

## Professionalising University IT

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UCISA Management Conference 2010



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## Looking for evidence of professionalism ....

- Availability of essential systems
- Live environment management
  - Change control
  - Monitoring
  - Performance
  - Capacity
  - Security
- Budget management
- Resource management
- Communication
- Incident /Problem management
- Controlled Reactive/Proactive balance
- Coherent structure
- Strategy
- Programme/Project governance
- Happy customers
- Happy staff
- Happy VC

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What do your customers really think?



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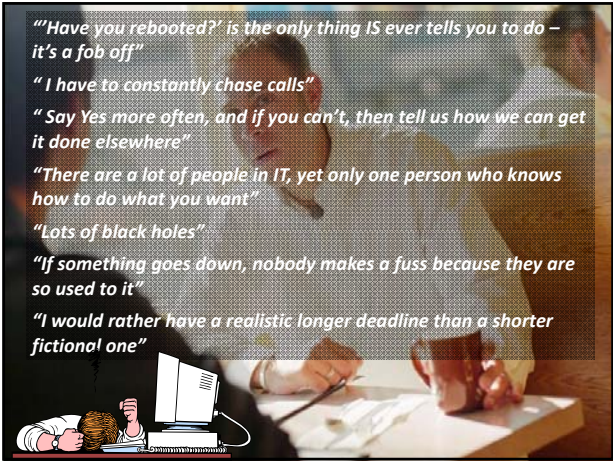
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*"Have you rebooted?" is the only thing IS ever tells you to do – it's a job off"*  
*"I have to constantly chase calls"*  
*"Say Yes more often, and if you can't, then tell us how we can get it done elsewhere"*  
*"There are a lot of people in IT, yet only one person who knows how to do what you want"*  
*"Lots of black holes"*  
*"If something goes down, nobody makes a fuss because they are so used to it"*  
*"I would rather have a realistic longer deadline than a shorter fictional one"*

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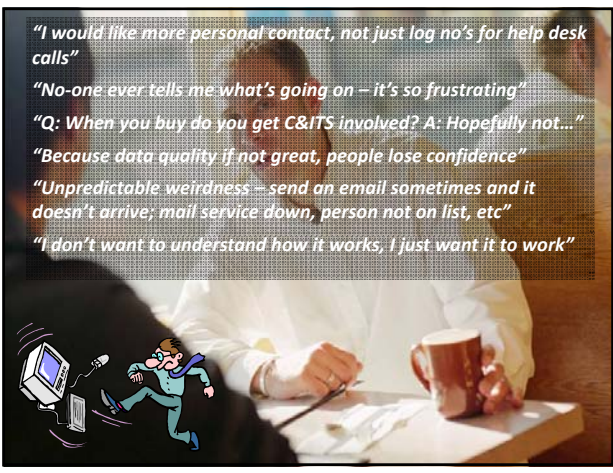
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*"I would like more personal contact, not just log no's for help desk calls"*  
*"No-one ever tells me what's going on – it's so frustrating"*  
*"Q: When you buy do you get C&ITS involved? A: Hopefully not..."*  
*"Because data quality if not great, people lose confidence"*  
*"Unpredictable weirdness – send an email sometimes and it doesn't arrive; mail service down, person not on list, etc"*  
*"I don't want to understand how it works, I just want it to work"*

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**What does your team really think? .....**

*What do you (really) do?*  
*What would you like to be doing?*  
*What works well?*  
*If you had a magic wand what would you change?*

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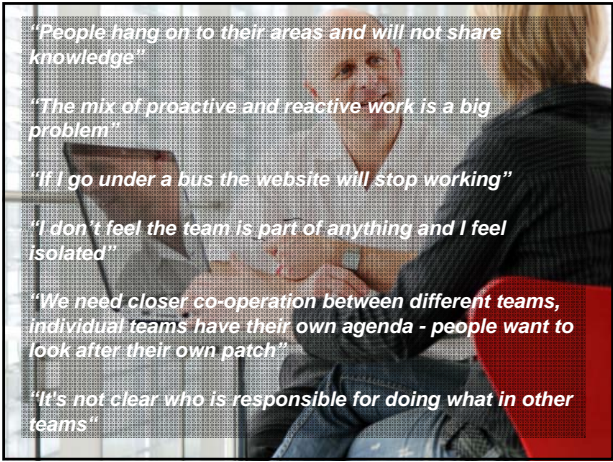
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*"People hang on to their areas and will not share knowledge"*

