

Introduction

IT Services staff commenced working on this Quality Review in April 2017 and in May 2017 our Self Assessment Report was completed. The Peer Review Group visit followed on the 24th and 25th May 2017 and their report was finalised for September 2017.

IT Services recognises that key to implementing the recommendations in this Quality Improvement Plan is the overall plan for the implementation of Project Elevate which includes the implementation of ITIL.

This Quality Improvement Plan sets out the response of IT Services to each of the recommendations. A timeline for implementation is provided for the recommendations and in some instances the recommendation is already in progress.

In considering the responses the following approach was taken:

- All recommendations were considered as relevant to all sub-units of IT Services.
- Each recommendation is considered and where a specific extract or extracts from the report is identifiable, it is then shown and the relevant section noted.

Strategic Recommendations

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
<p>Report Extract</p> <p><i>5.1 Summary Assessment of the Present State of the Unit</i> <i>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.</i></p> <p><i>6.1 – Overview/Staffing and Staff Development</i> <i>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.</i></p> <p><i>6.1 – Overview/Resourcing</i> <i>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.</i></p> <p><i>6.1 – Overview/Implementation of Project Elevate</i> <i>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.</i> <i>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.</i> <i>For implementation to 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 be phased in over a more extended period it should be agreed what meaningful change and service improvements can and should be front-loaded in the programme.</i></p> <p><i>6.3 – Recommendations/University Level</i> <i>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.</i></p>	
<p>Response: University Executive has approved Project Elevate and the University is committed to full implementation.</p> <p>Timeline: 2019 – Implementation of Elevate</p>	

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
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Report Extract

6.1 – Overview/Unit Governance and Organisation

The ITMSC provides an excellent basis for the promotion and adjudication of proposals and for policy formulation and promulgation.

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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.

Response:

The University supports Project Elevate and recognises that an IT policy framework is required. IT Services will take advantage of any shared services available in this area including the new security subscription service from HEAnet CLG.

Timeline:

Q3-Q4 2019 Policy Framework

S.3	<p>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.</p> <p>Consideration should also be given to developing CRM capability to deliver a single student view.</p>	To better support end users
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Response

The University understands the rationale for these recommendations and will carry out an MIS service review. It is considered that the development of a single student view capability is beyond the capability or scope of the current student system.

Timeline:

Q4 2019 - MIS Review

S.4	Consideration should be given to the creation of IT Business Analyst roles within the enterprise areas
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Report Extract

6.1 Overview/Services and Engagement with User Groups

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.

Response

The University supports Project Elevate and has approved new IT Business Analyst roles that will engage with enterprise areas.

Timeline:

Q3-Q4 2019

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
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Report Extract

6.1 Overview/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.

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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.

Response:

The University understands the rationale behind this recommendation. This will be considered in the context of a new guidelines/policy for the use of cloud services. The University will also consider extending the scope of the Demand Management process.

Timeline:

Q4 2019

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
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Response

The University accepts this recommendation. IT Services and the Communications Office will formally work together to support all aspects of the university web site.

Timeline:

Q2 2019 – Review and agree web site roles & responsibilities

S.7	IT Services risks appearing on the University Risk Register should have clearly assigned action due dates and assignment of personal ownership
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Report Extract

6.1 Overview/Unit Governance and Organisation

The ITMSC should also play a more active role in developing IT policy and in monitoring risk

6.1 Overview/Services and Engagement with User Groups

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

Response:

The University understands the rationale behind this recommendation. IT Services will develop a Risk Register that will identify who is taking ownership of the identified risk. The current University Risk Register identifies responsibilities by role and name of Department/Office.

Timeline:

Q2 2019 – Develop Risk Register and assign actions.

