Recommendations of the ITD Review conducted July 2006

Recommendation 1
That an improved IT governance structure be implemented during 2006.

Recommendation 2
That the IT Strategic Plan be completed as soon as possible for the consideration of the University Executive and the IT Strategy Committee.

Recommendation 3
That a regular reporting mechanism on IT governance and strategy issues be established to ensure University management is made aware of the strategic direction of information technology at UWS.

Recommendation 4
That ITD liaise with PDU to develop training sessions for User Support Officers, Help Desk Operators and other relevant staff that includes the communication skills required to promote client-focussed service delivery.

Recommendation 5
That ITD develop clear, unambiguous communication processes to deal with crises and the unavailability of systems.

Recommendation 6
That a “Catalogue of Services and Contacts” be finalised by the end of 2006. The catalogue should be widely disseminated and located on the ITD website.

Recommendation 7
That “Relationship Manager” positions be established as points of contact and that those positions work through the complexities within ITD on behalf of clients.

Recommendation 8
That a Project Office be established within ITD to manage and oversee major IT projects. Staff in the project office would be focal points of contact, play a major role in scoping systems’ projects, and would be listed in the Catalogue of Services and Contacts.
**Recommendation 9**

That ITD provide greater advance notice when maintenance work will occur, and that the unit consult more widely with potentially affected business units.

**Recommendation 10**

That planned outages/upgrades occur on the same day at the same time each week to provide increased stability (notwithstanding crucial periods such as enrolment, tutorial registration, etc), and further, that consultation occurs with business owners prior to the implementation of any change to the established schedule.

**Recommendation 11**

That support time available to major systems be further investigated with a view to increasing the levels of support, particularly reflecting the business cycles that occur within the University.

**Recommendation 12**

That ITD consult with research areas in relation to the provision of services to research students.

**Recommendation 13**

That (a) the purchase of all IT equipment through the IT Procurement area be continued; (b) that ITD enter into Service Level Agreements with those areas requiring non-standard equipment and the capacity to support the equipment themselves; and (c) that ITD place non-removable stickers on equipment that will not be supported by ITD.

**Recommendation 14**

That documentation of the Business Information Systems area be simplified and easily accessible to staff.

**Recommendation 15**

That ITD investigate (a) solutions that will ensure IT laboratories contain working computers at all times; and (b) options that will allow students to connect personal laptop computers to the University’s network in computer laboratories.

**Recommendation 16**

That the remote dial-in service currently provided by ITD be completely phased out over the next 12 months.

**Recommendation 17**

That the employment of contract staff in the Callista area be reviewed with a view to establishing the existing contract positions as permanent positions.
Recommendation 18

That the ITD (a) amalgamate the Callista Data Base Administrators and the Callista Support Teams within ITD; and (b) establish a pool of DBAs within ITD to support all systems across the University.

Recommendation 19

That the AV/ITD change proposal be implemented as soon as possible.

Recommendation 20

That ITD investigate the application of a fee for service (to be recovered via the Charge-Out Policy) for some of the services provided by the BIS area when those services are not accounted for in any budget.

Recommendation 21

That (a) all systems' projects be “scoped” by business units before work is undertaken by the BIS area of ITD; and (b) the ITD costs of the BIS area associated with systems development be included in project budgets.

Recommendation 22

That the ITD continue to investigate alternative structures in order to improve service delivery and/or achieve economies where possible.

Recommendation 23

That ITD develop Service Level Agreements with clients that clearly delineate the services to be provided by ITD, and those matters that will be the responsibility of the business unit.

Recommendation 24

That ITD enforces the charge-out policy relating to the support of non-standard equipment.

Recommendation 25

That all applications for funding under the systems budget (a) contain a cost benefit analysis and a “life-cycle” budget that includes ongoing maintenance costs, infrastructure costs, ITD costs and business owner costs; (b) contain a budgeted amount for the work to be undertaken by the BIS unit, with cost recovery to ITD via the charge-out policy; and (c) include information on the nature of staff to be employed against the project.

Recommendation 26

That, following approval of the systems budget by the Vice-Chancellor, all systems development work (i.e. projects funded by units and projects funded by the systems’ budget) be scheduled by BIS using a timeline that allows for systematic rollout of each project.
Recommendation 27

That consideration be given to the implementation of a three-year systems budget cycle, in consultation with the Chief Financial Officer.

Recommendation 28

That all future proposals for system development work, outside the systems' budget, be approved by the Deputy Vice-Chancellor (Academic and Services), on the recommendation of the Director of IT.

Recommendation 29

That (a) all successful systems' budget bids and systems projects funded by individual units submit a post-implementation report to the IT Strategy Committee; and (b) a reporting template be developed by ITD for this purpose.

Recommendation 30

That ITD staff continue to assess the full impact of supporting wireless technology and the associated implications for UWS, and to prepare a comprehensive set of recommendations for Executive and the IT Strategy Committee.

Recommendation 31

That consideration be given to (a) establishing appropriate management of student usage of the internet from on-campus access points; and (b) that the Chief Financial Officer be consulted on the mechanism for charging out to Colleges the cost of any excess student access.

Recommendation 32

That the Learning Skills Unit (LSU) work with ITD to develop approaches to increase student computer literacy.

Recommendation 33

That computer literacy of staff be addressed via staff induction programs.

Recommendation 34

That ITD (a) review its Disaster Recovery Plan, in consultation with business owners, and make changes as necessary; and (b) test and review the Plan on a regular cycle.

Recommendation 35

That the ITD Disaster Recovery Plan be included in the University’s Business Continuity Plan.