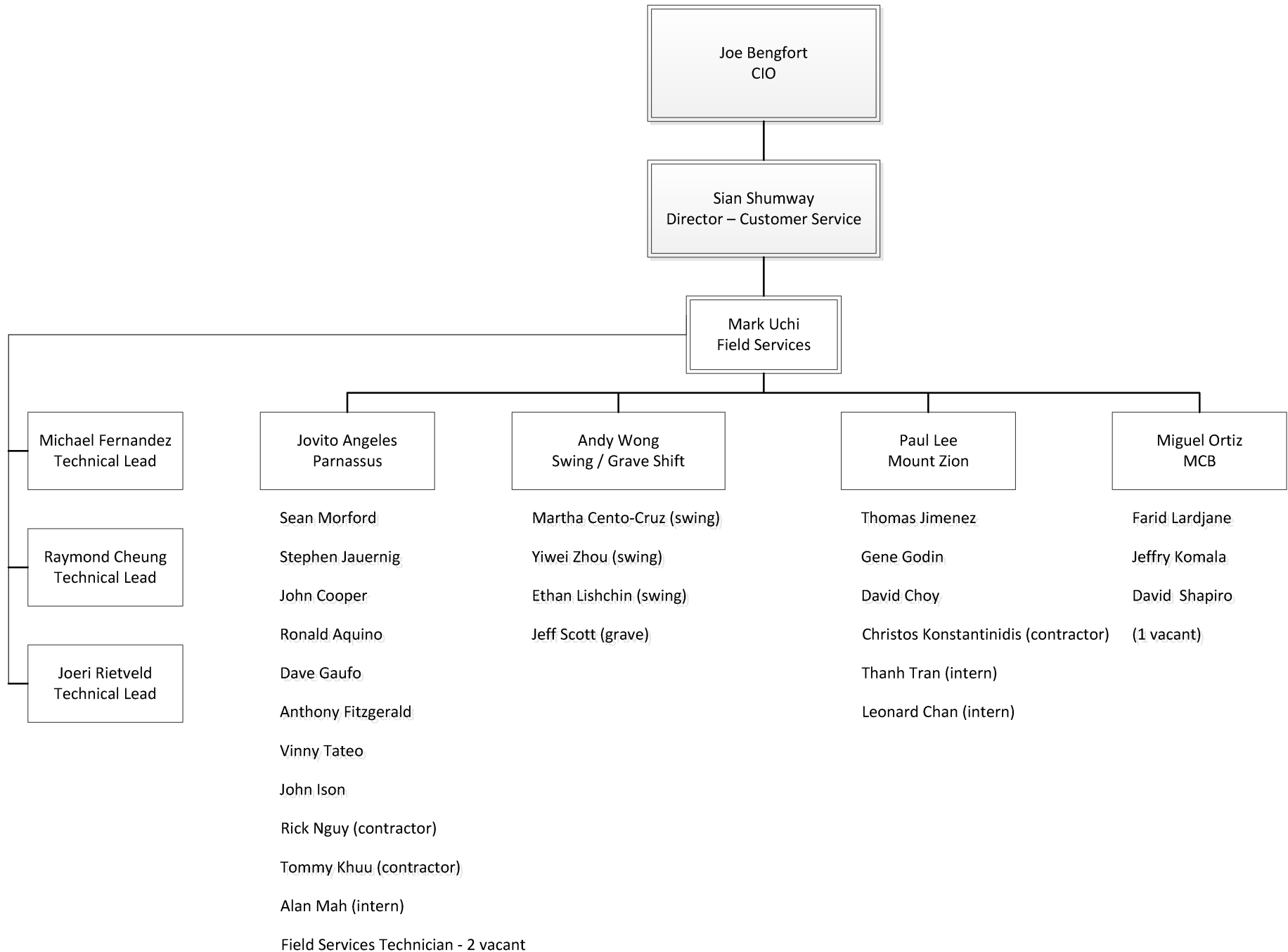
Kevin Poon (contractor)