Whole of Unit Recommendations

U.1	Implement an effective demand management process	Ensure staff are trained to support this process
<p><u>Report Extract:</u> <i>6.1 Overview/Services and Engagement with User Groups</i> <i>It is clear that there is a need for a Demand Model to be developed in consultation with all IT services stakeholders....</i> <i>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.</i></p>		
<p><u>Response:</u> IT Services accepts this recommendation. This has been considered and a Demand Management Process has been developed and considered by ITMSC. The ITPAC group has been established, proposals have been reviewed and presented to ITMSC.</p> <p><u>Timeline:</u> In Progress</p>		
U.2	Management and leadership training should be made available to all relevant staff	
<p><u>Report Extract:</u> <i>6.1 Overview/Staffing and staff development</i> <i>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.</i> <i>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.</i> <i>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.</i></p>		
<p><u>Response:</u> IT Services accepts this recommendation. A training plan will be developed for all staff which will include leadership and management training where applicable.</p> <p><u>Timeline:</u> Q3 2019 – Training Plan</p>		
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
<p>Response: This recommendation aligns with Project Elevate and the University has committed to the establishment of a Project Portfolio Office a part of the Office of the ClIO as part of its strategy.</p> <p>Timeline: Q4 2019</p>		

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
<p>Report Extract: <i>6.1 Overview/Services and Engagement with User Groups</i> <i>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.</i></p> <p><i>A key underpinning for the Service Catalogue will be the development of agreed standards.</i></p>		
<p>Response: IT Services accepts this recommendation and a Service Catalogue will be implemented as part of the implementation of ITIL. IT Services will also discuss with SPCM the establishment of an SLA.</p> <p>Timeline: Q2 2019 – Service Catalogue Q3 2019 – Discuss SLA with SPCM</p>		

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
<p>Report Extract: <i>6.1 Overview/Unit Governance and Organisation - Internal and external communications</i> <i>The PRG noted that a common thread in many discussions was the lack of structured communications within and between the units in IT Services and with its customers throughout the University.</i> <i>....</i> <i>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.</i> <i>....</i> <i>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</i></p>		

improvements and new capabilities that IT Services can offer to the general community. By adopting the recommendations above (in particular 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.

Response:

IT Services accepts this recommendation and a Communications Group has been established. This group is chaired by a member of the management team on a 6-month rotating basis with representatives from each section and a communications plan is in development.

Timeline:

In progress

U.6	Improve communication to and with the user base, particularly students and academic users
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Response:

IT Services accepts this recommendation and will develop communication plans to improve communications to our user base including academic users and students.

Timeline:

Q2 to Q4 2019

U.7	Explore opportunities for quick wins to demonstrate capability and provide evidence of change	Office 365 is potentially an example
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Response:

IT Services accepts this recommendation and recognises that a Service Catalogue and Project Pipeline is needed to identify quick wins. Recent pilots and small changes to services with a wide visibility have demonstrated capability and willingness within IT services. IT Services also recognise that there needs to be improved communication and promotion of services.

Timeline:

In Progress

U.8	IT Services should develop its own risk register with clearly assigned action due dates and assignment of personal ownership
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Report Extract

6.1 – Overview/Unit Governance and Organisation

The ITMSC should also play a more active role in developing IT policy and in monitoring risk

6.1 Overview/Services and Engagement with User Groups

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

Response:

IT Services accepts this recommendation and a risk register will be developed which will identify who is taking ownership of the identified risk.

Timeline:

Q2 2019 – Develop risk register and assign actions.

U.9	IT Services should develop closer formal linkages with the Library as an ally in delivering information services
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Response:

IT Services accepts this recommendation and will assess and review the best approach in conjunction with the Library.

Timeline:

Q2 2019 – Develop approach with Library

Sub-Unit Level Recommendations – Information Systems

IS.1	A formal PM methodology should be adopted	To apply to both Tier 1 and Tier 2
<p><u>Report Extract</u> <i>6.1 Overview/Staffing and Staff Development</i> <i>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.</i></p>		
<p><u>Response:</u> IT Services accepts this recommendation. Training and/or awareness sessions for staff in PRINCE2 project management will commence in Q1 2018. Project structures are currently in place internally in IT Services for BI and Windows 10 projects. <u>Timeline:</u> Commenced 2018</p>		
IS.2	Formal change management protocols need to be established	IS should maintain an overview of all systems across the University
<p><u>Report Extract</u> <i>6.1 – Overview/Services and Engagement with User Groups</i> <i>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.</i></p>		
<p><u>Response:</u> IT Services accepts this recommendation and a Change Management process and a Service Catalogue will be implemented as part of the implementation of ITIL. <u>Timeline:</u> Q2 2019</p>		

Sub-Unit Level Recommendations – ICT Infrastructure

ICT.1	A formal Disaster Recovery plan is required	Annual test required
<p>Response: IT Services accepts this recommendation. A DR capability assessment is scheduled to commence in January 2018. The outcome of this assessment will determine timelines for a formal DR plan as part of a University business continuity plan.</p> <p>Timeline: Q2 2019 to Q4 2019</p>		

