



University of  
St Andrews | FOUNDED  
1413 |

#SDIevent

# Pauline Brown Associate Chief Information Officer (Service Delivery)



- About us
- Our SDC journey
- Raising the profile of what we do
- Managing expectations



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A University Town





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Also famous for golf...



## Current responsibilities

- IT Service Desk
- Business Relationship Management
- Campus Card Services
- IT/AV Support Team
- IT Apprenticeship Scheme

## Previous roles:

- Service Operations Manager (UStA)
- Business Relationship Manager (UStA)
- Support Services Manager (Angus Council)
- Conference Manager (UStA)
- G8 Planning Manager (Tayside Police)
- Firearms Licensing Administrator (Tayside Police)



# About the University of St Andrews

Over 600 years of  
academic  
excellence

Consistently high  
student  
satisfaction

9200 students

45% of students  
are from outside  
the UK

97% continuation  
rate

Academic staff to  
student ratio is  
around 1:12



## Staff and students help St Andrews to league table first

Friday 7 June 2019



The University of St Andrews has been ranked the top university in Scotland and second to Cambridge in the UK, according to a new higher education league table published today (7 June 2019).

The *Guardian University Guide 2020* shows St Andrews claiming an unprecedented second place by virtue of its high scores for student satisfaction, graduate employment and the quality of its academic programmes.

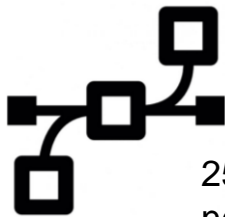




Over 150  
University  
buildings



90 IT staff  
(including 6  
IT Apprentices)



25,000+  
network points



1500  
wireless  
access  
points



Over 4200  
PCs across  
campus



12,000 staff  
and students



3500-7000  
IT support calls  
and requests  
every month



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# OUR JOURNEY

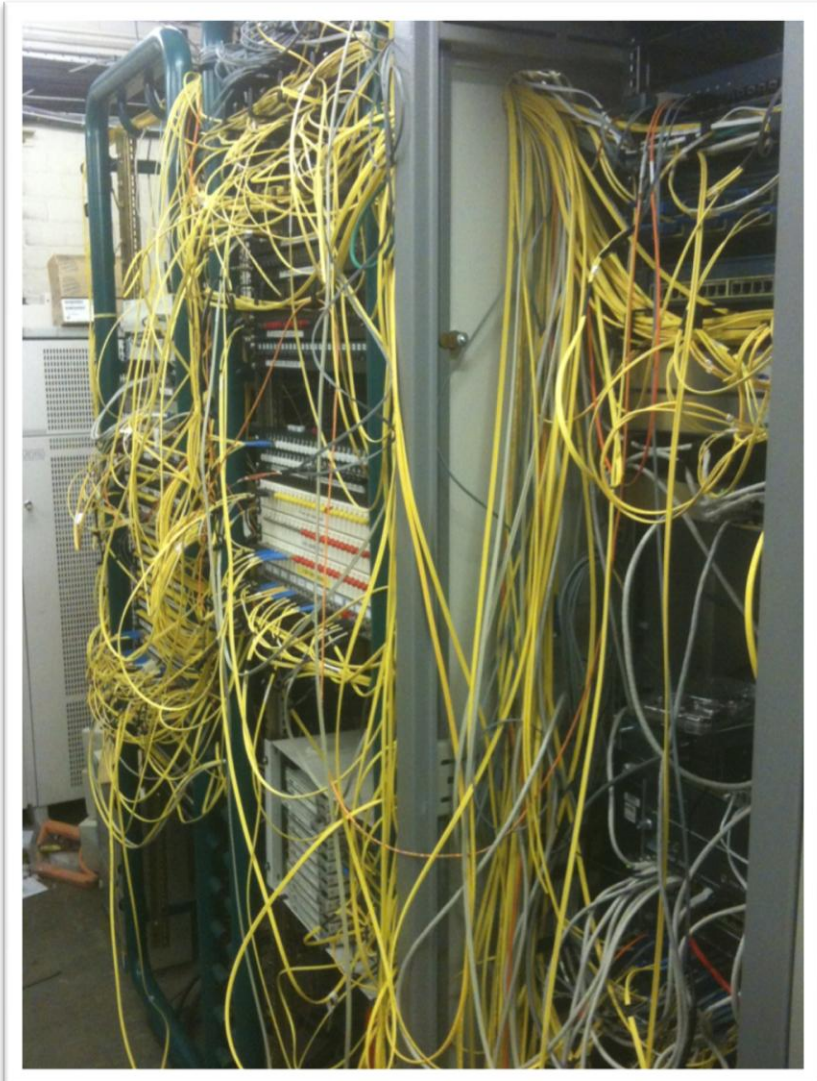
# Pre-2010 Our customers...





