Ollscoil Mhá Nuad

Maynooth University

QUALITY IMPROVEMENT AND ASSURANCE

PEER REVIEW GROUP REPORT

IT SERVICES

ACADEMIC YEAR 2017

Confidential

Date 27.06.17

Contents

1.   Introduction

The Review of Maynooth University's IT Services Department took place between 23 May and 25 May 2017 at the University. IT Services is a central function providing IT services to all members of Maynooth University (MU) and some services to the associated Pontifical University, St Patrick's College Maynooth (SPCM).

2.   Peer Review Group Members

Name	Affiliation	Role
Jane Corcoran	Maynooth University	Head of Financial Planning
Ronan Farrell	Maynooth University	Professor of Electronic Engineering
John FitzGerald	University College Cork	Director of Information Services
Karen Forte	Allianz Ireland	CIO & Director of Services

3.   Timetable of the Site Visit

The Peer Review Group (PRG) considers the timetable and facilities provided to have been very accommodating of an efficient and thorough review. It was very beneficial to have had the opportunity to meet formally with all of the staff of the department. Some revision of the original timetable was required in order to spend more time with relevant senior University staff.

See Appendix A for a full timetable of the review.

4.   Peer Review Methodology

4.1   Site Visit

The site visit for the Review was conducted over two intensive days which gave the PRG excellent opportunities to see parts of the IT Services physical infrastructure, and to meet with a cross-section of University staff and students. We enjoyed the positive engagement with all of the groups we met, and our telephone calls with individuals representing external organisations with which IT Services has a relationship. The PRG wishes to acknowledge the significant amount of preparation in the months and weeks leading up to the visit, and to

express our thanks to all staff for their efforts to ensure that our time at Maynooth University reviewing the IT Services Department could be used as efficiently and effectively as possible. We also very much appreciated the warm hospitality associated with our visit. Each member of the PRG found the review to be an intensive but enjoyable and rewarding experience. We wish to congratulate the entire staff for such a thorough, well-organised review.

4.2   Peer Review Group Report

The PRG worked closely together throughout the period of the Review, and collectively formed a summary overview of the current state of the IT Services Department. As a result of continuous dialogue during the site visit, we unanimously reached agreement about our findings, commendations and recommendations in readiness for a presentation to IT Services staff as our conclusion to the proceedings. This written report has enabled us to deal in greater detail with the issues arising from the review.

5. Overall Assessment

5.1   Summary Assessment of the Present State of the Unit

The PRG found the IT Services Department to be at a critical point of transition from a sustained period of under-resourcing and diffused strategic focus to a new era of increased recognition and clear strategic direction. It is clear that a catalyst for this change has been the appointment by the University in 2016 of a Chief Information and Innovation Officer (Vice President) with responsibility for IT Services, reporting directly to the President and operating as a member of the University Executive (UE).

While this appointment has provided a visible fillip to IT Services staff who see it as welcome change of momentum in terms of support by the University, the PRG found there to be a strong pre-existing staff culture of commitment to the provision of excellent IT services, and an equally strong appetite for change in further improving the quality and range of those services. This is evidenced by strong self-awareness among IT Services staff of the issues which they need to address, enthusiastic uptake of training and development opportunities, and robust support for the emerging Project Elevate plan which is under development by the CIIO and the University Executive.

The University's core IT infrastructure is sound and operates well in providing secure and reliable network connectivity to an expanding population and estate. However, the existing range of IT services provided by the department is very extensive in relation to its staff resources. There is a dearth of IT policies available to guide and facilitate the work of the department. Moreover, the constituent sub-units of the department have not been effective in redesigning operating procedures, communication and project management practices, and service frameworks to meet the expectations of all users. Together, these factors have seriously challenged the department senior management team's ability to structure and

provide IT services to the standard expected by an organisation of the scale and ambition of the University.

