Chart, waterfall chart

Description automatically generated

**B. Write a job description for one of the roles from your hierarchical organizational chart**

**VP, Software Engineering**

**$174,000 Annually USD**

**Summary of the Role Components and Benefits to the Organization:**

This role will be responsible for the development of software development teams. The candidate that fills this position will stay aware of current and emerging technologies that will influence the services that TreasureChest provides and how efficiently their goals are accomplished. This will also be done by evaluating which personnel are the best at their respective skill sets and how valuable they are to the team.

**Objective Summary of the Role:**

This role will be responsible for developing project plans, creating the master project schedules, scheduling the software development delivery process and milestones etc. The candidate will also be responsible for the development of the new DevOps team. They will assist this team with any development issues and ensure that all projects are released in compliance with the on-time release schedules. Candidate will report directly to the Executive Administrator and the CIO.

**Job Duties and Responsibilities:**

* Oversee the preparation and final approval of project plans
* Ensures that projects are completed within budget and in an economical manner
* Negotiates cost-effective contracts for the organization
* Coordinates and implements contractors work, and resolves any disputes over labor, scheduling or payments

**Qualifications:**

* Bachelor’s degree in computer science, engineering, information systems or a related field is required. Master’s Degree is preferred.
* At least 15 years of computer software product development experience
* At least 8 years of management experience
* Proficient to expert knowledge of JavaScript, AJAX, Python, SQL, C#, and XML programming languages preferred

**C. Propose a resource option and an implemented technology (available internally or externally) to replace two FTEs or role assignments. Provide examples of how the replacements are innovative and will move the company forward**

**Resource Option – CRM Ticketing System**

There's currently no CRM ticketing system used by TreasureChest. Customer service is currently spearheaded by ServiceNow, a cloud-based software platform for IT service management. As mentioned in the case study, the previous head of IT emphasized that it's important to establish a good working relationship with the internal executives and external business partners. This was most likely a concern due to the fact that the CIO is the only individual to receive daily reports from ServiceNow in terms of the tickets that are received from customers. This creates a gap of knowledge between the CIO and any of the other executives who may have an inquiry pertaining to this sector of the business but have no information about that part of the operation. As a result, it's essential that is CRM ticketing system to be monitored by TreasureChest is implemented into the IT infrastructure.

This will prove helpful as the main benefit is to remove ServiceNow as a third-party service so that TreasureChest can perform this function in the house. This will also prove fruitful since the ticketing system will automate the administrative tasks of managing customer support cases. Other benefits include:

* Streamline customer support
* Centralize all customer communications
* Link to a CRM database that stores all customers’ information securely

**Implemented Technology – E-Recruitment Applications**

There's no telling whether or not all team members based in Paris will make the relocation to London, so to keep options open it would behoove TreasureChest to begin utilizing online application platforms to advertise and streamline their application and interview process. With the potential opening of analysts positions as well as the development of the new DevOps team, it would prove advantageous to advertise these brand-new positions as a result of the relocation from Paris to London. While the main benefit of this adjustment is to replace the human resource management system that's currently in place, there are a plethora of other benefits to be mentioned.

The biggest benefit that any company wants to exceed in is to lower costs, in this case for recruitment. Utilizing these online application platforms will include fees, but it's been shown that companies can save as much as 90% of the cost compared to using print media to advertise their current job openings. Yes, TreasureChest can advertise their job openings on their own website, however most candidates will use other platforms such as Indeed, Glassdoor, CareerBuilder, and LinkedIn to name a few, as their main sources of information for finding new jobs. With that being said, it's also important to know that these platforms will attract a wider audience than just using TreasureChest’s platform due to their easy access. This is probably the only benefit that’s a two-way street for both TreasureChest and potential hires.

**D. Summarize how your IT organization and resource plan meets the business goals of TreasureChest and provide examples from the plan that support your claims**

The combination of introducing DevOps to the company in tandem with the pure Agile methodology will provide the greatest impact and push to help TreasureChest to reach their goals. Bringing together individuals from two sides of the same coin that normally cross paths anyway while following Agile’s sprint-based format allow for the following advancements:

* Faster Service Delivery
* Visibility across data
* Cost-effective service; and
* Facilitate collaboration and foster great working relationships

The best example is TreasureChest’s Paris and Minsk offices utilizing different methodologies for their operations. This goes against any company’s desire to maintain a level of uniformity in their processes, so it's easy to follow a process and make corrections; especially Agile which is designed to foster collaboration. Therefore, implementing Agile across the board will create certainty and familiarity. This is vital in the event that any of the offices need to get in touch in the future for customer or project related reasons. Partnering Agile and DevOps is natural because they work well together since DevOps is considered an extension of the Agile framework. As a result, DevOps further increases Agile's natural formula for providing quick results, updates, and repairs by combining separate components into a single team.

**E. Identify IT governance practices that contribute to the viability of your IT organization and resource plan and provide examples from your plan that show application of the governance practice**

IT governance frameworks are implemented to ensure that an organization’s IT Department is meeting business needs. COBIT in particular was created to help process managers be equipped with a model of best practices to deliver value to an organization and practice better risk management. Guidelines of 5.0 include:

* Meeting stakeholder needs
* Covering the entire enterprise
* Application of a single framework
* Ensuring a holistic approach to business decision making
* Separating governance from management

Utilizing the covering the enterprise guideline, this emphasizes uniformity and consistency in the company entirely. Again, referring to the different methodologies in Paris and Minsk, consistency makes problem solving and general operations much easier to navigate. You can also include the risk management guideline because mixing methodologies is very risky. The difference is this is a risk that's usually not up for discussion.

**F.   Recommend innovative organizational resource technologies that will improve service at TreasureChest and provide research-based examples of successful application of these technologies**

To reiterate, implementing a CRM ticketing service would be pivotal to the improvement of the service from TreasureChest. Currently, there’s no dedicated system to interact with customers and track their service requests. It's best to handle these concerns in house due to confidentiality as well as providing 24/7 available service for TreasureChest customers. For example, TreasureChest should address all customer complaints with the highest level of professionalism and customer satisfaction. Agile CRM has noted many benefits of a ticketing system including increased customer satisfaction, a more efficient customer support team, and faster resolutions. All of which will definitely boost TreasureChests reputation positively via word-of-mouth.

**H. Acknowledge sources, using in-text citations and references, for content that is quoted, paraphrased, or summarized**

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