*"The mix of proactive and reactive work is a big problem"*

*"If I go under a bus the website will stop working"*

*"I don't feel the team is part of anything and I feel isolated"*

*"We need closer co-operation between different teams, individual teams have their own agenda - people want to look after their own patch"*

*"It's not clear who is responsible for doing what in other teams"*

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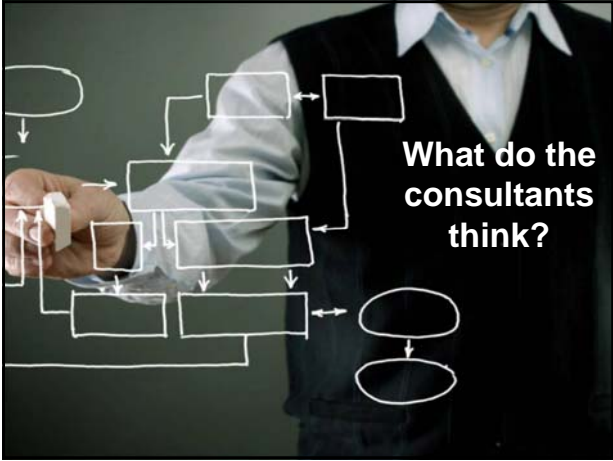
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**What do the consultants think?**

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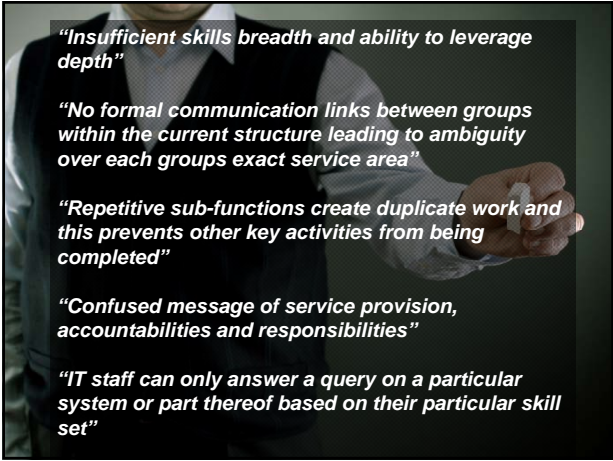
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*"Insufficient skills breadth and ability to leverage depth"*

*"No formal communication links between groups within the current structure leading to ambiguity over each groups exact service area"*

*"Repetitive sub-functions create duplicate work and this prevents other key activities from being completed"*

*"Confused message of service provision, accountabilities and responsibilities"*

*"IT staff can only answer a query on a particular system or part thereof based on their particular skill set"*

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What is everyone actually doing and why?