The PRG detected welcome signs of renewed commitment on the part of the University to addressing the future needs of both the IT Services department and the University generally. There is a clear willingness to consider, among other things: increased staffing levels to acquire new skills and competencies and to reduce overreliance on individuals; financial provision for IT capital life-cycle replacement; improved governance; acknowledgement of the need for greater involvement by IT services staff on major university projects; and more professional process management by IT Services staff at all levels. The critical question which remains unanswered is whether the UE will commit the financial and other resources needed to enable Project Elevate to succeed in achieving the level of change which is required.

5.2   Self-Assessment Report

The departmental self-assessment report provided in advance of the review was extremely useful to the PRG both before and during the review. It provided an accurate, comprehensive and reliable descriptive account of all relevant aspects of the department and its services. The report would have benefited from greater use of benchmarking as a means of undertaking performance comparison with other comparable but exemplar institutions. The absences of any departmental strategic or operational plan, and of a departmental risk register are also noted.

6.   Findings of the Peer Review Group: Commendations and Recommendations

6.1   Overview

- **Unit Governance and Organisation**

IT Services together with the Library report to the University Executive through the CIIO. There is evidence of an annual report having been submitted by the Computer Centre (now IT Services) for 2014. IT Services is overseen and advised by an IT Management Steering Committee, with revised terms of reference in 2013, also reporting to the University Executive. The Department is organised into three functional units, each led by a senior manager who reports to the Director of IT Services.

While on paper these arrangements for governance and organisation appear to be standard and effective, they have not been operating effectively in practice. IT Services at MU could play a more active and prominent role in the business of the University if it were better served by its governance and organisation arrangements in setting out clear institution-level processes for the management of the IT elements of the business. The ITMSC provides an

excellent basis for the promotion and adjudication of proposals and for policy formulation and promulgation. However, the ITMSC needs to become more active in its role in strategy development and to become more demanding of the IT executive for better management of resources and design of processes. It will be particularly important for the ITMSC to assume the role of overseer and adviser in the implementation of Project Elevate and in the formulation of the next MU Strategic Plan for 2018-2022. In the dissemination of information about the implementation of Project Elevate, the ITMSC should be given prominent mention, so that all staff at all levels throughout the organisation are fully aware of its existence and role. The ITMSC should also play a more active role in developing IT policy and in monitoring risk; and it should review its own membership to ensure greater representation from research and academic staff and students.

Relations between IT Services and St Patrick's College Maynooth appear to be active and well-functioning. However, the scope of the relationship does not appear to be well documented —in particular, the interfaces between core systems, as with the student records and room-booking systems. Use of an SLA would formalise the current *ad hoc* arrangement.

- **Services and engagement with user groups**

It is clear that there is a need for a Demand Model to be developed in consultation with all IT services stakeholders. This should result in a well-defined Service Catalogue which sets out those services which will be delivered and the basis on which they will be delivered. The Catalogue will allow expectations to be managed on both sides. The Catalogue will underpin the Service Level Agreement that the IT Services function declares it will provide, and in turn this should then be monitored through the agreed Key Performance Indicators on an agreed frequency (most likely monthly) reporting to all stakeholders. Any deviation from the SLA should result in an action plan to get back to the consistent delivery of service that meets the SLA and should be tracked through the regular communication fora.

A key underpinning for the Service Catalogue will be the development of agreed standards. For example, at present there are many desktop/client images in use which makes management in respect of patching and upgrades a serious challenge. With a reduced but effective group of such images, greater control and consistency can be applied allowing IT Services to meet its service obligations. Desktop images are just one example where standardisation, consistency, and consolidation would improve user outcomes.

Regular meetings to review performance and issues and to understand new demand should take place both within the unit and with the wider end user community. Providing the transparency and level of engagement will enhance trust and enable better focus on issue resolution.

There is a challenge with the amount of non-standard builds that currently need to be supported due to the diverse needs of research and teaching in different disciplines. There is a degree of autonomy under academic freedom which, while necessary, is unrealistic for IT Services to effectively support. The degree to which IT Services should commit to supporting this "shadow IT" landscape needs serious discussion and agreement as to the level of responsibility both parties agree to undertake.