James Wesson

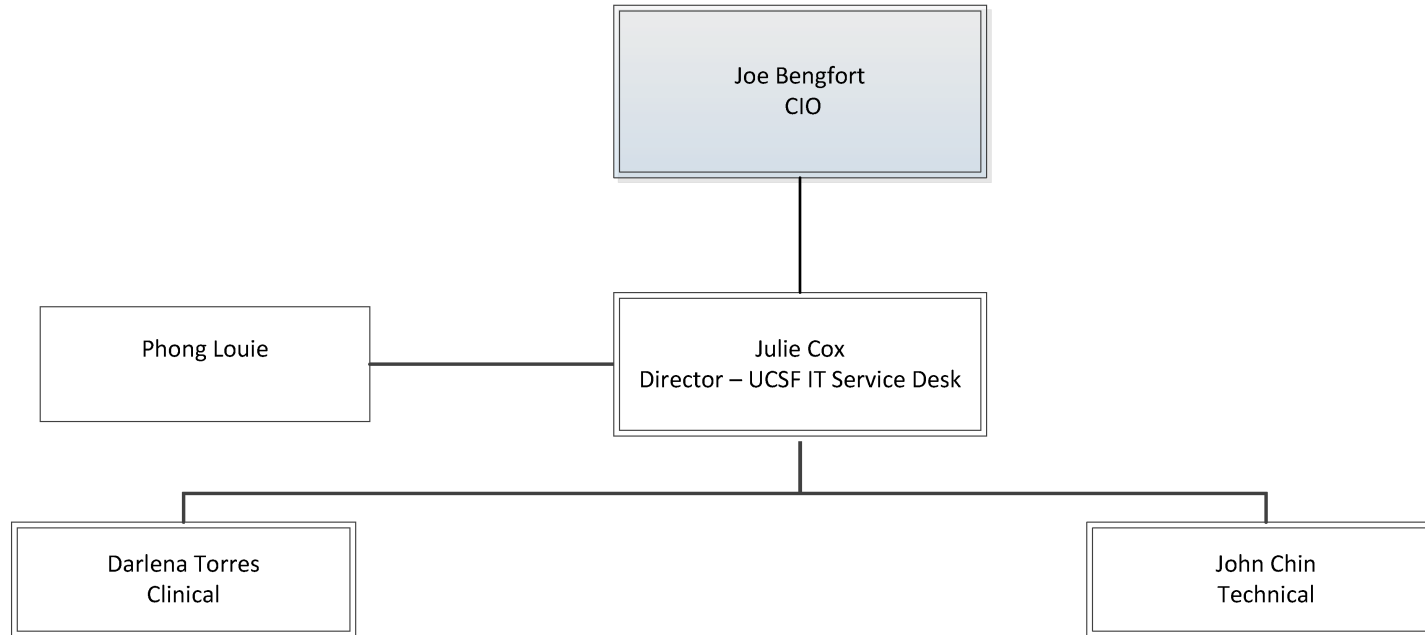
Tim Shumway

Minhtu Ton

Information Technology—Medical Center Field Services

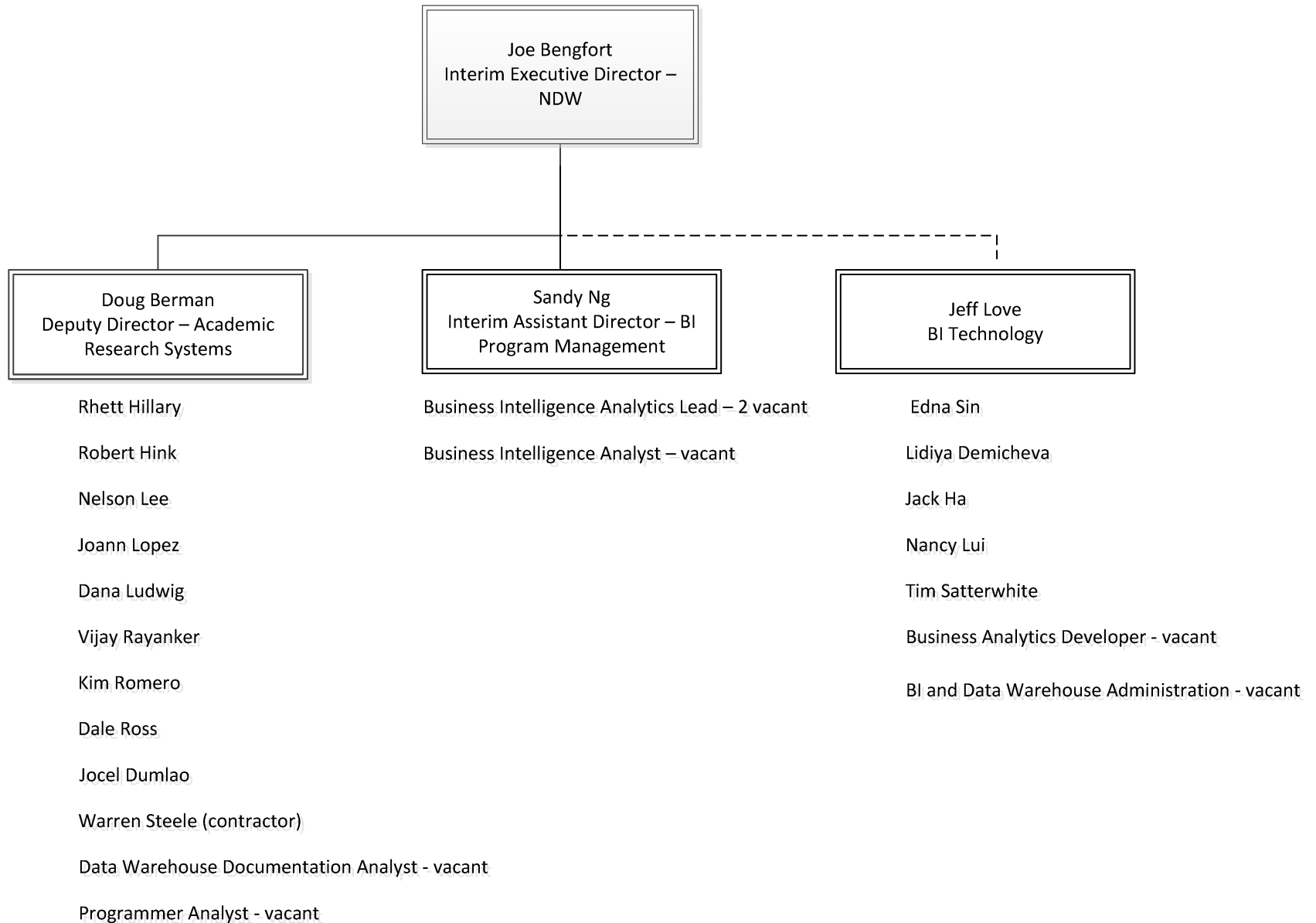


Information Technology—Service Desk

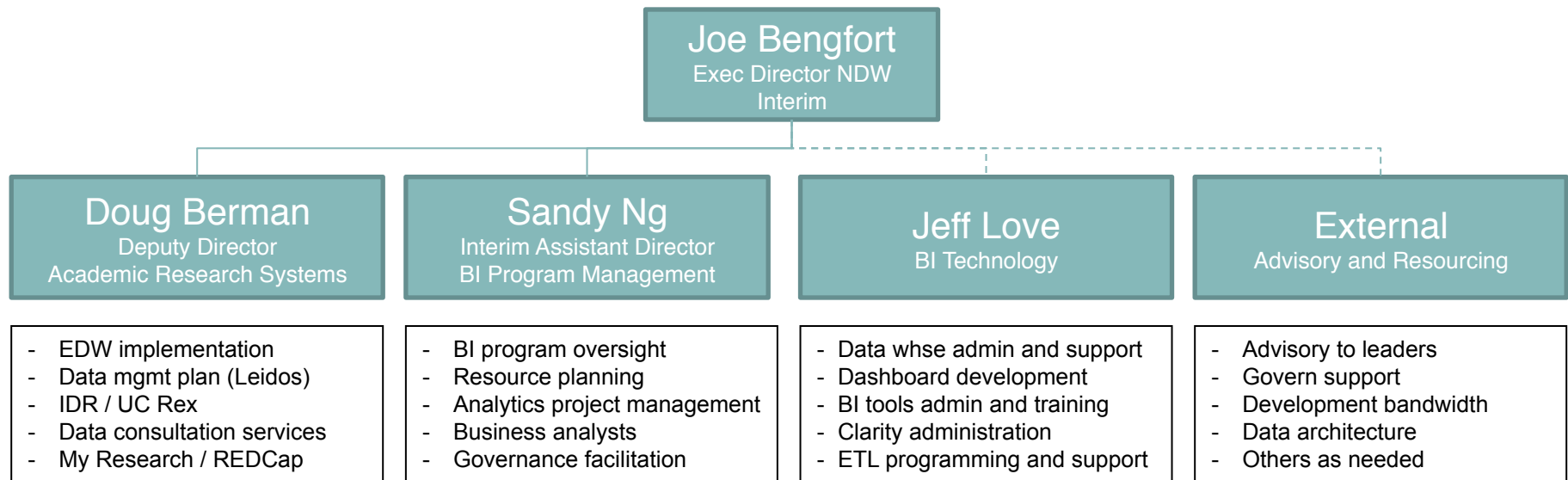


Crichton Kittredge	Clarence Wong	Dan Pucillo	Jade Chin	George Lopez	Robert Gonzalez (contractor)
Bates Burnell	Patrick White	Pat McConihe	Johnny Frias	Lei Li	Marc Andres (contractor)
Maria Cabral	Oscar Pineav	Keith Brown	Ryan Phelan	Jeff Cheang	Grace Osias
Ken Shim	Kiet Lau	Luis Paulino	Richmark Sy	Chris Phelan	Ka Chang
Thomas Son	Vacant	Edgar Domingo	Josiah Knight Haber	Keith Green	
William Thompson	(*James Wilson – Temporary filling)	Adam Purinton	Tim Dowling (2 yrs. Contract)	Cynthia Ardman	
Vacant (*Phil Avery – Temporary filling)			*Deborah Jones (Back-fill for James Wilson)	Gregory McCoy	
			*Stephen Fernandez (Back-fill for Phil Avery)		