# CIO appointed in 2010







Transformative  
Layer:  
Business Led

Middle Layer:  
Services & Support

Foundation Layer: Stability

# CIO changes required to deliver the vision

- Customer focus
- Stability
- Listen to the business
- Understand the business
- Become a cohesive unit
- Professionalise our service
- Gain credibility





# SDI Service Desk Certification (3 years of annual audits)

The SDI standard is based on the EFQM Excellence Model (formally known as European Foundation for Quality Management) and includes 104 criteria:

- An international standard;
- Based on best practice for IT service management;
- Uses an established auditing approach;
- Provide a quality review and relevant feedback;
- Demonstrates on-going commitment to delivering quality customer service.

# SDI Certification Concepts

(concept weighting in brackets)

1. Leadership (10%)
2. Policy & Strategy (10%)
3. People & Management (10%)
4. Partnership & Resources (9%)
5. Processes & Procedures (14%)
6. Managing People Satisfaction (10%)
7. Managing Customer Satisfaction (20%)
8. Performance Results (15%)
9. Social Responsibility (2%)

<b>CONCEPT</b> (inc. weighting)	<b>May 2012</b>
<b>LEADERSHIP</b> (10%)	2
<b>POLICY &amp; STRATEGY</b> (10%)	1.25
<b>PEOPLE &amp; MANAGEMENT</b> (10%)	2.36
<b>PARTNERSHIP &amp; RESOURCES</b> (9%)	1.56
<b>PROCESSES &amp; PROCEDURES</b> (14%)	1.64
<b>MANAGING PEOPLE SATISFACTION</b> (10%)	3
<b>MANAGING CUSTOMER SATISFACTION</b> (20%)	1.0
<b>PERFORMANCE RESULTS</b> (15%)	0.8
<b>SOCIAL RESPONSIBILITY</b> (2%)	3.33
<b>OVERALL SCORE</b>	<b>1.67 = no stars!</b>

Maximum score: 4

Minimum score to achieve accreditation: 2.5

# May 2012: Feedback from SDI Assessment Audit

no  
published  
statistics

no clear  
customer  
complaints  
process

no staff  
modelling  
tool

no formal  
Continual  
Service  
Improvement  
Register

no self  
logging tool

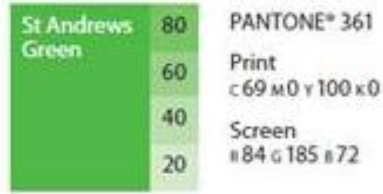
poorly  
documented  
policies &  
procedures

Plus another 59 recommendations to implement!



- Received assessment report from SDI
- Create Continual Service Improvement Register
- Business Relationship Manager appointed in June 2012
- Promote SDI certification process and our goals
- ICT Strategy
- **New image for IT Services**





**IT Services**





## PC Clinic

Healthcare for your personal computing equipment

Provides students and staff with technical support and repairs for personal computing equipment\*

\*Fees apply

To book a repair or for further information, go to [www.st-andrews.ac.uk/pcclinic](http://www.st-andrews.ac.uk/pcclinic)

**PC Clinic contact details\*\***  
 E: [itservicesdesk@st-andrews.ac.uk](mailto:itservicesdesk@st-andrews.ac.uk)  
 T: (01334 46) 3333