Tools to assist in great transparency of understanding the IT assets and their states are urgently required. A dynamic CMDB (Configuration Management Data Base) would allow IT Services to understand the IT real estate and have line of sight of the life cycle of the assets under management. This is important, as it allows a refresh budget to be more accurately determined and ensures assets that are at their end of life are not allowed to become toxic where they are no longer supported or patched. These assets represent a disproportionate support burden on IT Services. The security exposure presented by a lack of transparency of the estate is very high. The ability to respond to urgent security events or threats is hampered as the state of protection for any given asset is not quickly visible. The requiremnent for other tools to scan for vulnerabilities is increasingly important as the threat landscape increases in speed, frequency, sophistication and payload.

A properly maintained Risk Register in the unit should allow prioritisation of resources on the most impacting mitigation activity.

To ensure the agreed service levels can be met, it is important that there is a proper triage in place for all incoming tickets, whether for problem incident or request. Tickets need to be assigned a severity/impact rating by a supervisor so appriopriate priority, resources and skillsets are assigned to the corrective action. A tool to give all support team members visibility on this IPM traffic and stati is needed. Trend analyses should be carried out to determine whether any consistent root cause is giving rise to a pattern of incoming issues which could be eliminated at source.

There was a clear statement from the enterprise application user groups that we met that they feel that a Business Analyst role embedded in functional areas would be of great assistance. This role being close to the end users would help to define the needs at the enterprise level, take admin responsibility for the relevant system to ensure optimal use of the functionality, and be the point of liaison between the service/unit and IT Services. Given the recent significant level of investment in systems across the University, a need for a dedicated resource per system, and a deputy, as a priority is evident to allow the smooth transition from project to on-going support/operations. We therefore endorse this suggestion and encourage this to be further explored as part of the Project Elevate restructure.

For new deployments it is recommended that IT Services acts as the pilot group to gain the end user insight and experience of any issues, problems but also potential and opportunities for enhanced use. This would imbue confidence for both support staff and the to-be-rolled wider user group knowing that the deliverable has already been "road tested" and more likely to be fit for purpose.

To involve relevant IT Services staff early in key projects is highly recommended as it enhances the opportunity for better support on the back of an effective handover.

Although Microsoft Office365 was rolled out across the University the end user experience has been very mixed. There is a clear " quick win" here for IT Services to take ownership and deliver a more effective deployment. Training is necessary to enhance the knowledge and proficiency of IT Services on the application. Involvement of Microsoft should be considered as part of this work. Resolution of the calendaring issues would be a very clear signal to the user community that IT Services can and will deliver effective solutions.

It is clear that familiarisation and training for new student intake would be beneficial. Refresher session should be offered during the year and in particular in the lead-in period to exams. The interaction and relevance to the student body could be greatly enhanced by augmenting the recently-launched Student App.

- **Staffing and staff development**

The PRG recognises the strong positive culture within the existing staff. There is a mutually supportive environment and a willingness to engage in initiatives and training. This should be commended and supported.

The Unit has an FTE of 28.6, split into three subunits (ICT infrastructure, Information Systems and User Support) with a manager over each of these areas. There is significant growth in the University and as a result increasing demand on IT resources and therefore a clear need for 'SMART' working practices to ensure a proactive rather that reactive environment. A clear definition of each role in the IT subunits and the required interaction cross functionally within IT Services needs to be formalised to allow for clarity across the subunits and externally across the University. Staff need to be supported in decision taking at all levels to avoid non-standard requests being routed to manager level and to eliminate the "you tell us" culture that may arise as a result.

There is a clear requirement for additional staffing to satisfy the requirements of Project Elevate and the existing commitments. There are clear gaps in the existing expertise set, particularly security, that need filling. Our meetings with senior management acknowledge this requirement and we recommend provision of the necessary resources to implement

Project Elevate.

In addition to the additional staff, there is a requirement to utilise existing staff more effectively. This comes in two forms. First, the staff need to be appropriately empowered to make decisions at all levels. When combined with clearly defined roles and responsibilities, this should avoid the need for upward delegation of decision making which results in delay and overloading of managers. Secondly, the existing staff need to be provided with ongoing, focussed training.

