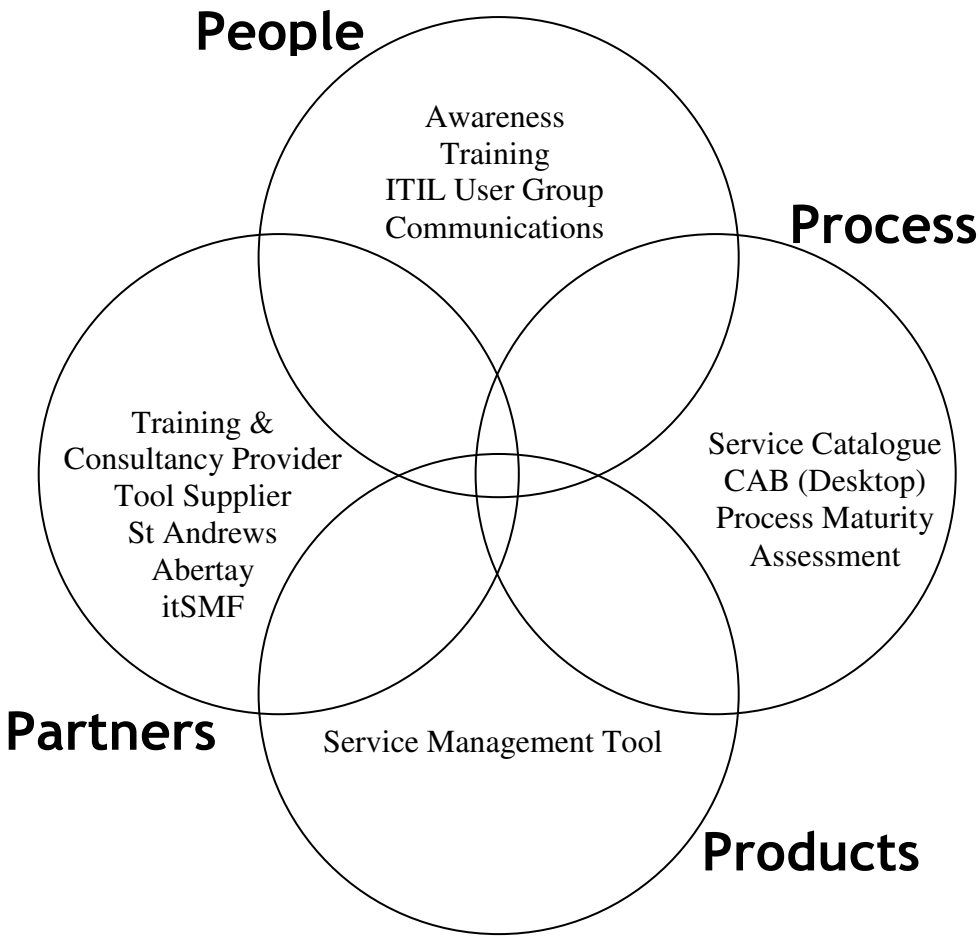


Service Improvement Programme Report February 2009

This report covers progress in the IS Service Improvement Programme in the 2008/09 academic year to date.

The Programme recognises four overlapping areas that must be considered in any improvement initiative, namely People, Process, Products and Partners and this breakdown will form the structure of this report.



People

Awareness

The in-house training course continues to be popular. Three sessions per month were run in the first semester and 182 people have attended one or more sessions. 122 have completed all three sessions and have been awarded a certificate of attendance.