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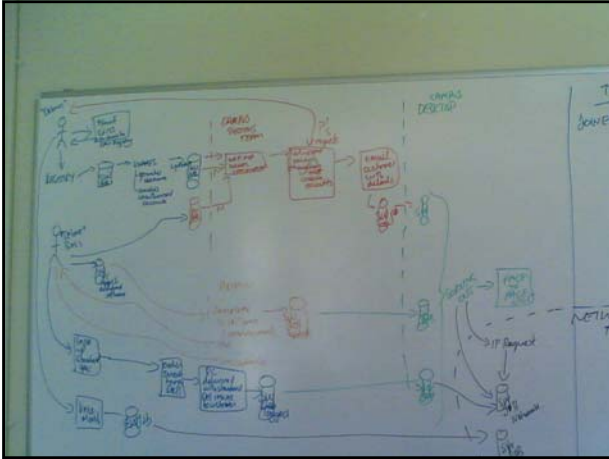
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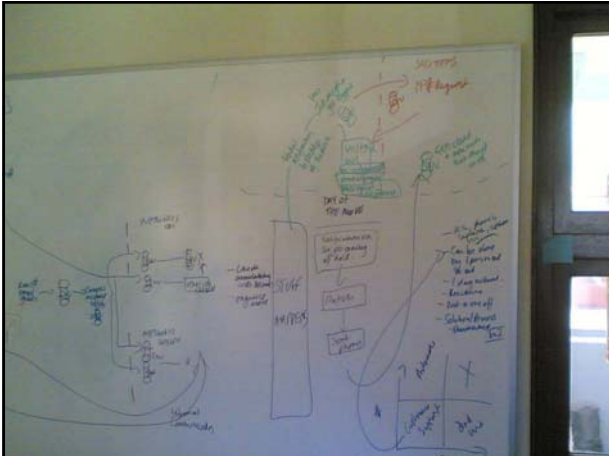
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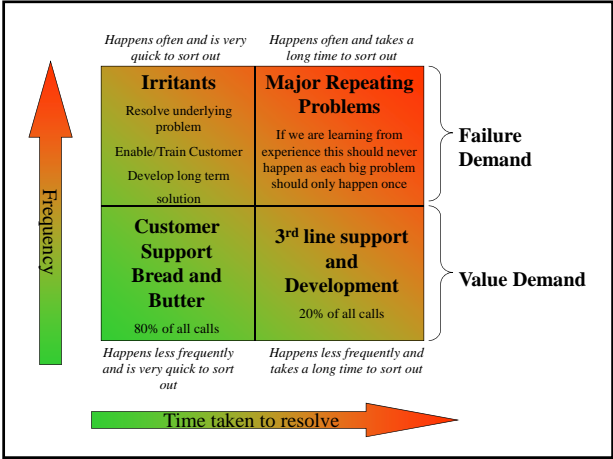
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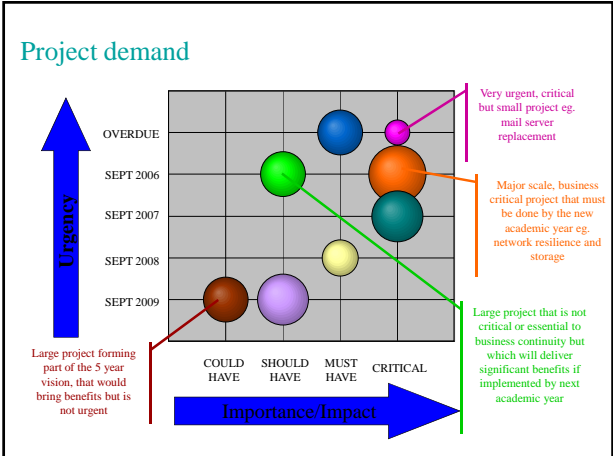
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## RAGing the findings ...

- Customer views
- IT staff views
- Independent views
- Availability of essential systems
- Live environment management esp. change control
- Budget management
- Resource management
- Communication
- Key Operation/Service processes
- Incident /Problem management
- Controlled Reactive/Proactive balance
- Coherent structure
- Strategy?
- Programme/Project governance
- but quite a few babies ...

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## Babies and bathwater

- Hard-working, well-intentioned staff
- A LOT of knowledge and experience of how the organisation functions
- Areas of outstanding technical expertise
- Organisational attention and support
- Money being invested after decades of under investment
- Staff already well down the change curve and many hungry for change

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Now what?



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**Major Fires**

- Poor levels of availability of the network and critical systems with frequent episodes of unplanned 'down-time'
- Poor quality core applications such as email and calendar below current basic standards of integrated 'office' suites such as MS Outlook.
- No adequate networked storage facilities resulting in data and information stored locally on PC's and laptops with no backup facilities and limited facilities for file sharing.
- Multiple systems and applications requiring each individual to remember multiple usernames and passwords.
- No proper support service or recognisable IT governance
- Hand-to-mouth, ad-hoc, budget management.