We were pleased to see the widespread provision of ITIL training and we recommend it being extended to all staff members. ITIL training should be seen only as a first step in staff development and a yearly training plan for the unit as whole as well as specific individual training needs should be developed. These training plans should take into account skill gaps, technology landscape changes and innovative technologies. Specific areas to be addressed include project management, demand management and leadership/management training. Front line staff in User Support need tailored technical training with adequate lead in time prior to software implementations e.g. Office 365.

It was noted that there is no budget for training and that it must compete with general expenditure. Without a budget, planning for training is difficult. This should be rectified.

Role definitions for staff need to be improved at all levels. It should be clear who are the key responsible people for each major IT system. In addition, it was noted that there are many occurrences of a single individual being the sole repository of mission critical information. This should be avoided. A system of primary and secondary owners should be implemented for all critical systems. It was noted that the loss of key people in the past led to significant disruption.

The PRG noted the use of consultants to provide IT expertise for key projects. It should be noted that consultants typically generate no ongoing institutional knowledge or support capability for an organisation. It is recommended that IT Services should provide this expertise where possible or should work closely with any consulting services so that the associated expertise can remain with the institution.

- **Resourcing**

IT Services does not appear to have generated the confidence necessary throughout the wider University community for ongoing significant investment in its role. This has been due to a number of factors, including: the absence of any clear strategic plan for IT; an inability of IT Services to change its own processes to cope with change in scale of operation; and the absence of clear governance for and top-level representation of the IT function. For the purposes of this review, the issue of resourcing has been comprehensively dealt with by the plans set out to date for Project Elevate.

It is clear that significant investment in IT services is required in order to successfully implement Project Elevate, and that this represents a major call upon the University's recurrent budget. However, the PRG is of the view that all elements of the plan are valid and essential, and that the plan should be resourced in full over a period of no more than three years. This is required if the University wishes to derive the maximum potential from IT in effectively managing its operations and achieving its ambitions.

The priority recommendation of the PRG relates to the implementation of Project Elevate in full. Therefore, adequate resourcing and a clear timeline of when these resources will be available to the unit are key to the success of the project.

- **Implementation of Project Elevate**

The PRG wishes to comment in more detail on the implementation of Project Elevate. The Project Elevate plan to optimise services for the University is a welcome declaration of strategic intent. It sets out the necessary change agenda in terms of vision, goals and activities for the period May 2017 to end 2018.

The support of the UE is essential for successful implementation of the plan. This cannot be overstated: while the plan has emanated from the CIIO, it is now wholly owned by the UE. The UE must agree a comprehensive plan for resourcing and implementation of the full Project Elevate as soon as possible, and no later than September 2017.

For implementation be successful, key deliverables and outcomes will need to be clearly communicated to all stakeholders, and delivery timelines made clear. The foundations for change involving training, education, collaboration, processes, procedures, policies, governance, standards, skillsets, and structures all need to be set down. While all are urgent, a prioritisation and sequence should be worked out, agreed and then cascaded within the function and to stakeholders in a timely manner. If for budgetary purposes the project needs to phased in over a more extended period it should be agreed what meannningful change and service improvements can and should be front-loaded in the programme.

- **Internal and external communications**

The PRG noted that a common thread in many discussions was the lack of structured communications within and betweeen the units in IT Services and with its customers throughout the University.

The PRG recognises that the role of the newly appointed CIIO has enhanced communication with the University Executive and this has been valuable in progressing Project Elevate and highlighting the concerns of IT Services to senior management.

It was noted that there are no regular centre-level meetings where the full team assemble to discuss key issues.   Monthly meetings would be normal in most groups of this size and provides a means for normalising behaviour between the groups and sharing of specific concerns and solutions.

It was noted that communication within the teams seems to be ad-hoc.   In particular, the infrastructure team should have a brief weekly meeting to discuss planned changes. This would assist in capturing unexpected inter-dependencies and interactions that may lead to subsequent difficulties.

During discussions with the User Support team, it was noted that there is no mechanism to provide feedback from the frontline staff to more senior levels.   As the group in contact with the users of IT Services services, the User Support team will have the best insight into the nature of the problems users are experiencing and also some of the causitive factors. This insight is invaluable for the delivery of a user-centric service and should be utilised.