In person: IT Service Desk  
 University Main Library



**PC Clinic** – [www.st-andrews.ac.uk/pcclinic](http://www.st-andrews.ac.uk/pcclinic)

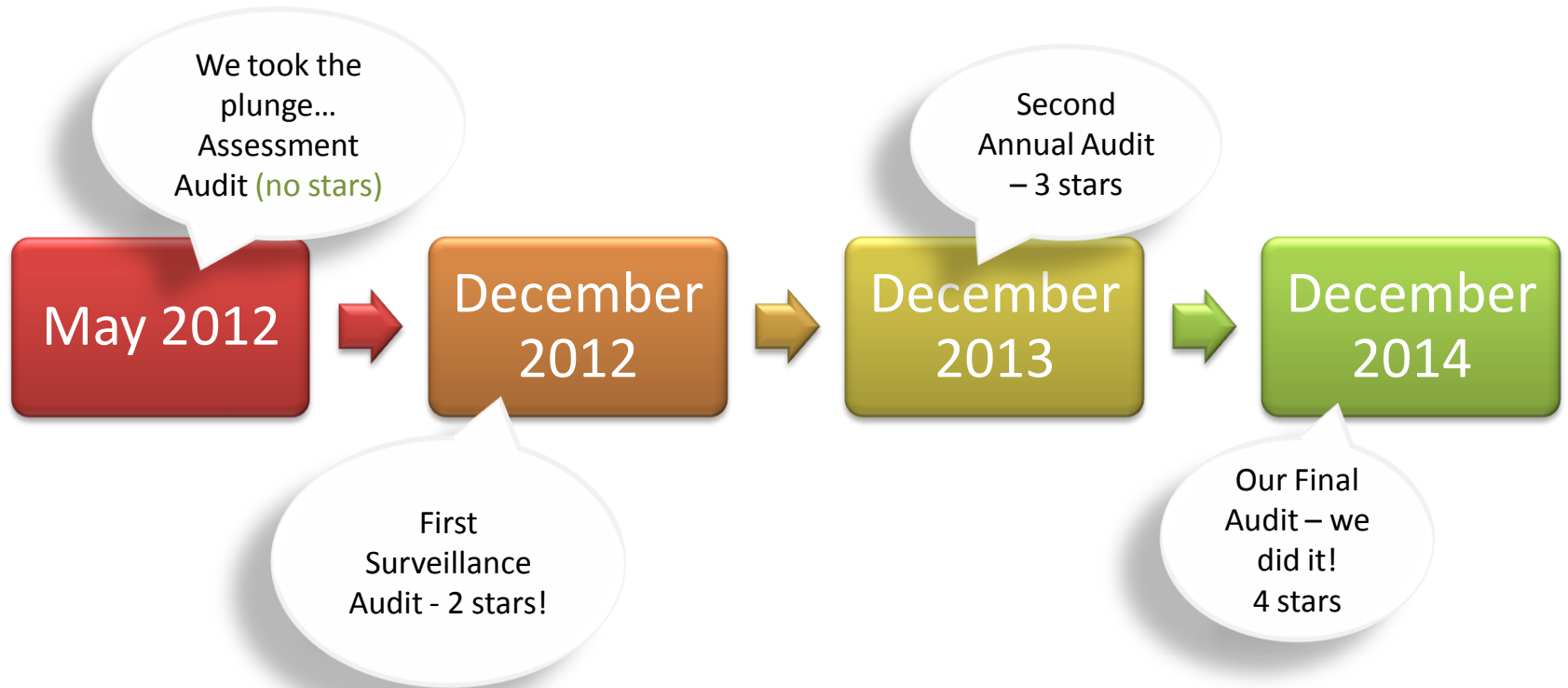
<p><b>PC Clinic Repair services include:</b></p> <ul style="list-style-type: none"> <li>- Laptops</li> <li>- MacBooks</li> <li>- Tablets</li> <li>- Mobiles</li> <li>- Broken screen replacement</li> <li>- and much more...</li> </ul>	<p><b>Other services include:</b></p> <ul style="list-style-type: none"> <li>- Operating system re-installs</li> <li>- Data recovery</li> <li>- Virus removal</li> <li>- Upgrades</li> <li>- and much more...</li> </ul>
---	--

\* Fees apply  
 \*\*to book a repair, please contact the IT Service Desk or complete the online form




© University of St Andrews. All rights reserved. Contact No. 3333

# Our SDI Certification Journey







# Best Small Service Desk 2014





# Receiving our 4 star certification from Howard Kendall



- Embedded culture of CSI
- Business led
- Process and post incident reviews
- Positive cross team working
- Trend Analysis
- Service Operations
- Call management significantly improved
- Empowered IT Service Desk team



Many of the responsibilities carried out by managerial or supervisory level staff in the past are now carried out by ITSD Analysts, such as:

