

ISS Service Management Strategy and Implementation Plan

1. The Vision for IT Service Management at Lancaster

“To provide responsive, effective IT services that are well governed and professionally managed, in order to enable and support the home and international operations of the University”

2. Background

The rapid growth in our dependence on technology and its use in almost every aspect of University life and business, has resulted in an ISS department with over 100 staff, located across the institution, managing a multitude of services, an expanding infrastructure and a growing number of applications.

At the same time, the University recognises that IT is an essential tool to deliver efficiencies across the organisation, to improve the student experience, to enhance research activity, to support teaching and learning and collaboration with our institutional partners, and to assist with the reduction of our carbon footprint.

In order to be in a position to fulfil these institutional needs, and to achieve its vision above, ISS recognised that it needed to examine the way in which it manages its services, to develop a Strategy for Service Management and launch a Service Improvement Project (SIP) to monitor objectives and drive forward change.

This strategy is a result of:

- A recognition that our services need to be systematically managed;
- The need to embrace a framework for IT Service Management, and an acknowledgement that the IT Infrastructure Library (ITIL) is the framework widely recognised as best practice within the industry;
- A report from FoxIT¹, which highlighted that, in terms of benchmarking its processes against the ITIL framework, the IT Service Management (ITSM) capability within ISS is currently at a very low level of maturity;
- The fact that the lack of formal process makes service management inefficient and difficult for ISS to respond quickly to the changing needs of the University.

This document summarises the output of the early stages of the SIP. The strategy was developed through a workshop led by Fox IT, to focus on priorities for the next 2 years.

¹ Lancaster University ISS Service Desk Assessment Report, Fox IT, Feb 2010

3. ISS Service Management Strategy: Delivering the Vision

In order to be **well governed** we need:

1. To ensure that all services delivered have a demonstrable University requirement
2. To have defined, documented & published services with embedded processes for managing our portfolio of services

In order to be **professionally managed** we need:

3. To manage and deliver our services according to industry best practice.
4. To measure and report on our services using appropriate KPIs & metrics.
5. To become a clearly defined, service focused organisation.
6. To bring about a visible culture change within ISS from “technology focused” to “service oriented”.

In order to be **effective** we need:

7. To deliver cost-effective value adding services and to reinvest savings into new and improved services.
8. To provide a consistently good experience for service users through first line support, and to more efficiently utilise second and third line support staff in service development.

In order to be **responsive** we need:

9. To have an ongoing dialogue with customers and users of IT services across the University and institutional partners.
10. To measure, report and act upon customer and user satisfaction.
11. To have clearly defined ways for users and customers to make suggestions for service development.

In order to **support both home and international operations** we also need:

12. To have a clear understanding of the services and support required for Lancaster, our associated institutions and our international partners.

4. Implementation Plan: Delivering the Strategy

In order to better achieve our vision in terms of the goals defined, a number of key objectives have been identified. Implementation of the objectives will be tracked as part of the Service Improvement Project currently underway within ISS. Objectives with associated planned completion dates are given below.

Goal 1: To ensure that all services delivered have a demonstrable University requirement	
Objective	Completion Date
A: Establish an ISS Service Governance Group	Nov 2010
B: Establish Business Service Owners for all ISS Services	Dec 2010
C: Update the University ICT Strategy	Mar 2011
D: Identify gaps in the current Service Catalogue	Mar 2011
E: Identify all unused services	Aug 2011
F: Formally retire unused services	Dec 2011

Goal 2: To have defined, documented & published services with embedded processes for the management of our portfolio of services	
Objective	Completion Date
A: Service Catalogue published with associated Service Managers identified	May 2011
B: Define and document full service descriptions for the top 5 critical services	Dec2010
C: Define and document full service descriptions for the next 10 services	Mar 2011
D: Define and document full service descriptions for all services	July 2011
E: Implement a Service Portfolio Management Process, defining metrics for the prioritisation of service development.	Jan 2011

Goal 3: To manage and deliver our services according to industry best practice	
Objective	Completion Date
A: Develop training plan for ISS staff	Nov 2010
B: Embed best-practice processes using a phased approach ²	Aug 2012

Goal 4: To measure and report on our services using appropriate KPIs & metrics	
Objective	Completion Date
A: Develop initial list of cross-ISS KPIs & metrics	Nov 2010
B: Develop KPIs & metrics for top 5 critical services	Jan 2011
C: Develop KPIs & metrics for next 10 services	Mar 2011
D: Develop KPIs & metrics for all services	July 2011

² Initial Processes to be implemented : Service Catalogue Management (Nov 2010), Incident Management (Dec 2010), Request Fulfilment (Dec 2010), Change Management (Jan 2012), Service Asset & Configuration Management (Jan 2012), Problem Management (Nov 2011), Service Level Management (April 2012).