The PRG noted that documentation of changes, particularly in the Tier2 IT systems, is often sparse.   This leads to critical dependencies on key people and challenges in long-term maintenance.   This issue needs to be addressed.

The Self-Assessment Report acknowledged that external communications with their users is poor.   There is a concern that each unit and managers have a limited perspective on the scope of the user-base without being cognisant of the full set of stakeholders being supported by IT Services.   The development of the service catalog should help identify the different users being supported by IT Services and this should be noted.

It was noted by the PRG in a number of discussions that communications with the users did not seem a priority, because there was neither a process nor the time available to discuss issues with users.   This appears to be a two-sided problem as key users also declined to consult with IT Services on key projects.   Formal structures and procedures need to be put in place for regular and meaningful engagement with key user groups.   IT Services need to be able to inform users of existing capabilities not being utilised and the potential for future capabilities.   This latter aspect is important when defining a variety of projects – for example the IT systems in new buildings or accomodation booking systems.

During the meeting with the Heads of the Academic Departments, it was noted that communication and engagement was poor and without any formal structure as key users of Tier 1 and Tier 2 services. It was noted in this meeting that the role of the administrators in the academic departments as key users of these services did not seem to be recognised or a a group consulted, and this should be rectified. There is a good relationship between these users and IT Services but engagement is needed as new services are deployed.

The PRG notes that IT Services is not succeeding in communicating to the broad user based in the university. There is little awareness of the full scope of activities that IT Services offers, or the regular improvements and new capabilities that IT Services can offer to the general community. By adopting the recommendations above (in particluar under the heading of 'Services and engagement with users group') and by communicating the positive achievements, goodwill can be earned and this will encourage a more rapid uptake of services.

Implementation of recommendations for improvement made in Peer Review Group Report arising from last quality review

The PRG noted that many of the recommendations from the previous Quality Review had not been implemented. The biggest issue was the lack of progress in development of a strategic vision and plan for IT Services. In addition, the recommendations relating to training, internal processes and policies within IT Services were not implemented.

While these are highly significant issues, IT Services did implement a number of the recommendations, including those focussed on technology issues such as the provision of backup fibre, partial deployment of Office 365, provision of new VPN services, new payment systems, upgrades to student systems, and a new unified service management system

6.2   Commendations
University Level

6.2   Commendations
University Level

1. The PRG recognises the challenges facing the University in respect of its IT infrastructure and services. The appointment of the CIIO is an excellent move in commencing the formulation of an IT strategy for the University.
2. Project Elevate is a well thought-out out plan and platform for the changes which the IT Services unit clearly wishes to lead across the University. We wish the University success in the next phase —the implementation of the plan.

Unit Level

1. IT Services has a strong positive culture and a willingness to change. There is an impressive self-awareness of the need for process and service improvement, and a desire to do what is best for the organisation.
2. It is clear to the PRG that IT Services staff at all levels wish to place themselves at the forefront of the University's transformation initiatives; that they want to be able to work proactively for their customers.
3. There is a clear and laudable willingness on the part of IT Services staff to be responsive even when under-resourced. IT Services staff are commended for their willingness for heroics in a challenging resource and policy environment. This is widely appreciated.
4. The willingness and enthusiasm of IT Services staff to embrace the ITIL Framework is well-judged and impressive.