ICT.2	Dynamic configuration management database (CMDB) should be introduced	
<p>Report Extract: 6.1 Overview/Services and Engagement with User Groups 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 requirement for other tools to scan for vulnerabilities is increasingly important as the threat landscape increases in speed, frequency, sophistication and payload.</p>		
<p>Response: IT Services accepts this recommendation and will review all management tools in use and how they will be used as part of a CMDB implementation along with Service Catalogue and Change Management ITIL processes. This will facilitate lifecycle replacement and refresh budget requirements to be determined.</p> <p>Timeline: Q1 2019 Service Catalogue Q1 2019 Change Management Q3 2019 Introduce CMDB processes</p>		

ICT.3	Trouble tickets should be triaged for priority so that their significance/severity impact is understood	
<p>Report Extract: 6.1 – Overview/Unit Governance and Organisation/Services and engagement with user groups 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 appropriate priority, resources and skillsets are assigned to the corrective action.</p>		
<p>Response: IT Services accepts this recommendation and calls will be triaged as part of the ITIL implementation of incident management.</p> <p>Timeline: Q2 2019 Incident Management, Calls triaged for priority</p>		

ICT.4	Trend analysis is required to determine if there is a root cause to the trouble ticket source which can be eliminated	
<p>Response:</p>		

IT Services accepts this recommendation, and this will be implemented as part of the ITIL implementation of problem management.

Timeline:

Q3 2019 – Problem Management

ICT.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
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Response: IT Services accepts this recommendation and recognise that working with Research Centres and Academic Units in the development of IT solutions adds value and will promote the use the Demand Management process. IT Services will formalise and communicate support and services available to researchers. IT Services will highlight where innovative and new solutions are implemented but not formally noted to ITMSC.

Timeline:

Q2 to Q4 2019

Sub-Unit Level Recommendations – User Support and User Services

US.1	Lead the user training strategy	Engage with the Library in this initiative
<p><u>Report Extract:</u> <i>4.2 Peer Review Group Report</i> <i>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.</i></p> <p><i>6.1 Overview/Services and Engagement with User Groups</i> <i>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.</i></p> <p><i>6.3 Recommendation – User Support and User Services</i> <i>User Support should lead in the development of a strategy for user training, and should engage with The Library in this initiative.</i></p>		
<p><u>Response:</u> IT Services accepts this recommendation and will work with the Library and HR to develop a user training strategy. IT Services have identified that the current wireless support clinics provided in the Library by IT Services are providing a wider support and training service and will include as part of this review.</p> <p><u>Timeline:</u> Q3 2019</p>		
US.2	All staff to be included in any training initiatives for the sub unit	
<p><u>Report Text:</u> <i>6.1 – Overview/Staffing and Staff Development</i> <i>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.</i></p>		
<p><u>Response:</u> IT Services accepts this recommendation. A training plan will be developed for all staff including Computing Assistants.</p> <p><u>Timeline:</u> Q3 2019 – Training Plan.</p>		
US.3	Ensure involvement in decisions about IT systems decommissioning	
<p><u>Report Extract:</u> <i>6.1 Overview/Services and Engagement with User Groups</i> <i>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.</i></p>		
<p><u>Response:</u> IT Services Department accepts this recommendation and will include in planning and design of new, changed or existing IT services. ITIL implementation and a service catalogue will assist in development of service support models and service lifecycle plans.</p> <p><u>Timeline:</u> Q2 2019 – ITIL Service Catalogue, ITIL Change Management Process</p>		

US.4	Staff should be provided with mobile devices for trouble shooting	To better support end users
<p>Response: Current technology in use and available to all staff in IT Services will be reviewed and plan developed to ensure all IT Services staff have access to the right mobile technology to support end users.</p> <p>Timeline: Q2 2019</p>		

US.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
<p>Report Extract: 6.1 Overview/Services and Engagement with User Groups <i>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.</i></p>		
<p>Response: IT Services accepts this recommendation and will include in planning for new or changed general University IT services. As part of implementation of ITIL, implementation plans for new services will include transition to operational plans for support.</p> <p>Timeline: In Progress</p>		