- Unidesk call status reports (breached, scheduled work, waiting on user, etc.)
- Daily customer satisfaction checks
- Major incident management
- Social media responses
- Post incident reports
- Conduct inductions for new IT staff
- Presentations to new students
- Stand in for ITSD Supervisor at CAB
- IT Service Desk analysts Chair the weekly team meeting (on rotation)

# IT Services today

- Customer focused
- Listen
- Understands the business
- Engaged with the business
- A cohesive unit
- Professionalised our service
- Credible
- Are viewed as 'well run' – often used as the exemplar
- Lower than average staff absence



## Raising the profile of IT Services (2012 – 2019)

SDI Conference March 2017



# Suggestions and Feedback

**IT Services**

**FREE HOT DRINKS for a month!**

**How can we improve our service to you?**

**Tell us and you could win free hot drinks for a month!\***

We value your ideas and would love to hear how you think we could improve our service.

Submit your idea online at [st-andrews.ac.uk/itservicedesk/suggestions](http://st-andrews.ac.uk/itservicedesk/suggestions)

As a thank you, we'll enter you into our prize draw to win hot drinks for one month\* at participating University cafes\*\*

@StAITServices

*FREE hot drinks always taste better!*

CAFE EDGE

University of St Andrews

**How was your IT Services experience today?**

By leaving us feedback, you could win a **£10 voucher** in our monthly prize draw

Your username:

The monthly winner will be announced on our Twitter page @StAITServices

**How was your IT Services experience today?**

By leaving us feedback, you could win a **£25 Tesco voucher** in our prize draw!

Username:

The winners will be announced on our Twitter page @StAITServices

## Your recent experience (satisfied)

We're delighted that you had a positive experience. If you would like to share any further details about this (e.g. a member of staff who was particularly helpful), that would be appreciated.

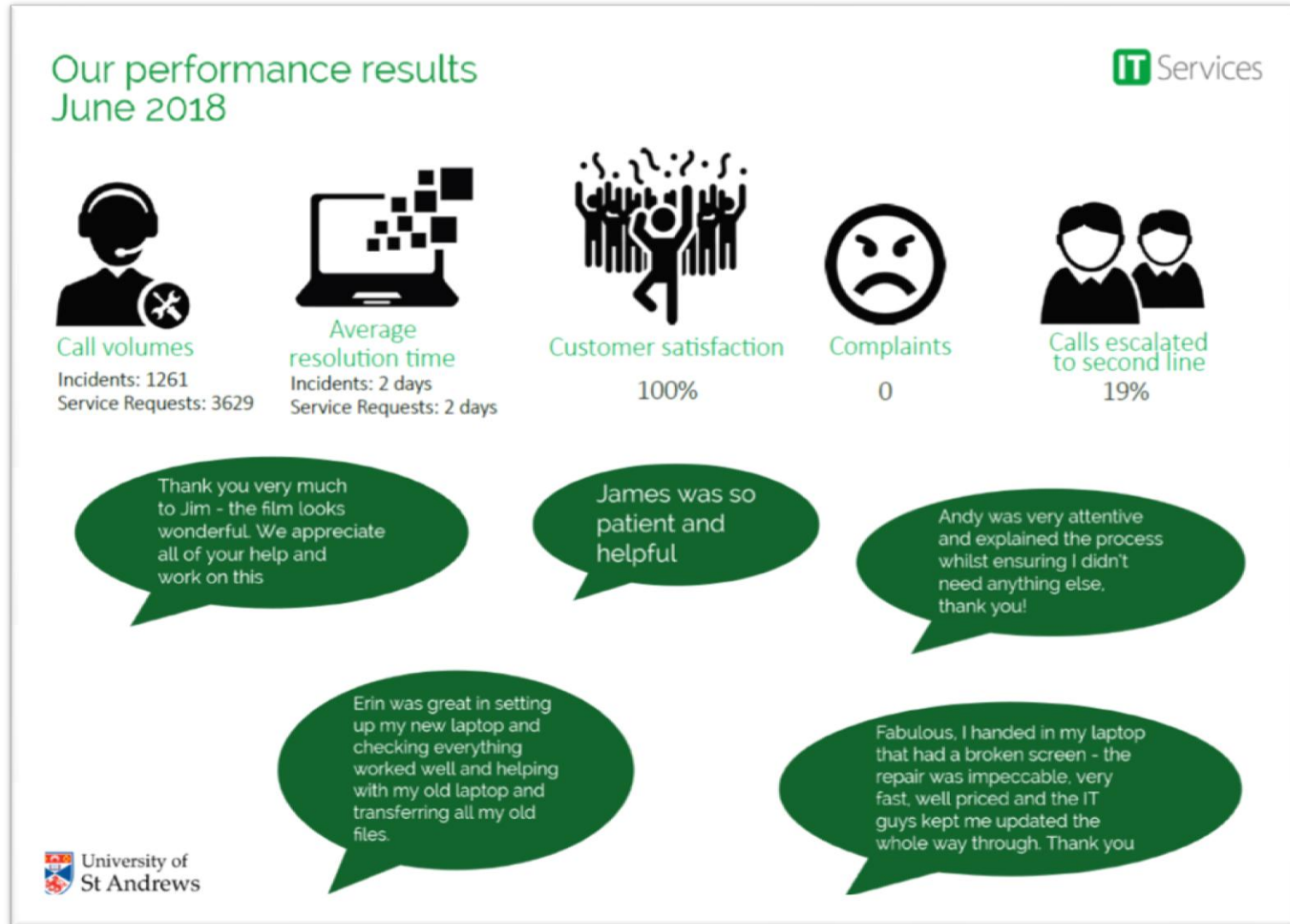
## Your recent experience (dissatisfied)