Information Technology—Networked Data Warehousing



Networked Data Warehousing (NDW)



Remaining Steps

- Complete the remaining structure definitions and make the associated HR changes.
- Establish permanent appointments for:
 - IT Security Director
 - Exec Director Networked Data Warehouse (NDW)
- Define our customer engagement roles and processes
 - Led by Sian Shumway
- Define, post and select IT enterprise solutions architect roles
 - Customer facing role.
 - Collect requirements to meet specific business needs of the departments.
 - Coordinate the development and documentation of IT solutions across the IT organization.
 - Provide architectural oversight and assistance during implementation.
- Increase our capacity in IT project / portfolio management
 - Fill currently opened IT PM positions.
 - Determine proper organizational structure for these roles (central; distributed; etc...).

IT Job Postings

- Financial Systems
 - Financial Apps Developer/Analyst, PeopleSoft, Programmer/Analyst IV (Campus, Req #40057BR)
 - Business Applications Developer, Programmer/Analyst IV (Campus, Req # 39513BR)
 - Programmer/Analyst IV – Hyperion (Campus, Req # 40147BR)
- PPS & Mainframe
 - Programmer/Analyst IV (Campus, Req # 39207BR)
- Academic Information Systems
 - Java Developer, Programmer/Analyst IV (Campus, Req # 39918BR)
- Data Warehouse and BI
 - Data Warehouse & ETL Programmer/Analyst IV (Campus, Req # 39339BR)

IT Job Postings

- **Technology Applications**
 - Infrastructure Application Analyst, Programmer/Analyst 4
(Med Center, JO ID # 5792)
 - ECM Administrator, Programmer/Analyst 4
(Med Center, JO ID # 5784)
- **Infrastructure**
 - Voice Network Specialist, MSP 3 (Campus, Req #39214BR)
 - Infrastructure Project Manager (2 positions, Campus, Req # 39965BR)
- **Security**
 - Security Outreach Specialist (Campus, Req # 39198BR)

IT Job Postings

- Identity and Access Management
 - Security Analyst (Med Center, JO ID # 4904)
 - Program Coordinator (Med Center, JO ID # 5727)
- Field Services
 - Field Services Technician (2 positions, Med Center, JO ID # 4854)
- Networked Data Warehouse
 - Executive Director of Networked Data Warehouse (Med Center, JO ID # 5004)
 - Research Data Analyst (Campus, Req #39871BR)
 - Data Warehouse Documentation Analyst (Med Center, JO ID 5663)
 - Business Intelligence Analytics Lead (2 positions, Med Center, JO ID # 5664)
 - Business Intelligence Analyst (Med Center, JO ID # 5666)
 - Business Analytics Developer (Med Center, JO ID # 5685)

HR Questions We' ve Heard

- Will existing Campus positions be moved to MedCtr HR?
 - Generally speaking existing campus positions will remain as campus positions.
 - Our HR team continues to assess the IT organization as we consolidate and evolve to determine if and when we could move to a common compensation and benefit structure.
- Will all new positions be filed through MedCtr HR?
 - In those cases where a **new** position is opened that will provide services across both Med Center and Campus then it will be opened and recruited as a Med Center position.
 - Existing Campus and Med Center positions will remain as is unless and until UCSF HR makes a determination that a change is warranted.
- Will salary equity be examined?
 - We will follow the normal process in place for scheduled reviews and merit/equity.
- FAQs Posted at:
<https://it.ucsf.edu/news/cio/frequently-asked-questions-faqs>

Will UCSF consolidate IT services and processes?

- Short Answer: Yes
- Targeted in some areas, such as:
 - Process optimization using LEAN methodology. E.G.:
 - Server provisioning process
 - Change management / reduction in change induced incidents
 - Access provisioning
 - Consolidation of certain maintenance or purchasing contracts.
 - Consolidation of wide area network, unified communications, voice network.
- Opportunistic in other areas, such as:
 - Addressing the need for a specific skill that exists across teams.
 - Addressing coverage / demand issues.
 - Establishing a standard platform at the time of a major purchase



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UCSF IT All Hands Staff Engagement

January 23, 2014



Strange but True

Celery has negative calories. It takes more calories to eat a piece of celery than the celery has in it to begin with.

It is impossible to lick your elbow.

Charlie Chaplin once won third prize in a Charlie Chaplin look-alike contest.

