CDA White Area
Chat about IT Strategy

Tim Smith

2021-10-25

Retreat in the Globe

- F2F PoW/mgmt meeting in Jiva Hill (moved due to "logisitcal" reasons)

- 20 participants together, including Andrew (notes) and Silke (logistics)
  - GLs, DGLs, cross-functional roles
- Fully dedicated to IT strategy
- External 'Facilitator' Dan Newman with an assistant

- Long day of exercises
  - *Approach to allocating scarce resources to achieve shared targets*

Exercises (I)

- Viewpoints on contents

- Trade-offs
  - IT is a business *vs* IT is a faculty
  - Propose solutions *vs* respond to requests for solutions
  - Fight IT market hegemony *vs* accept IT market hegemony
  - Make *vs* buy
  - Cloud *vs* on premises
  - Customisation *vs* standardisation
  - TCO trumps functionality *vs* functionality trumps TCO
  - The Beatles *vs* The Rolling Stones
- Perspective from 2025
  - Moving strategy from the group level to the department level
  - Governance
  - Innovation
  - Product/service lifecycle management
  - Operating principles
  - 'North star'

@TimSmithCH

Bob's summary of stakeholder interviews

- 17 1-on-1 interviews
- Vision defined by CERN's main objectives for 2021-2025

- Strategic objectives for IT
  - Evolve the service offering to meet the needs of the whole Organization
  - Deploy production quality services capable of supporting LHC Run 3
  - Prepare for the challenges that the future HL-LHC (Run 4) will bring
 - Engage with other research communities to establish a platform for open science
- Details
  - Strategy adoption
  - Engaging with the Organization as a business partner
  - Co-develop a roadmap with each business partner
  - Keeping the strategy up to date
    - IT needs the equivalent of the annual LHC Chamonix workshop
  - Managing IT

  - Evolving the Governance

  - Project Lifecycle
  - IT Governance bodies
  - Departmental Roles
  - Managing Risk

3 main objectives:

- ☐ Deliver world-class scientific results and knowledge
- ☐ Increase the return to the Member and Associate Member States
- ☐ Strengthen CERN's impact on society

@TimSmithCH
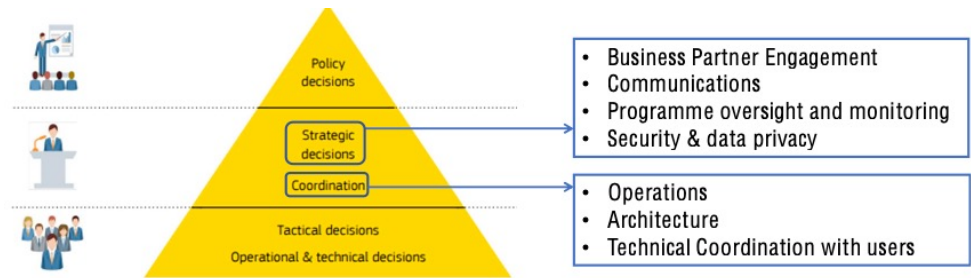
Exercises (II)

- Chapter Headings
  - Goals ('north star')
  - Policies (guiding principles)
  - Purpose
  - Ways of working
  - SWOT
  - Resources
  - Governance
  - Impact
  - Implementation plan
  - Engagement

- 3 participants to draft each chapter

- Subsequently decided to have a writing-sprint with facilitator (unscheduled)