6.3   Recommendations

University Level

1. **The priority recommendation of the PRG is that Project Elevate should be implemented in full. This is central to the success of the vision for IT shared by all staff.** It is the responsibility of the University Executive to make a clear decision about how it wishes Project Elevate to proceed. The remaining recommendations are all subordinate to this one and therefore this should be afforded immediate priority by the University.
2. A policy framework for IT should be identified and developed in line with practice in other HEIs. It is recognised that such a framework will pose challenges to existing culture and will require strong leadership to implement. All of the key stakeholders in IT at MU should be involved in the formulation of these policies. Particular attention should be given to IT security, data privacy and data protection, and research data management, in this context. The PRG is conscious of by the potential tension arising from implementing greater controls while at the same time needing to preserve academic freedom.
3. Given the growing importance of business intelligence and analytics, the University should undertake a review of how best to service its MIS needs, including the optimal position of the MIS function within the organisation. Consideration should also be given to developing CRM capability to deliver a single student view.
4. Consideration should be given to the creation of IT Business Analyst roles within the enterprise areas. These roles would be the first point of evaluation of IT project proposals and would optimise exploitation of new solutions when implemented.
5. A review should be undertaken of 'Shadow IT' (as opposed to distributed IT) and the rules around procurement of IT in this regard. These should be reviewed in the context of the design and implementation of Project Elevate.

6. Greater clarity is required in relation to the University web site. Confusion exists about who is responsible for the site both from the content and transactional support standpoints.
7. IT Services risks appearing on the University Risk Register should have clearly assigned action due dates and assignment of personal ownership.

Unit Level

1. The PRG broadly endorses the recommendations contained in the SAR.
2. Appropriate training and development should be provided to IT Services staff with the explicit aim of facilitating and supporting the implementation of an effective demand management process.
3. Management and leadership training should be made available to all relevant staff.
4. An effective framework should be developed to support project prioritisation and project/portfolio management with the aim of establishing of a Portfolio Office to manage all IT projects. This approach should provide transparency of all formal IT project activities. IT Services stakeholders should be represented on any IT-related project delivery team from inception.
5. IT Services should develop a full Services Catalogue which would serve to manage expectations of all stakeholders (including SPCM), support the provision of SLAs, as well as the monitoring and reporting of mutually agreed KPIs. Consideration should be given to establishing a SLA with SPCM.
6. Communication within the department would benefit from some formality and use of collaborative tools to ensure that all staff can remain informed and up to date on all matters relating to the business and organisation of IT Services.
7. Concrete steps should be taken to improve communication to and with the user base, particularly students and academic users. The current state of ineffective, mostly informal, communication with these stakeholder groups cannot be allowed to obtain.
8. Opportunities should be explored for quick wins in order to demonstrate capability and evidence of change, e.g. through the full deployment of MS Office 365 with adequate support and user education.
9. IT Services should develop its own risk register with clearly assigned action due dates and assignment of personal ownership.
10. IT Services should develop closer formal linkages with the Library as an ally in the delivery of information services.

Sub Unit Level - IS

1. A formal PM methodology should be adopted.
2. The PM methodology should extend not only to Tier-1 but also Tier-2 systems at an appropriate scale.

3. IS should facilitate and maintain an overview of all systems across the University. Formal change management protocols need to be established including cross-functional *fora* to review and agree proposed changes in a pan-institutional context.

Sub Unit Level - ICT Infrastructure

1. A formal Disaster Recovery plan is required and should be tested regularly, at least annually.
2. A dynamic configuration management database (CMDB) should be introduced.
3. Trouble tickets should be triaged for priority so that their significance/severity impact is understood.
4. Trend analysis is required to determine if it is a root cause to the trouble ticket source which can be eliminated.
5. Additional capacity should be created to allow for innovative co-creation to facilitate demand for leading edge IT solutions from research centres and academic units.

Sub Unit Level - User Support and User Services

1. User Support should lead in the development of a strategy for user training, and should engage with The Library in this initiative.
2. Care should be taken to ensure that all staff be included in any training initiatives available to the sub-unit. This is primarily in order to better support the user community.
3. User Support should be involved in decisions to decommission IT systems from use.
4. Staff should be provided with mobile devices (not their own) to support users in troubleshooting.
5. User Support should be the 'Genius Bar' champions of any new services before these are rolled out.

