QUALITY IMPROVEMENT / QUALITY ASSURANCE

QUALITY IMPLEMENTATION PLAN FOR INFORMATION SERVICES

Abbreviations

PRG: Peer Review Group

QPC: Quality Promotion Committee

HR: Human Resources

 UMTO: University Management Team Operations

 CONUL: consortium of National and University Libraries

IS: Information Services

QIP: Quality Improvement Plan

ISMTS: Information Services Management Team (Strategy)

 ISMTO: Information Services Management Team (Operations)

 IUALG: Irish Universities Association Librarian's Group

	PRG Finding/Recommendation	IS Management response	QPC comment/recommendation	Action
1.	UCC should adopt the full set of recommendations in the Spencer Report with immediate effect, and work to implement its full set of recommendations.	Broadly agree. This will be a consultative process with all relevant stakeholders. It is acknowledged that not all stakeholders agree fully with all of the recommendations in this report. Many recommendations will be contingent on resource availability.	Recommendation strongly endorsed. QPC noted that action has already commenced on some of the recommendations including staff appointments for critical positions	ISMTS
1a.	**Response:** The recommendations in the Spencer Report have contributed to the creation of the IS strategic plan and will be incorporated into the IS operational plan.			

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2.	There be greater linkage between the University strategy and the developing IS strategy. The mission, vision and strategic directions of Information Services must be developed to support the University's strategy.	Agree. Both strategies need to be realistic and the IS strategy will not lose sight of demands for delivery of core service	Recommendation strongly endorsed.	ISMTS
2b.	**Response:** The 2013-2017 IS strategic plan is fully aligned with the University strategic plan, Sustaining Excellence 2013 - 2017. The IS strategic plan directly supports each of the objectives in the University strategic plan.			
3.	Information Services should work immediately on a short term set of IS priorities, which should then be developed into a fully integrated IS Strategic Plan.	Agree. The ISMTO and ISMTS will devise strategic and operational plans.	Recommendation strongly endorsed. QPC welcomed the commitment of IS to devising and implementing strategic and operational plans	ISMTO
3b.	**Response:** The IS strategic plan is now available and detailed operational plans will be in place by the end of May 2013			
4.	IS should develop a new organisational structure, based on recommendations in the Spencer report and on its Strategic Plan.	Agree. This will be devised in consultation with all staff.	Recommendation strongly endorsed. QPC welcomed the commitment to engage all staff of IS in the process.	ISMTO

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4b.	**Response:** The process for IS re-organisation has begun with the appointment of the two Directors of Service and will use the IS strategy as its roadmap. HR have been engaged on the first of these consultation sessions, which is focused on administration functions within IS. The IS management team is developing an organisational model for the joint delivery of user support and research support services. Additional areas will be re-organised using a similar methodology.			
5.	Staff development should be given a high priority with the development of a plan which fosters collaboration and innovation throughout IS, using a variety of techniques and approaches.	Agree. This will be afforded high priority. A coherent staff development plan will be produced.	Recommendation strongly endorsed.	ISMTO
5b.	**Response:** Several Staff development opportunities are currently underway; the recently recruited Directors are already involved in UCC's Leadership Development Programme for Senior Administrative Managers. A number of senior staff from within IS have taken part in leadership training with the Leadership Foundation. Other project management training programmes have been well attended by IS staff. The PDRS process offers an excellent opportunity to ensure that this process is fully embedded in "how we run IS". It is envisaged that a staff development plan will be available for all IS staff by the end of 2013. The ISMTS team is currently working on a series of collaboration projects which present opportunities for small team working , skill sharing and problem solving across the divisions of IS.			
6.	IS should develop a programme to demonstrate value for money across the range of its activities.	Agree. This will require external assistance from other institutions which have achieved this.	Recommendation strongly endorsed.	ISMTS

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6b.	**<u>Response:</u>** Service value for money is central to the IS strategy and we are adopting a governance model that ensures that IS projects are focused on maximum benefits realisation, thereby ensuring that that optimal value is derived from IS projects and activities. This portfolio management will be vested in a newly-establish programme management function. Management and financial information reporting processes are currently being developed to ensure value and usage of print and electronic resources.			
7.	IS should undertake a study to identify financial and human resource requirements of a programme to manage network and data centre infrastructures on a lifecycle basis; a dedicated fund for lifecycle replacement of technology components should be established.	Agree as a priority.	Recommendation strongly endorsed.	ISMTO
7b.	**<u>Response:</u>** An assessment of the cost of replacement and lifecycle management of our desktop, server and network estate was carried out in 2012 as part of the National Shared Services Review. The costs and implications of a capital lifecycle replacement strategy have been set out in a paper developed by the Director of IT Services (with input from the Bursar) which recommends a strategic approach to how we properly financially manage our IT assets. An annual sinking fund in the order of €1M is the norm in other Irish public sector organisations of UCC's scale and IS is keen to commence leveraging income sources from across the University (research, print income, etc.) to create this fund. The proposal will be submitted to UMTO in May for approval.			

