Mini Case Study Solution

In the case study at Cascade Energy, there seems to be a disconnect between the wants of the HR department and the response from the IT department. Ryan, a new hire, during his time at orientation, noticed flaws in the system and decided it would be in his, and the company’s, best interest to work on a solution that would help improve it. Ryan’s boss Nick informed Ryan that during an external review of the departments that the IT department had been found to not be doing things in the best interest of other departments. Leading to a disconnect between the departments. The IT department was not providing support to the other departments as it should have been. Maggie, the onboarding manager for the HR department, has made numerous requests to the IT department in an attempt to get the orientation and onboarding system updated, to no avail. The IT department does not prioritize the project of the system and continues to pull resources from it for other projects they deem more important. Ryan acted as a bridge between the needs of the HR department and the IT department during this process. Don Katz, a person in the IT group, was in charge of reviewing possible solutions that Maggie had asked about.

Currently the orientation process is not efficient and results in a poor experience for both the organization and the new hires coming into the organization. With the current system there is the possibility of orientation sessions being overbooked, or if someone cancels there is the possibility that things like their hotel room, or flights, do not also get canceled, resulting in the organization carrying extra costs. The system in place also decided to randomly ignore constraints in place, leading to classes at orientations being unbalanced and having too many people involved.

The HR department had been working on possible solutions and had asked the IT department to review them and determine their feasibility. This process was only half complete, as Don Katz, and the IT department did not review the possibility of using outside vendors because they felt that it was a waste of time to create the review for proposals (RFP) for each vendor. They felt that it was more likely that an in-house solution was more likely to provide more value than going outside of the organization. There were some solutions in house that were reviewed but were never presented to the HR department. In the end Maggie and Ryan came to the conclusion that they needed to create RFPs for the vendors on their own, since it was clear that the IT department was not going to do so. To ensure that the process for onboarding and orientation becomes smoother a new system must be adopted and implemented.

The IT department has continued to let down Maggie, and the HR department as a whole. It is not acceptable for them to not even consider an outside vendor solution simply because they believe that an in-house solution will be better. Especially when they have shown that they are not dedicated to the possibility of an in-house solution succeeding. The IT department has taken steps that show that it does not take the improvement of this system seriously. One of the most obvious examples of this is that there is no documentation on the current system in place. This results in the need for training on the system any time there is a new person assigned to the project. Those that do get assigned to the project are often pulled off of it for things that the IT department considers “more important” than it. Where the importance of these projects comes from is not clear. When the IT department does get a chance to review some, not all, of the solutions that HR has proposed, they do not send their analysis of the options, simply forgetting to do so.

The review of the in-house solutions was given to Ryan by Don, who then supplied them to Maggie. This is something that should have already been done in advance. There has to be a better communication channel between the two departments, and simply forgetting to send the review is not acceptable. There must a shared network location that is accessible by both parties to ensure that things do not get lost in the shuffle.

The negligence of the IT department has resulted in Ryan and Maggie decided to submit the RFPs by themselves. This may lead to animosity from Don and the IT department as they feel that they can handle the system upgrade themselves, but they have repeatedly shown that this is not true. HR wants the upgrade to be started in the fall, after the new class of college graduates have completed their orientation, and to be finished before spring, when they begin preparing for the next group of graduates. The solutions that the IT department has proposed would take more time than has been allotted and that is not something that the HR department can wait on. It makes the most sense for the RFPs to be submitted by the HR department as it will get the ball rolling for them, instead of waiting for someone else to do it.

There has been a complete breakdown on the reliability of the IT department and the rest of the organization. The communication channels between the IT department and the HR department are not reliable and this has resulted in a lack of progress on the systems upgrade. The IT department must be held accountable for their lack of focus on the needs of the organization, and they must reprioritize to ensure that they are providing service where they are needed. The HR department should not be the ones that are conducting the sort of work to ensure their system gets updated. The solution should be presented to the HR department by the IT department, not the other way around. Doing this job halfway is not what should be expected or accepted by a department in a professional organization. There must be a reprioritization of the devotion of resources by the IT department solely for the needs of the other departments of the organization.