Bats always turn left when exiting a cave!

Astronauts are not allowed to eat beans before they go into space because passing wind in a spacesuit damages them.

Chewing gum while peeling onions will keep you from crying.

A raisin dropped in a glass of fresh champagne will bounce up and down continuously from the bottom of the glass to the top.

At least 75% of people who read this will try to lick their elbow.

Staff Engagement Pulse Check

- Purpose of Pulse Check: Check on how we are doing with our Areas of Opportunity
- Individual Team Goals:
 - Medical Center
 - ‘I Know What’ s Expected of Me’
 - ‘I Have the Tools To Do My Job’
 - Campus – Teams submitted individual choices
- Leadership Goals:
 - Increase Number of Socializing Events
 - Develop 2-way communication at All Hands Meeting based on staff-submitted questions

Staff Engagement Pulse Check

- Next Steps:
 - Continue to work on your Action Plans
 - Update the progress of your action items in the Gallup tool.
 - Next Gallup Engagement Survey in March/April timeframe

Staff Engagement Pulse Check

- Has the plan been communicated to your group?
 - a. Yes
 - b. No

Staff Engagement Pulse Check

- Has there been progress made on the action items in the plan?
 - a. Yes
 - b. No

Staff Engagement Pulse Check

Questions



IT Server Provisioning Kaizen Report Out

Lean Reach for Excellence

Performance Excellence
IT

The Call to Action

Reason for Action

- Turnaround time for new server provisioning does not meet customer expectations
- Campus and Med Ctr processes are different. Organizations are merging; processes must merge.
- There is no official server request process
- IT routinely faces variable workflows and demand, preventing timely delivery of new hardware
- Lack of standard work drives unnecessary complexity for customers and IT staff



Lean IT- *What is it?*

Philosophy, process, methods, tools and eventually culture

- **Customer based value** – Which steps in your business process are of value to the customer?
- **Identify and eliminate waste** – The right process will produce the right results
- **Develop and empower your people** – The people doing the work know more than you think.
- **Continuous Improvement** – Question paradigms, chase root causes, and don't rest on past improvements
- **Organizational alignment in vision and purpose** – How many number one priorities can you have?

Kaizen Team

Executive & Project Sponsors:
Joe Bengfort
Karen O' Neill
Sian Shumway

**Project Lead: Vishnu
Stickney**

- Toby Barber (IT – Security)
- Terrie Coleman (IT – Service Management)
- Mark Day (IT –Data Center Services)
- Archie Hart (IT – Network)
- Tim Hoffman (IT - Security)
- Cynthia Howell (IT - Network)
- Kraig Kluba (IT –Data Center Services)
- Greg Lennon (IT – UNIX/AIX)
- Margo Manser (IT – PM)
- Rebecca Nguyen (IT – Service Management)
- Pascal Parrot (IT - Network)
- Daniel Sotto (IT –Data Center Services)
- Jeff Tan (IT –Data Center Services)
- Tom Weisinger (IT – Server Engineering)
- Steve Young (IT – Network)

Special Guest Star Appearances...

- Rob Hatkins – MC Procurement
- Dianne Holmes – Campus Procurement
- Joanne Peterson – Strategic Sourcing
- Carol Ng-Lee – MC Contracts
- Brian Leonard – MC Purchasing
- Matt Almeida – Data Center Mgr
- Rob Winter – IT Security
- Michael Chauss – IT Security
- Patrick Phelan – IT Security
- Mark Bering – Data Center Services
- Rolinda Wang – Data Center Services
- Danice Rausse – Data Center Operations

Gap Analysis and Rapid Experiments

Problem	Potential Root Causes	Rapid Experiments
<p>Procurement 3-5 weeks delay</p>	<ul style="list-style-type: none"> • Paper process • Duplication of effort (negotiations) • No enterprise MPA • Significant delay for approvals 	<ul style="list-style-type: none"> • Use DocuSign in MC purchasing process • We should setup an “MPA lite” for MC purchasing with our go to VAR; use the campus RFP that is underway • Maintain on-hand inventory
<p>No Standard Intake Process 1 – 2 week delay</p>	<ul style="list-style-type: none"> • No single form for process • Confusing, unclear information request on forms • Duplication of effort (ask same questions on many forms) • There is no minimum information set required for a server request • Requirements gathered at multiple stages in the process and stored in many locations 	<ul style="list-style-type: none"> • Created interim master intake form in Qualtrics • Many required questions can be asked on the master request form • Provide examples for form input • To be integrated in ServiceNow
<p>Firewall provisioning 2 week delay</p>	<ul style="list-style-type: none"> • Confusing form • Security review required • No template/routine changes for MC • MC CAB meets only weekly • Changes must be made after hours 	<ul style="list-style-type: none"> • Simplify form into master intake form • Start security review during procurement • Implement routine change control process for firewall • MC CAB meet more frequently • Allow changes to be made during business hours