Goal 5: To become a clearly defined, service focused organisation	
Objective	Completion Date
A: Develop an organisational structure that incorporates service related needs	Sep 2010
B: Define and agree initial service management related roles and responsibilities, including IT Partners, ISS Service Managers, Process Owners, Service Catalogue Manager & Service Portfolio Manager	Oct 2010
C: Instantiate functional groups (e.g. Service Improvement Project Board, Change Advisory Board etc.)	To align with process implementation
D: Reflect service culture responsibilities in 10/11 PDR discussions	Oct 2010

Goal 6: To bring about a visible culture change within ISS from “technology focused” to “service oriented”	
Objective	Completion Date
A: Deliver service culture training/education for ISS staff	Apr 2011
B: Embed service-focused responsibilities within role definitions for section heads & team leaders	Dec 2010
C: Embed service-focused responsibilities within role definitions for all staff	July 2012
D: Drive the change to focus on customers and services by working towards The Government Standard for Customer Service Excellence	Sep 2012

Goal 7: To deliver cost-effective value adding services and to reinvest savings into new and improved services	
Objective	Completion Date
A: Establish benefits realisation goals for the ‘top 5’ services	Nov 2010
B: Define and implement a staff resource management process across ISS	Mar 2011

Goal 8: To strengthen first line support in order to provide a consistent experience for service users and to more efficiently utilise second and third line support staff	
Objective	Completion Date
A: Establish new ISS Service Desk team, with full-time staff to ensure stability, consistency and continuity	Oct 2010
B: Develop and implement a Service Desk Strategy	Dec 2010
C: Develop custom & practice to direct ALL first line support queries to the ISS Service Desk	July 2012

Goal 9: To have an ongoing dialogue with customers and users of IT services across the University and our institutional partners	
Objective	Completion Date
A: Define and implement an effective communication strategy that includes branding and internal marketing, as well as operational requirements and expectation setting	Mar 2011
B: Establish the role of IT Partners	Oct 2010

Goal 10: To measure, report and act upon customer and user satisfaction	
Objective	Completion Date
A: ISS Service Managers & IT Partners to define and implement a Customer Satisfaction process in time for the 2011/12 academic year	Sep 2011
B: Develop mechanisms to collect feedback from both customers and end users	Dec 2010
C: Regularly report on data collected by the Service Desk system	Jul 2012

Goal 11: To have clearly defined ways for users and customers to make suggestions for service development	
Objective	Completion Date
A: Establish regular Service Review meetings between Business Service Owners, Customers and ISS Service Managers	Apr 2011
B: Encourage suggestions and feedback to be developed during discussions with IT Partners	Apr 2011
C: Develop mechanisms for service development suggestions to be made within the Request Fulfilment process	Dec 2010

Goal 12: To have a clear understanding of the services and support required for Lancaster, our associated institutions and our international partners	
Objective	Completion Date
A: Develop an understanding of the different sets of customers and their support / service needs	Dec 2010
B: Develop and publish a set of services specific to our international partners	Apr 2011

5. Risks

Completion of many of the above objectives is an integral part of the ISS Service Improvement Project (SIP), due to be carried out over the next two academic years. Achieving our goals is therefore dependent on the success of the SIP project.

The main risks associated with the project, and thereby the success of this strategic plan, are:

Risk	Actions to reduce risk
<ul style="list-style-type: none"> ISS staff are not released for the project, thus delaying/preventing delivery. Initial organisational changes which will allow the project to start fail to get established. 	<ul style="list-style-type: none"> Ongoing review and tracking of project targets and timings by the SIP board. Implementation of staff resource planning process (goal 7 objective B).
<ul style="list-style-type: none"> The desire for excellence and completeness in all aspects of process assessment and definition introduces unacceptable levels of complexity and bureaucracy, leading to loss of focus for the project. 	<ul style="list-style-type: none"> Ongoing review and tracking of project targets and timings by the SIP board. The use of experienced external consultants to ensure realistic expectations and provide insight into best practice. Liaison with other Universities who have been working to realise similar goals, in order to learn from their experiences.