We're very sorry to hear that. We'd be grateful if you could provide us with further details to help us improve our service in the future. \* *Required*

Submit and continue >



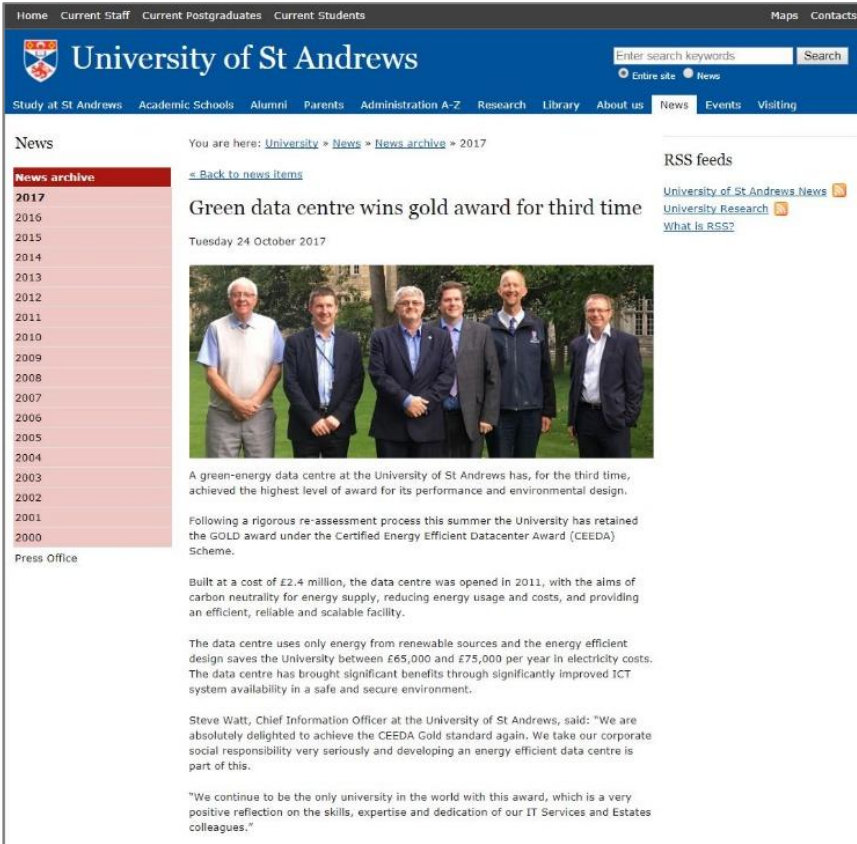






**Q: Please state how SATISFIED you are *at this stage in the year* with IT Services Support**

% ST A SATISFIED	2018	2017	2016	2013	2012	2011
	95.4%	95%	95%	93%	93.6%	92.3%
RANKINGS						
INTERNATIONALLY	1/53	1/34	2/45	1/45	4/41	4/31
UK	1/13	1/13	2/15	1/22	4/28	4/24
RIVALS	1/6	1/6	1/6	1/8	3/7	N/A



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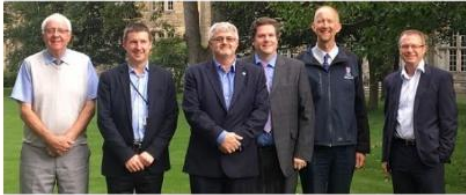
News

You are here: [University](#) » [News](#) » [News archive](#) » 2017

[Back to news items](#)

**Green data centre wins gold award for third time**

Tuesday 24 October 2017



A green-energy data centre at the University of St Andrews has, for the third time, achieved the highest level of award for its performance and environmental design.