Gap Analysis and Rapid Experiments

Problem	Potential Root Causes	Rapid Experiments
IP/DNS allocation 1 week delay	<ul style="list-style-type: none"> • Requires RITM in ServiceNow • Minimal staff to process requests • 3 day turnaround 	<ul style="list-style-type: none"> • Delegated administration • Propagate DNS updates regularly
Shipping Errors 4 days delay	<ul style="list-style-type: none"> • MC order delivered to central receiving • Delivery process not questioned • Requires additional shipping • Additional shipping not always accurate 	<ul style="list-style-type: none"> • Allow receiving at MCB
No Concurrency 30 days delay	<ul style="list-style-type: none"> • Current process is serial 	<ul style="list-style-type: none"> • Perform security assessment and procurement tasks in parallel • Create P2P VPN in advance
Travel to Datacenter 3 days delay	<ul style="list-style-type: none"> • Significant waste of time and resources • Port activations require at least 3 trips • Minimal staff to process cross connect requests (bottleneck) 	<ul style="list-style-type: none"> • Empower DCO to perform tasks (see not leveraging DCO)
Not Leveraging DCO 3 weeks delay	<ul style="list-style-type: none"> • Varying skill level with DCO staff • Not “trusting” all operators • Considered to be faster to do it yourself 	<ul style="list-style-type: none"> • Perform routine port activation and cabling tasks • Rack equipment



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Windows 7 Project Update

Project Manager Mark Bivens

IT All Hands

January 23, 2014

Overview and Objectives

- **Issue:** Microsoft will no longer support Windows XP effective **April 8, 2014**
- **Action:** Upgrade systems with XP to Windows 7
- **Crashplan PRO** on laptops
- Folder Redirection “**My Documents**” on Medical Center desktops

Combined IT org working in close collaboration

Scope

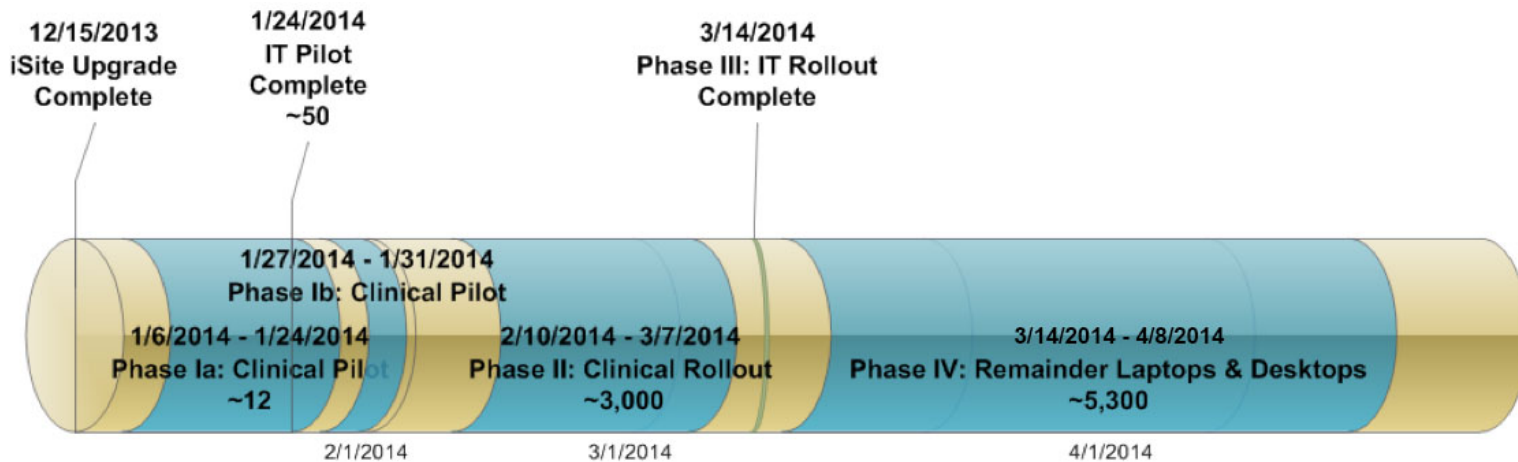
- **~10,000 systems** in 3 – 4 months
- **60%** in clinical settings
- Systems **across 36 sites** in the Bay Area
- **Multi-phased rollout** by computer type and geographical location, building, floor, subnet (Medical Center)
- **Department/location** (Campus)