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**Develop a strategy**

**Simple to start then iterate**

**Audience tailored communication throughout**

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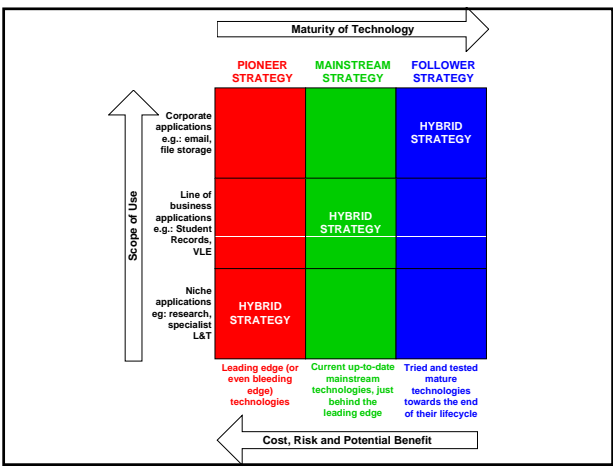
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**Where are we going? – Key Elements of the ISMS Vision 2006 - 2012**



A single coherent architecture for information systems across Anglia Ruskin which will guide the selection and design of systems at a technology and information level.

A robust, resilient, reliable, simplified and available IT infrastructure which will support the University's information systems.

The technical complexity and diversity of information systems will be reduced to ensure that information and functionality is not duplicated.

This will lead to increased cost-efficiency and effectiveness and enable integration of systems and information sharing.

This architecture will deliver systems and information to staff, students and other University stakeholders "anytime, anywhere, any device".

All information and applications will be accessible through a single customisable University portal with single-sign on.

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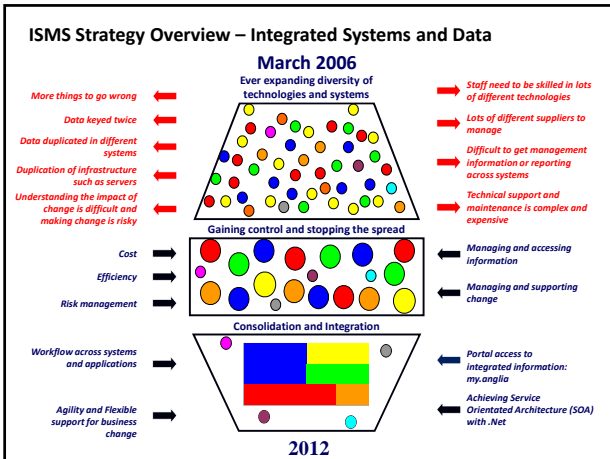
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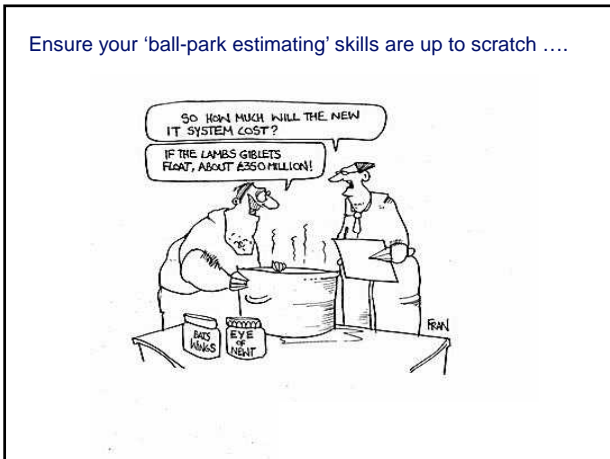
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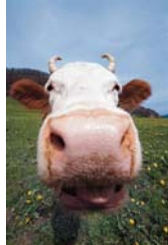
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## Improving processes .....