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8.	A plan for implementing the recommendations in the Spencer Report be established and agreed as soon as possible.	Agree. The IS Strategic Plan and the associated IS Operational Plan will incorporate all of the accepted recommendations from the Spencer Report and the Report of the PRG.	Recommendation strongly endorsed.	ISMTS
8b.	**Response:** The IS Strategy is now available for review and contains the implementation plans for previous reports.			

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9.	Once the leadership team is in place, the PRG recommends the following steps, based on the Spencer Report. • Create a new work design for IS, one in which the work that can be brought together in a single, cohesive process is aligned and integrated. The new design must be developed with careful attention to the changes occurring in higher education and to the goals and initiatives set forth by UCC. Every effort should be made to reduce redundancy, streamline workflow, leverage technology, make effective use of student employees, and outsourcing. The result should be a work design that provides meaningful assignments for staff, assures efficiencies, and leads to work satisfaction.	Agree. Priority areas will be identified for process review and these reviews will be undertaken to deliver efficiencies where applicable. Every effort will be made to consult with staff in deriving savings and efficiencies through industry-standard means.	Recommendation strongly endorsed.	ISMTS

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9b.	**Response:** Much work has been completed on this front, The IS Strategic plan identifies key strategic priorities for IT and Library and also priorities that span across the entirety of Information Services. This strategic plan ensures the services delivered by IS will be proactive and innovative in leading the service to support UCC's 'Sustaining Excellence' strategic plan. The IS strategic plan is being worked through with the relevant teams and will create real projects and real plans that will deliver this transformational change to how we work.			
10.	• Identify a new organisational structure, including reporting relationships, to ensure effective coordination and communication within the new IS.	Agree. The two new Directors of Service will, as an immediate priority, identify improved organisational structures in consultation with staff.	Recommendation strongly endorsed.	ISMTO
10b.	**Response:** Revised organisation structures in IT Services and the Library will emerge in the implementation of the IS strategy. These processes will be managed with the aid of established HR practices and in consultation with all staff.			
11.	• Consider a nomenclature for the organisational subunits that describes the work area in language easily understood by students and academic staff.	Agree. This will form part of the preceding exercise.	Recommendation strongly endorsed.	ISMTO
11b.	**Response:** New department names will be representative of their external role to the customers they serve; they will also be reflective of a service-centric IS perspective.			

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12.	• Create the shared leadership model called for on page 3 of the Spencer Report (Appendix B). Clearly define the performance expectations for all managerial leaders. Prepare a "deliberate program to develop leadership skills…throughout the organisation."	Agree. Consistent management practices will be sought across all areas.	Recommendation strongly endorsed.	ISMTO
12b.	**Response:** This is happening a number of levels. The recently appointed Directors of IT Services and Library Services are participating in UCC's Leadership Development Programme for Senior Administrative Managers; a number of managers are involved in middle management leadership development programmes; and the PDRS process will be used to develop succession planning within the Unit and to roll out appropriate leadership and management training.			

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13.	• Conduct a training and learning needs assessment for the staff. Create a staff development plan based upon the findings of this needs assessment. Include consideration of emerging competencies and identification of those competencies everyone in IS should have, e.g., interpersonal skills, managing conflict, problem solving in groups, technical proficiency, etc.	Agree. All staff will be formally requested to participate in training and development initiatives.	Recommendation strongly endorsed.	ISMTS
13b.	**Response:** The PDRS process will be used as the vehicle to compile and complete this development plan, with drafts of the IS staff development plan available by end of 2013.			

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14.	• Create a new integrated Information Services Strategic Plan, one that is based upon a careful assessment and understanding of the UCC Strategic Plan, aligns with the goals and initiatives outlined in the UCC Strategic Plan and integrates the goals and initiatives of the new IS organisational units. Design a process to accomplish this that involves IS and engages them in meaningful ways.	Agree. A process will be mapped out for this to happen.	Recommendation strongly endorsed.	ISMTS
14b.	**Response:** The newly created integrated IS plan is available in draft form on the UCC website. A consultation process is being implemented to ensure all IS staff have the opportunity to contribute and engage with this work.			