Strategic Recommendations

Number	Recommendation	Additional PRG Comments
S.1	**The priority recommendation of the PRG is that Project Elevate should be implemented in full. This is central to the success of the vision for IT shared by all staff**	
S.2	A policy framework for IT should be identified and developed in line with practice in other HEIs. It is recognised that such a framework will pose challenges to existing culture and will require strong leadership to implement. All of the key stakeholders in IT at MU should be involved in the formulation of these policies	Particular attention should be given to IT security, data privacy and data protection, and research data management, in this context
S.3	The University should undertake a review of how best to service its MIS needs, including the optimal position of the MIS function within the organisation. Consideration should also be given to developing CRM capability to deliver a single student view	
S.4	Consideration should be given to the creation of IT Business Analyst roles within the enterprise areas	
S.5	A review should be undertaken of 'Shadow IT' (as opposed to distributed IT) and the rules around procurement of IT in this	

	regard. These should be reviewed in the context of the design and implementation of Project Elevate.	
S.6	Greater clarity is required in relation to the University web site. Confusion exists about who is responsible for the site both from the content and transactional support standpoints	
S.7	IT Services risks appearing on the University Risk Register should have clearly assigned action due dates and assignment of personal ownership	

Whole of Unit Recommendations

Number	Recommendation	Additional PRG Comments
U.1	Implement an effective demand management process	Ensure staff are trained to support this process
U.2	Management and leadership training should be made available to all relevant staff	
U.3	Establishing Portfolio Office to manage all IT projects	An effective framework should be developed to support project prioritisation and project/portfolio management IT Services stakeholders should be represented on any IT-related project delivery team from inception

U.4	Develop a full Services Catalogue	This would serve to manage expectations of all stakeholders,support the provision of SLAs, as well as the monitoring and reporting of mutually agreed KPIs. Consideration should be given to establishing a SLA with SPCM
U.5	Adopt collaborative tools to ensure that all staff can remain informed and up to date on all matters relating to the business and organisation of IT Services	Steps should also be taken to improve communication to and with the user base, particularly academic users
U.6	Improve communication to and with the user base, particularly students and academic users	
U7	Explore opportunities for quick wins to demonstrate capability and provide evidence of change	Office 365 is potentially an example
U.8	IT Services should develop its own risk register with clearly assigned action due dates and assignment of personal ownership	
U.9	IT Services should develop closer formal linkages with the Library as an ally in delivering information services	

Sub-Unit Recommendations

1 Sub Unit Level - IS

Number	Recommendation	Additional PRG Comments
1.	A formal PM methodology should be adopted	To apply to both Tier 1 and Tier 2
2.	Formal change management protocols need to be established	IS should maintain an overview of all systems across the University

2 Sub Unit Level – ICT Infrastructure

Number	Recommendation	Additional PRG Comments
1.	A formal Disaster Recovery plan is required	Annual test required
2.	Dynamic configuration management database (CMDB) should be introduced	
3.	Trouble tickets should be triaged for priority so that their significance/severity impact is understood	
4.	Trend analysis is required to determine if there is a root cause to	

the trouble ticket source which can be eliminated	
5. Additional capacity should be created to allow for innovative co-creation to facilitate demand for leading edge IT solutions from research centres and academic units	

3 Sub Unit Level – User Support and User Services

Number	Recommendation	Additional PRG Comments
1.	Lead the user training strategy	Engage with the Library in this initiative
2.	All staff to be included in any training initiatives for the sub unit	
3.	Ensure involvement in decisions about IT systems decommissioning	
4.	Staff should be provided with mobile devices for trouble shooting	To better support end users
5.	User Support to be the "Genius Bar" for all new services	Pilot new services in IT Services prior to wider rollout to be better placed to support end users. Engage 3rd parties if required to deepen knowledge as required

Appendix A – Timetable of Review

Tuesday, 23rd May, 2017		
Time	Description	Venue
19:00	Convening of the Peer Review Group. Briefing by: Siobhán Harkin, Director of Strategy and Quality PRG agrees a Chair, and discuss the visit. Identification of any aspects requiring clarification or additional information. Dinner for members of the Peer Review Group and Director for Strategy & Quality & University Executive Member	Booked Carton House Hotel at 7pm for 6 people under the name Harkin Siobhan Harkin Aidan Mulkeen Karen Forte John Fitzgerald Ronan Farrell Jane Corcoran