Current Focus

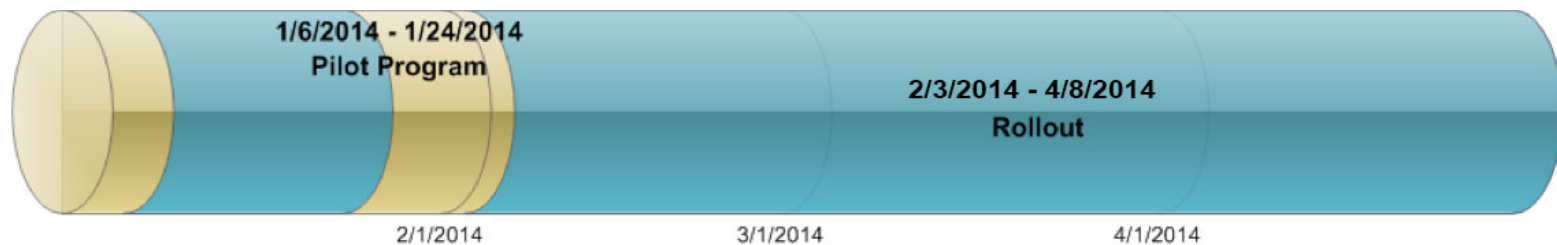
- **Applications** (~75 remaining)
- **Testing** packaged media
- **Exceptions** non-compatible apps
- **Microsoft Premium Support**
- **Hardware upgrades** (4GB RAM, 7200 RPM HD or SSD)
- **Replace systems 5 years or older**

High-Level Rollout Timelines

- **Medical Center**



- **Campus**



Communication / Training

- **Project website:** <http://readyfor7.ucsf.edu/>
- **CEMs communicating with Departments directly**
 - Research computing advisory group
 - [Town Hall recording](#)
- **Self-service imaging conversion tools**
 - Consulting and hourly project support
- **Field Services & Service Desk In-Service training**

Call to Arms for IT!

How you can **help?**

Application Awareness

Notify, Evangelize, Review

http://appdb1.jp251.com/ucsf1/apps_ownersdisplay.php

Contact Us

- **For Campus:**

ITFS-Questions@ucsf.edu

- **For Medical Center:**

Windows7Upgrade@ucsf.edu

Questions ?



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Next Gen Communication Services