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15.	• Identify two or three initiatives for which project teams could be formed to carry out the recommendation to pilot collaborative efforts in key areas. Staff these project teams with individuals from across IS. Expect these teams to work together to develop a project plan for accomplishment of an important activity.	Agree. The chosen initiatives must address priority needs. Some existing initiatives may qualify for inclusion here.	Recommendation strongly endorsed.	ISMTS
15b.	**Response:** 3 pilot collaboration initiatives have been identified and currently in progress and part of the IS strategy • IS support structures and service model • Research support structures and service model • IT support			
16.	The establishment of an external advisory board to the Director of Information Services.	Agree. This must not consume excessive resources and will not have formal governance or decision-making roles.	Recommendation strongly endorse on terms proposed by IS.	DIS&UL
16b.	**Response:** Personal linkages through professional and peer groups, advisory services (such as Gartner) and personal career networks provide sufficient levels of advice and support to UMTO at present. IS is constantly engaging with comparable and benchmarked institutions on all major current service and development issues. The need for a formal advisory group is not felt at present, however this will be kept under review by the ISMTO.			

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17.	The establishment of a Service Catalogue of IS services, and the collection and publishing of metrics associated with each service.	Agree as a priority.	Recommendation strongly endorsed.	ISMTS
17b.	**Response:** A draft service catalogue for IT is now available and a new IS catalogue will be available by the end of 2013. A newly designed website for IS is also being developed which will provide easy access to all its constituent parts, including the service catalogue and associated metrics.			
18.	Priority is given to funding for resources, and that the proportion of funding devoted to e-resources is increased as possible.	Agree. Reducing budgets and headcount pose a challenge to resource allocation for non-pay activities and materials.	Recommendation strongly endorsed.	ISMTS
18b.	**Response:** The income generation group has made available additional finances for the development of eLearning initiatives. Funding for library materials, both print and online, is being examined to ensure value for money and optimum usage. Where possible, full text electronic resources , including e-books, are purchased to ensure maximum choice of time and place of use.			
19.	IS better coordinates services for researchers.	Agree as a priority.	Recommendation strongly endorsed.	ISMTS

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19b.	**Response:** This point is recognised and it forms part of our strategic plans and also part of the IS collaboration projects. IS is placing a major focus on improved holistic support for research in the 2013-2017 period. To date, PG6009 Graduate Information Literacy Skills module (5 ECTs) has been developed to support researchers. New workshops on bibliometrics are being rolled out in April 2013.			
20.	Development of a business continuity plan for the Computer Centre.	Agree. Will be consistent and interwoven with other UCC BCPs.	Recommendation strongly endorsed.	ISMTO
20b.	**Response:** This point has not yet been addressed. Some ad-hoc business continuity arrangements exist for Agresso, Email and Core HR. A capital investment in the order of €500K is required to provide adequately for adequate business continuity. However, to address this UCC is attempting to agree an arrangement with CIT whereby UCC and CIT can act as reciprocal DR sites. This work is ongoing.			
21.	UCC should reassess the distributed model for IT administration across the institution with regard to considerations including operational efficiencies, economies of scale, the sustainability of satellite IT operations, cyber security etc.	Agree to reassess. However, embedded teams and services will be difficult to move.	Recommendation strongly endorsed. QPC noted the response of IS and the need to ensure engagement of staff in any actions to be taken	ISMTS
21b.	**Response:** The IT Strategy will be a University-wide strategy and in the first instance the IT function will attempt to gain sufficient support for standards and services across the University as it is believed that this can deliver the operational benefits outlined in the recommendation. Where this strategy cannot deliver the operational benefits outlined above, the University can consider a more centralised approach			

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22.	A planning process is established that reviews campus middleware, identifying both current capabilities and near- and longer-term needs.	This will be accompanied by a process to improve data definitions, and data management as it relates to middleware.	Recommendation strongly endorsed.	ISMTS
22b.	**Response:** This is a complex area of IT systems architecture and requires significant engineering, design work and considerable investment. A campus middleware could focus on the data and systems integration requirements between the various disparate systems within the University. A campus middleware can also focus on identity management and enabling appropriate repositories, tools and data quality to be set in place for authentication and authorisation to University IT Systems. A project has commenced to put in place an identity management campus middleware; however this will take some time. It will be 2014 before the identity management repository and associated tools and scripts are available. It will take up to 2016 before this is fully deployed and rolled out. Over 2013 the focus will be on cleaning user data, starting to building integration tools and consolidating authentication domains.			
23.	Opportunities for improved efficiency and record-keeping through deployment of enterprise-scale document management systems should be explored, perhaps initially in a limited pilot programme and potentially with the assistance of an industrial consultant.	Agree. This will require considerable resources and must be assessed against other priority requirements.	Recommendation endorsed. QPC noted the comment of IS and the need to assess priorities for resources.	ISMTS