Wednesday, 24th May, 2017		
Time	Description	Venue
8:15-8.45	Convening of Peer Review Group Director of Quality available to group	Council Room
8.45-9:45	Meet with IT Senior Management Team Mr Brian Carolan, Director of IT Services Mr Rory Hopkins, Information Systems Manager Ms Dearbhla O'Reilly, ICT Infrastructure Manager Mr Eberhard Albrecht, User Support Manager	Council Room
9.45-10.00	Mr Brian Carolan, Director IT Services	Council Room
10.00-10.45	Meeting with ICT Infrastructure Team Mr Bart Busschots Mr Stephen Green Mr Peter Byrne Mr Peter Gaughran Mr James Conroy Mr Patrick O'Regan Mr Jason Doran Mr Gary Rutledge	Council Room
10:45-11:00	Break	Council Room
11:00-11:45	Meet with IS Team Mr John Behan Ms Grainne Coughlan Mr Mark Martin Mr Thomas Ryan Mr Colm Walsh	Council Room
11.45-12.30	Meet with User Support & Service Desk Team including Computer Assistants Ms Niamh Boldt Mr Andreas Boldt	Council Room

	Mr Peter Boran Mr Ciaran Bryan Ms Alma Brewer Ms Ellen Kenehan Mr Declan Curran Ms Laoise Sutton Mr Gary Feeney Ms Niamh Byrne Mr Gerard Fitzsimons Mr Graham Kay Ms Rachel Phillips-Jackson Ms Grainne Kilcullen Ms Ann Byrne Ms Catherine Stewart	
12.30-13.15	PRG Closed Session	Council Room
13.15-14.15	Working Lunch	Reserved Pugin Hall/Table with service for Quality/4 people
14.15-15.30	Tour of IT Services Facilities, escorted by Ms Gemma Brazil, IT Services Administrator	Library/Callan & Arts Building/Eolas
15:45-16:15	Break	Council Room
16:15-17:00	Meet with Admin System Users Ms Ann O'Shea, Student Records Officer Mr Willie Cannon, Accountant Mr Peter Miller, Senior HR Manager	Council Room
17.00-18.15	Meeting with Chris Hyland, CIIO	Council Room
19:00	PRG private working dinner	Booked Carton House Hotel at 7pm for 4 people under the name Farrell

	Thursday, 25th May, 2017	
Time	Description	Venue
8:30-9:00	Professor Aidan Mulkeen, VP Academic & Registrar	Council Room
9:00-9.30	Meet with Professor Ray O'Neill, Vice President for Research	Council Room
9.30-10.00	Meet with Dr Mike O'Malley Bursar & Secretary	Council Room
10.00-10.40	Meet with Heads of Admin Depts Mr Michael Rafter, Director Campus & Commercial Services Mr Finbarr Horrigan, Director Campus Planning & Development Ms Niamh Lynch, Director of Student Services Mr Cathal McCauley, University Librarian	Council Room
10.40-11.15	Meet with Heads of Academic Depts & Directors Research Institutes Dr Jeneen Naji/Lecturer/Media Studies Professor Mary Corcoran/HOD/Sociology Dr Jacinta Prunty/HOD/History Professor Michael Doherty/HOD Law	Council Room
11.15-12.00	Mr Chris Hyland/CIIO	Council Room
12.00-12.30	Meet with Students	Council Room
12.30-12.50	Meet with Fidelma Madden, Bursar, St Patricks College Maynooth (SPCM)	Council Room
12.50-13.10	Call External Stakeholders/Suppliers Mr Ronan Byrne, Chief Technology Officer, HEAnet	Council Room
13.10-13.25	Tommy Dunne, Customer Success Manager COREhr	
13.25-13.45	Phillip Josling, Information Technology Services (ITSI)	
13.45-14.30	Lunch	Reserved Pugin Hall/Table with service for Quality, 4 people
14:30-16:30	Preparation of Exit Presentation	Council Room

16:30-17:00	Exit presentation to all departmental staff, made by the Chair of the PRG, summarising the principal commendations and recommendations of the Peer Review Group.	Council Room
17:00	Refreshments and Exit of the PRG	Council Room