Terri Cummings
January 23rd, 2014

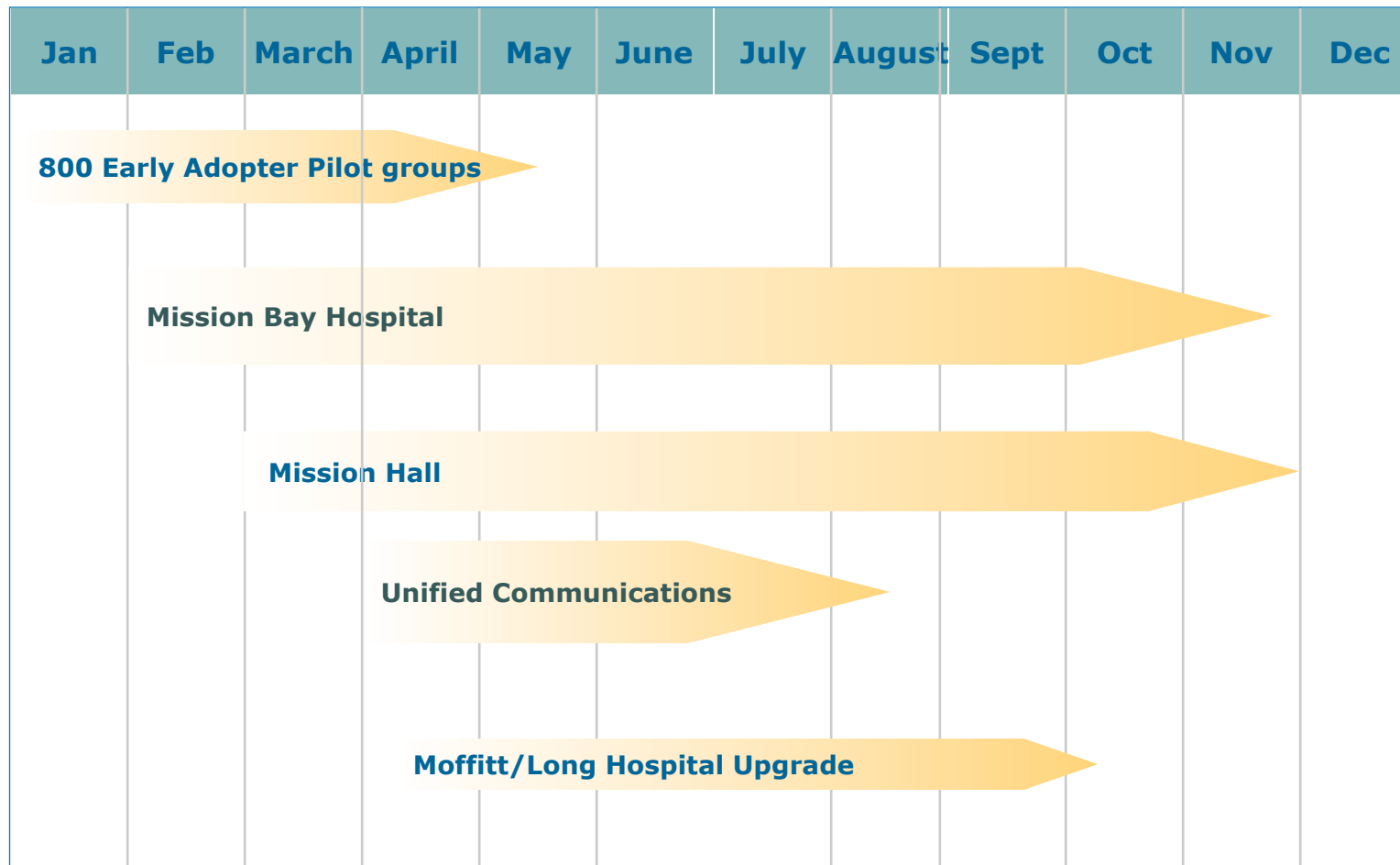
Project Overview

- Replace 16,000 Legacy Centrex and Siemens Telephones with Cisco VoIP
- Migrate Medical Center staff to new Exchange UM platform
- Deploy Unified Communications platform
- Reduce operating costs
 - One vendor
 - One support team
 - Utilize SIP trunks as transport

Status

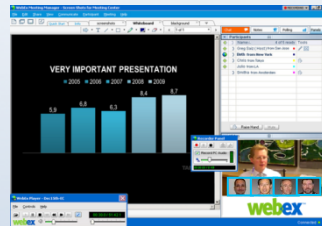
- VoIP Telephony Infrastructure – 95% complete
 - E911
 - Encrypted & Authenticated Voice Enabled
 - Centrex to Cisco trunk capacity expansion
- New low monthly rate for campus established - complete
- Cisco devices installed as of today
 - VoIP phones 400
 - ACD Agents 78
 - Analog devices 25
 - Exchange UM for Med Center staff 381
- Unified Communications Platform
 - Project kick off in February

High-Level Project Timeline

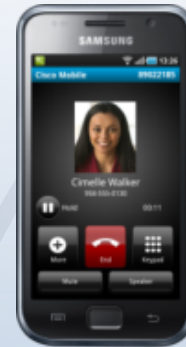


Any to Any Collaboration Made Easy

WebEx



SmartPhone



Desktop TP



Jabber for TP



Jabber



Immersive TelePresence



IP Phones



Interpretive Svc or Specialist on Demand



CIO Report

UCSF IT Project Portfolio Review

- Reviewed current IT project portfolio in half day workshop on 01/17/2014.
- Identified which projects have:
 - Fixed deadlines or high demand: aka “Must Do”
 - Some flexibility on schedule: aka “Flex”
- Goal:
 - Help IT leaders to establish priorities when allocating resources and staff.
 - Identify projects that need near-term action.

...There's More to Do...

- For All “*Must Do*” Projects:
 - Confirm project manager
 - Confirm project scope, projected start/end dates and budget
 - Convert data into PM tool
 - Assess resource impact
 - Validate priorities
- Prioritize and resource the projects that require near-term action.

The Big Rocks for IT: **Very Top Priorities**

- **Maintaining and Operating our Production Environments**
- Finance 3
- Mission Bay Hospital IT Projects
- Mission Hall
- Windows 7 Upgrade
- Business Intelligence / EDW Initiation
- Encryption Remediation Plan
- Security Compliance Program
- Enterprise Content Mgmt – Document Imaging

Examples of Flex Projects

- Parnassus Wireless Upgrade
- Refresh Projects (some are Must Do; others Flex)
- AD consolidation / flattening
- Parnassus Voalte Project
- Disaster Recovery Project
- Etc...

CIO Report Out

- Work – Life Balance is Important
 - Keep an eye out for yourself and your colleagues.
 - Take real time off to decompress.
 - Be cautious about too many hours.
- On the Work Side:
 - Focus on being highly productive.
 - Ask your leader(s) about priorities and act on them.
 - Engage in Lean IT efforts, it will improve productivity by process.
- On the Life Side:
 - That' s your business...but have one!

Questions