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23b.	**Response:** This project will be placed on the list of 2014 projects. It is critical to get our middleware in place before building any further systems on top of this. Solutions such as Microsoft Sharepoint can offer excellent options to enhance document management and that will be explored in this context.			
24.	The links the Library has with the community, through its services and collections, are worked up as case studies for the next University strategy.	This recommendation will be reviewed with the Strategic Planning Office to determine if such an exercise would benefit the participants.	Recommendation endorsed.	ISMTS
24b.	**Response:** The Library has as one of its six strategic goals 'To collaborate in widening participation and access initiatives, international and community engagement'. Project deliverables will include communicating through the use of case studies on the initiatives taken to support this strategic goal.			
25.	The Development and Alumni Office develops a fundraising strategy for UCC's heritage collections, with the aim of seeking external and philanthropic funding to open up (or reveal) any hidden collections through metadata, digitisation and physical and virtual exhibitions.	Agree. This will require significant identification of fundable projects and preparation of advocacy materials.	Recommendation endorsed.	ISMTO

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25b.	**Response:** The Library has as one of its six strategic goals 'To fully exploit the University's cultural and heritage assets through the development of the Library's collections and archives including the Unique and Distinctive Collections'. Project deliverables will include improving physical and virtual access to the Library's unique and distinctive collections. Collaborating with the Development and Alumni Office will realise this goal. IS's top priority development projects have been formally communicated to the DAO and that list includes this particular aim.			
26.	IS provide enhanced support to users through 'simple fix' training of security personnel for front line AV support and other creative collaborative solutions to meet user needs in an effective manner.	Agree in principle. This will be worked out initially with AVMS staff and the Human Resources Department.	Recommendation strongly endorsed.	ISMTO
26b.	**Response:** This recommendation has not yet been advanced but will forma part of the ISMTS project planning process. The advice and guidance of AVMS staff will be sought.			
27.	A strategy is developed to address staffing issues, including imbalances in age profile, gender profile and grade profiles; and that any changes due to imminent retirements are used as an opportunity	Agree. Inability to replace retiring staff poses a serious challenge to the implementation of a coherent plan.	Recommendation endorsed. QPC acknowledged the constraints of the present financial climate and the difficulties faced	ISMTS

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27b.	**Response:** The IS collaboration projects are a priority to unlock any potential resourcing opportunities, particularly as applying to staff frontline services. However the existing embargo now in its fourth year and is severely impacting on our ability to address staffing needs within the department. Even basic processes such as promoting one of the AVMS team to be a supervisor for the team, which is cost and headcount neutral, has not been approved. The opportunity for staff to work more flexibly will be actively sought by the IS management team. Such initiatives as job rotation will support succession planning and talent management.			
28.	University HR should provide support to IS leadership and be prepared to adopt new practices and programs to support the creation of a culture of collaboration and innovation.	Agree. HR will be asked to produce a service level agreement with IS for this role.	Recommendation endorsed.	HR/ ISSMT S
28b.	**Response:** It has been agreed with HR that IS will require full support in the change management required. A series of meetings have taken place to begin the process.			
29.	The leadership positions are filled as soon as possible.	Agree. This is underway.	Recommendation endorsed. QPC noted that action has commenced by UCC in this regard	UMTO
29b.	**Response:** Both positions have now been filled			

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30.	The creation of a means to identify and assess the talents of IS staff, to identify areas for talent development and prepare a comprehensive staff development plan.	Agree.	Recommendation endorsed.	ISMTS
30b.	**Response:** The existing PDRS offers an opportunity to develop succession planning and put in place an appropriate development plan for staff. This should be in place by the end of 2013.			
31.	Once appointed, the leadership team should undertake a leadership development programme.	Agree. A significant level of competency will be expected on appointment.	Recommendation strongly endorsed.	ISMTO
31b.	**Response:** Both Directors are currently taking part in a University Leadership Development Programme for Senior Administrative Managers			
32.	Implement a full roll out of wireless access to all campus buildings.	Partially agree. It may not be feasible or desirable to achieve full wi/fi rollout at all UCC locations.	Recommendation strongly endorsed. QPC queried why it would not be desirable to achieve wi/fi rollout.	ISMTO
32b.	**Response:** This is very simply a matter of funding; the University currently cannot afford to fully deploy Wi-Fi. The University has 63% Wi-Fi coverage and a significant increase in capital funding for IT will be required to even attempt to sustain this level into the future. The University has one of the largest and most dispersed physical campuses in the State, increasing the Wi-Fi coverage is simply a matter of affordability. Every additional 10% coverage costs €100K.			