	% Progression from session 1
To Session 2	79%
To Session 3	67%

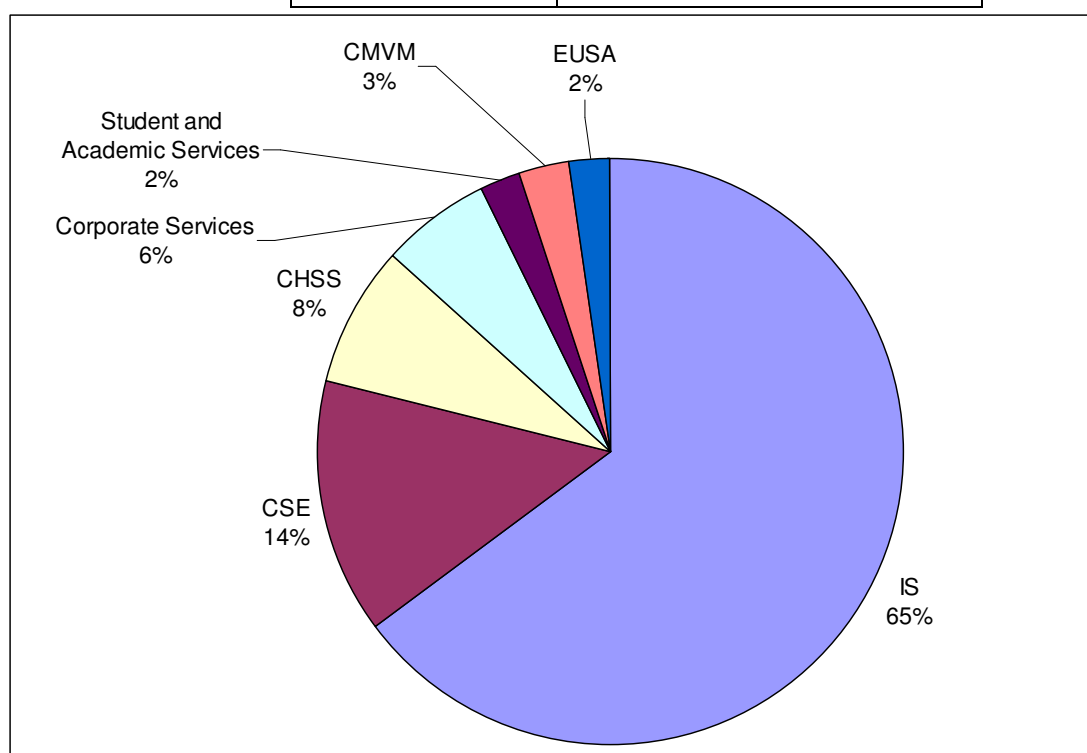


Figure 1 Attendee Affiliation

Due to slightly reducing attendances and increasing trainer workload, the frequency of sessions has been reduced to two per month, however sessions are scheduled up to June, with one sequence running at King's Buildings.

Accommodation Services requested a closed session 1 for House and Residence Assistants. This was delivered on the evening of 19th January and had an attendance of approximately 45. These Assistants are generally undergraduate students in their second or subsequent years, so are less experienced than previous attendees, yet the course remained well received. Accommodation Services are not envisaging running sessions 2 or 3 this year as only two Assistant training sessions are arranged, one prior to Freshers' Week and one in mid-year.

Training

Two certified Foundation in IT Service Management courses were run in the first semester and one in February, with 12 staff attending each. All 36 staff passed and, as there is a substantial waiting list, another Foundation course is pencilled in for after Easter. The total Foundation certified staff now stands at 116, with 76% coming from Information Services.

Graham Newton undertook the Manager's Certificate in IT Service Management and is waiting his results.

A Manager's Bridging course is planned for April to convert all the University Manager's Certificate holders to ITIL Experts, the equivalent version 3 qualification.

ITIL User Group

Although the numbers have grown in the ITIL User Group with the Foundation courses, no ITIL User Group meetings have been held. The mailing list remains low traffic, used mainly to advertise the in-house and certified training courses. It has been suggested that the next group have the theme of "Where do we begin?" with particular reference to College and School Computing Officers.

Communications

Communications are becoming increasingly important as the elements of the Programme have greater impact. Additional work is planned for the website (<http://www.is.ed.ac.uk/itil>), and this report is part of a move to present the Programme's activities as a coherent whole.

Process

Service Catalogue

The IS Service Catalogue draft is at an advanced stage, being prepared for submission to IS Senior Management before being presented as a starting point for discussion with IS Customers. The journey to date also fed into a pair of UCISA service catalogue workshops jointly plan with Sheffield Hallam University. The first of these was held in Edinburgh on 23rd February and the second in Sheffield on 25th February. Six universities were represented at the Edinburgh session and, although the drivers and route to a Service Catalogue differed, the end results and accumulated advice to following universities were homologous.

Change Advisory Board (Desktop)

The Change Advisory Board (Desktop) has met four times since its formation in April 2008. This had originally been proposed by Graham Newton in November 2004 although it required a wider awareness of Service Management to come into being. It has been assessing and approving significant changes to the supported desktops and making recommendations to senior management on major changes.