Following a rigorous re-assessment process this summer the University has retained the GOLD award under the Certified Energy Efficient Datacenter Award (CEEDA) Scheme.

Built at a cost of £2.4 million, the data centre was opened in 2011, with the aims of carbon neutrality for energy supply, reducing energy usage and costs, and providing an efficient, reliable and scalable facility.

The data centre uses only energy from renewable sources and the energy efficient design saves the University between £65,000 and £75,000 per year in electricity costs. The data centre has brought significant benefits through significantly improved ICT system availability in a safe and secure environment.

Steve Watt, Chief Information Officer at the University of St Andrews, said: "We are absolutely delighted to achieve the CEEDA Gold standard again. We take our corporate social responsibility very seriously and developing an energy efficient data centre is part of this.

"We continue to be the only university in the world with this award, which is a very positive reflection on the skills, expertise and dedication of our IT Services and Estates colleagues."

RSS feeds

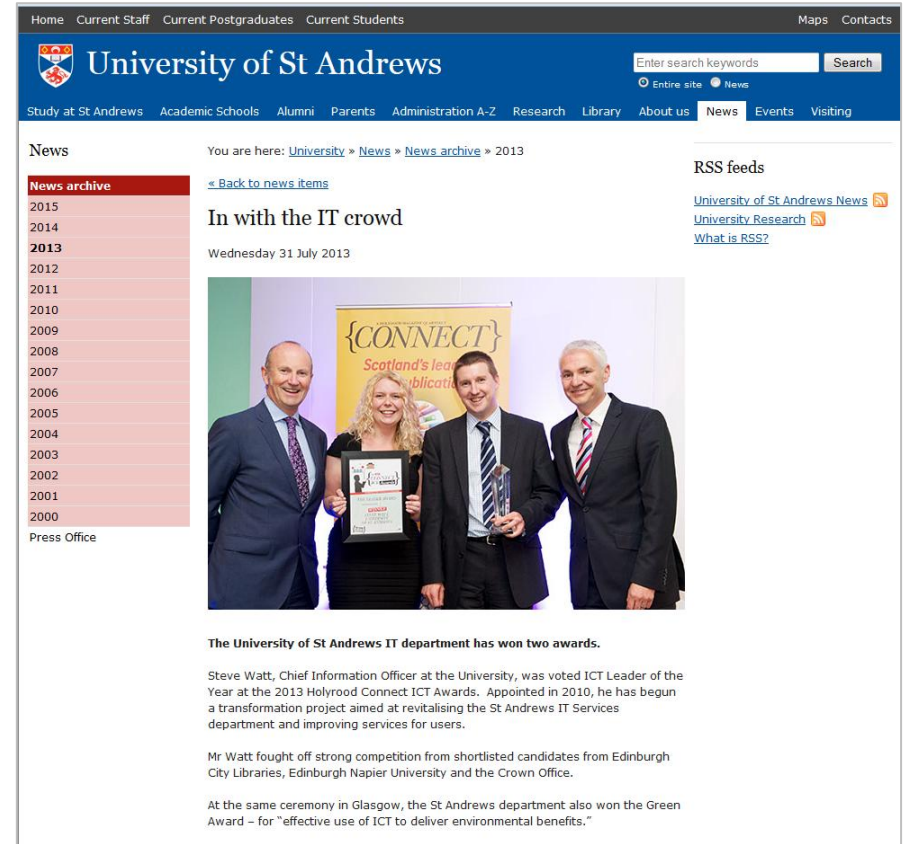
- [University of St Andrews News](#)
- [University Research](#)
- [What is RSS?](#)

News archive

- 2017
- 2016
- 2015
- 2014
- 2013
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- 2002
- 2001
- 2000

Press Office

CEEDA accreditation 2017



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News

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**In with the IT crowd**

Wednesday 31 July 2013



**The University of St Andrews IT department has won two awards.**

Steve Watt, Chief Information Officer at the University, was voted ICT Leader of the Year at the 2013 Holyrood Connect ICT Awards. Appointed in 2010, he has begun a transformation project aimed at revitalising the St Andrews IT Services department and improving services for users.