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33.	UCC completes the planned upgrade project for the Data Centre as a matter of priority.	Agree as a priority. This will require significant financial resources to achieve.	Recommendation strongly endorsed.	ISMTO
33b.	**Response:** This project is almost complete. A newly furnished data centre has been built and we are currently in the process of moving services into this new datacentre.			
34.	A review of the infrastructure is undertaken to ensure that sufficient redundancy is provided to protect all critical services.	Agree as a priority. Linkages to other recommendations are noted.	Recommendation strongly endorsed.	ISMTO
34b.	**Response:** The Infrastructure is getting old and there is serious under-investment. There is a need to spend a minimum of €300-400K per annum on the IT infrastructure over the next four years. This capital requirement is part of the IT capital investment proposal which has been submitted to UMTO in May 2013.			
35.	UCC develops a strategy to optimise all its study space in libraries, computer labs and study hubs, in a coordinated fashion, ensuring that there is a variety of types of space, and that it is consistently of as high a quality as possible, with some spaces open for as long as possible.	Agree. Quality of IS staff work spaces will also receive attention.	Recommendation strongly endorsed.	ISMTS UMTS UCC Space Committee
35b.	**Response:** IS will work with OBE and in consultation with the Students Union to progress this recommendation			

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36.	A watching brief is kept on open access labs and study space.	Agree.	Recommendation endorsed.	ISMTS
36b.	**Response:** Demand for and usage of open access IT labs is monitored regularly to ensure that service quality is acceptable and the ongoing investment in the facilities is justified.			
37.	Consideration is given to using positive messaging to students in the Library (e.g. "No to noise" should be replaced by "Yes to quiet").	Disagree. Current approach has been selected as the preferred approach by readers and Library staff; and it is proving effective.	Recommendation endorsed.	LMT
37b.	**Response:** A pilot to noise zoning is being implemented in April – May 2013 to inform future developments in this service.			
38.	The allocation to IS should be benchmarked to national and international norms.	Agree the IS budget will be monitored against norms.	Recommendation endorsed.	ISMTO
38b.	**Response:** This is kept under constant review – as is the ongoing deterioration in funding levels nationally. The SCONUL statistical return for libraries has just been returned to SCONUL and once all member libraries data are available it will be possible to undertake a bench-marking exercise.			
39.	The development of Key Performance Indicators and metrics about IS services to ensure transparency of the use of the allocated resource.	Agree as a priority.	Recommendation strongly endorsed.	ISMTS

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39b.	**Response:** KPIs and metrics relating to IS services will be developed in conjunction with the finalisation of the service catalogue.			
40.	IS explore improvements through collaboration and funding opportunities through CONUL and IUALG.	Agree.	Recommendation strongly endorsed.	LMT
40b.	**Response:** The Director of Library Services is now a member of both CONUL and IUALG and work has begun on a number of collaborative projects relating to areas such as funding for library materials through national negotiation and digitisation opportunities.			
41.	IS should develop a marketing and communications plan that reflects the identity and mission of the new, integrated IS organisation.	Agree. A communications policy will be developed.	Recommendation strongly endorsed.	ISMTS
41b.	**Response:** A marketing and communications plan is being developed with input of senior IS managers working together collaboratively. This will be implemented as the IS strategic plans and operational plans are being developed and implemented.			
42.	The implementation of good internal communications system within IS.	The above policy will include specific provision for internal communication.	Recommendation strongly endorsed.	ISMTS
42b.	**Response:** Part of the marketing and communications plan referred to in 41b will include the provision of good internal communication within IS. This will use a range of delivery methods including the IS intranets and regular briefings by senior managers and line managers.			

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43.	The formation of a small project team to work on communications within IS, to ensure that staff are aware of issues in IS, the University and wider HE and professional domains	Agree.	Recommendation strongly endorsed.	ISMTO
43b.	**Response:** There is a small communications team in the library which seem to work effectively and this will form the core of an IS-wide team.			