**Rule No. 1**  
“Don't pave over the cow-paths”



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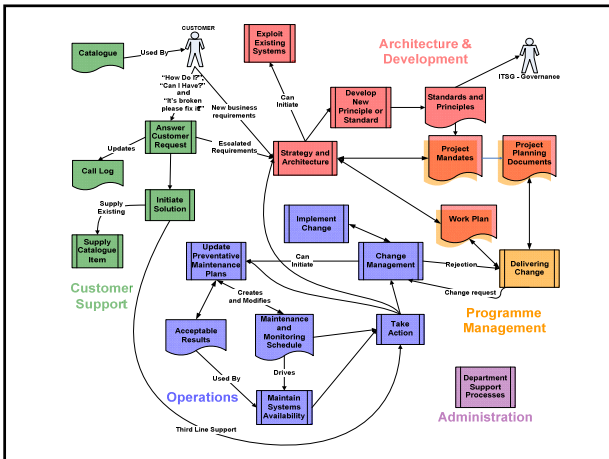
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## ISMS Business Relationship Managers

Keeping a watching brief on your strategies, plans and requirements to make sure that ISMS plans are aligned to support them

Helping you get the best from ISMS!

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- Big initial improvements unleash a LOT of pent-up demand – just fixing is not enough
- Risk of availability becoming an issue again as project demand rises
- Customers forget how bad it was very quickly and as your standards rise so do theirs
- It all takes a LOT longer than you think it will
- Some critical fires were missed, some wisps of smoke were overlooked in the rush
- Culture, behaviour and especially knowledge transfer are all still issues
- A solution isn't always the best solution

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Andrew over to you



UCISA Management Conference 2010



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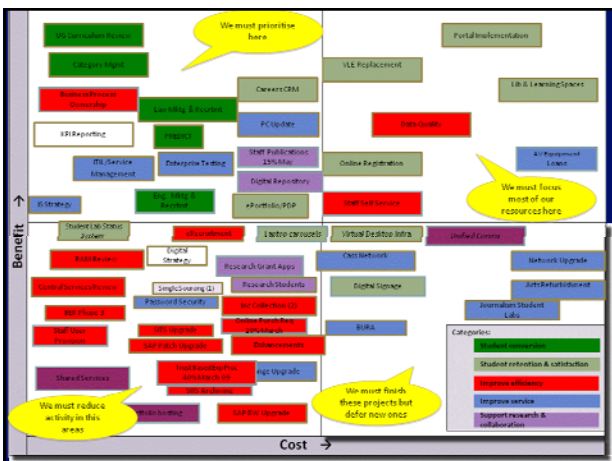
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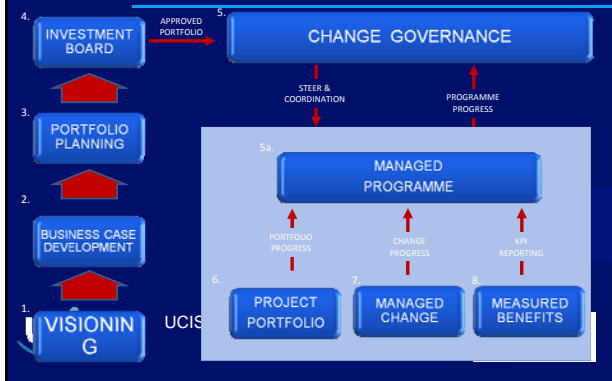
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## So, we designed Nirvana



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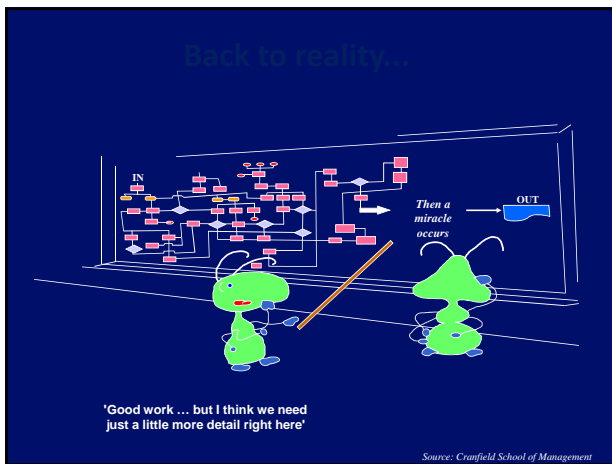
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## Back to reality...



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## HE vs private sector?



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