Examples of significant changes include the upgrade of Mozilla Firefox from version 2 to version 3. This was delayed due to certain application incompatibilities with version 3. The CAB decided that an upgrade would have been too disruptive to the University, and decided to delay the release until the incompatibilities had been resolved.

The major change of upgrading to Microsoft Windows Vista was considered and a recommendation to skip this release and work towards upgrading to “Windows 7” was escalated to, and accepted by, senior management.

Process Maturity Assessment

In November, an external consultant from Remarc ran a workshop examining our Service Desk and Incident Management Process. This was resulted in a report¹ baselining our current process maturity and it is planned to revisit the assessment in 12-18 months after the User Services reorganisation and the implementation of a new Service Management Tool.

A Capability Maturity Model Integration (CMMI) rating was determined, which provides a measure of process maturity within an organisation, and is an effective tool to show a baseline of process maturity as well as tracking any improvements. The rating given to the current Service Desk and Incident Management provision was 1.5².

This rating is based on the following evidence:

- Heavy reliance on individual/team knowledge
- Ability to deliver a consistent service despite, rather than because of process maturity
- Ineffective use of resources, lack of proactivity and planning
- Evidence of standard ways of working within teams, even if processes are not documented

Discussions are ongoing about scheduling a similar workshop covering the Change and Release Management processes, with the workshop pencilled in for June.

¹ <https://www.wiki.ed.ac.uk/x/mQN6Aw>

² Level 1 (Initial) = Chaotic, ad-hoc processes, relies on individual 'heroes'

Level 2 (Repeatable) = Some process management, repeatable actions are identified

Products

Service Management Tool

The project to procure a Service Management Tool has been started as ITS004³. The project team is being drawn together and some initial stakeholder analysis and requirements gathering has begun. The project board and relationships with external bodies such as the University of St Andrews are being defined. It was expected that the requirements and weightings be complete and an Invitation To Tender be released in March, however the project team is only now being finalised so that date is likely to slip.

The installation of the Service Management Tool has been defined as an in-year project with the goal to have the tool installed and have the basic feeds established. These include user data and the University's organisational structure.

A third project is being estimated for the 2009/10 academic year. This will be to implement the Service Desk and Incident Management processes with the support of the installed tool, and will see the decommissioning of the existing Call Management System (CMS) for the University. It is likely that smaller pockets of other service management disciplines, notably Configuration Management, will be implemented in parallel over the 2009/10 year.

³ <http://www.projects.ed.ac.uk/areas/servicemgt/servicemanagementimprovement/ITS004/index.shtml>

Partners

Training and Consultancy Provider

As implied above, a procurement process was completed to appoint a training and consultancy partner, Remarc. This competitive tender succeeded in achieving a good match to the University's requirements in terms of both quality and price. £25,000 has been banked with Remarc and spent on the certified training and process consultancy described above. It is anticipated that a further £12,500 will be banked before the end of the 2008/09 year. Subsequent to their appointment, Remarc trainers were nationally recognised for excellence by the itSMF.

Tool Supplier

The tool supplier will be appointed as part of the ongoing tool procurement project and a relationship with the supplier will then be developed, particularly with regard to the integration of the selected tool into the University environment.

Universities of St Andrews and Abertay

Discussions are ongoing with both the University of St Andrews and the University of Abertay with regard to their involvement in the procurement and subsequent running of a service management tool. The University of St Andrews is an existing CMS user, however the University of Abertay currently has an alternative commercial service management tool.

itSMF

The University's itSMF membership was extended to 10 staff with Information Services funding and the additional positions were offered to College and Support Group representatives via the respective Academic Liaison Directors. The new membership is detailed below.

Alan Ferguson	EDINA, IS
Robert Gormley	Library User Services, IS
Charles Hill	Student and Academic Services & Corporate Services Groups
Bryan MacGregor	IT User Services, IS
Ian McNeill	College of Humanities and Social Science
Graham Newton	IT Infrastructure, IS
David Perry	College of Medicine and Veterinary Medicine
David C. Smith	College of Science and Engineering
Colin Watt	Library and Collections, IS
Mark Wetton	Applications, IS

As attendance at itSMF meetings varies across the University's members, a wiki is to be set up to coordinate the University's representation and to maximise the benefit gained by the corporate membership.