Mr Watt fought off strong competition from shortlisted candidates from Edinburgh City Libraries, Edinburgh Napier University and the Crown Office.

At the same ceremony in Glasgow, the St Andrews department also won the Green Award – for "effective use of ICT to deliver environmental benefits."

RSS feeds

- [University of St Andrews News](#)
- [University Research](#)
- [What is RSS?](#)

News archive

- 2015
- 2014
- 2013
- 2012
- 2011
- 2010
- 2009
- 2008
- 2007
- 2006
- 2005
- 2004
- 2003
- 2002
- 2001
- 2000

Press Office

CIO voted ICT Leader of the Year 2013



# IT Apprenticeships



 **Microsoft** Apprentice  
Employer of the Year 2016




- Presence in Halls and additional ITSD support
- Welcome Film
- Members of 'Class of 2022'
- High visibility of IT staff during Arrival weekend and Orientation week
- Welcome to the Family



University of St Andrews 

## IT Support Arrival Weekend

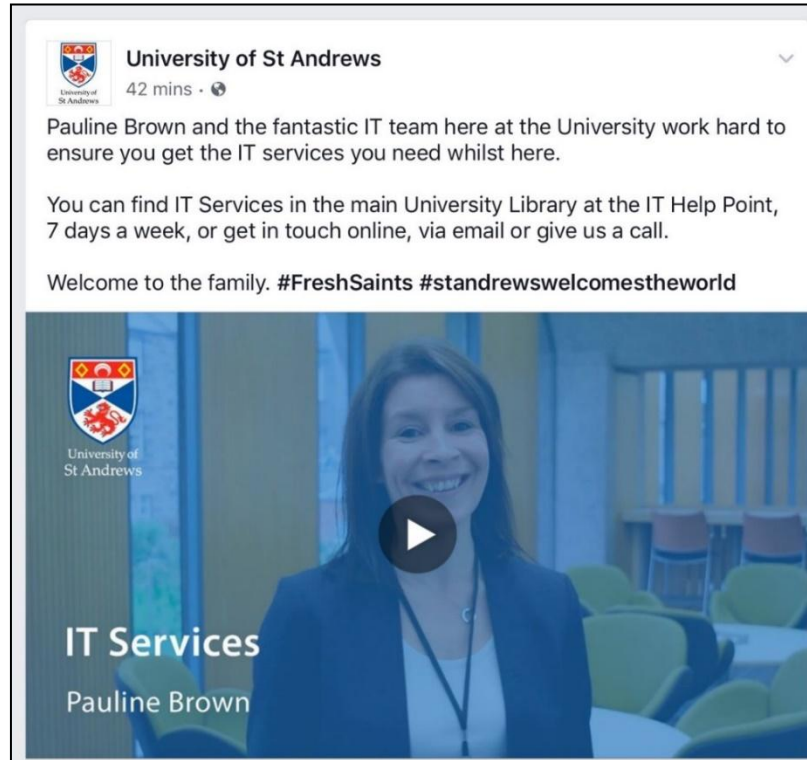
Saturday 8th & Sunday 9th September 2018  
10:00 - 18:00



If you need IT help during arrival weekend you can find us at the following locations:

Main Library	John Burnet Hall
Agnes Blackadder Hall	McIntosh Hall
Albany Park	St Regulus Hall
Andrew Melville Hall	St Salvator's Hall
David Russell Apartments	University Hall

[www.st-andrews.ac.uk/itsupport](http://www.st-andrews.ac.uk/itsupport)




**University of St Andrews**  
42 mins · 🌐

Pauline Brown and the fantastic IT team here at the University work hard to ensure you get the IT services you need whilst here.

You can find IT Services in the main University Library at the IT Help Point, 7 days a week, or get in touch online, via email or give us a call.

Welcome to the family. #FreshSaints #standrewswelcomestheworld

  
University of  
St Andrews

**IT Services**  
Pauline Brown





**Pauline Brown** shared a photo  
16 August at 08:38  
We look forward to welcoming you  
#FreshSaints

**Pauline Brown**  
9 August at 21:06  
If you're staying in one of our Halls of Residence (and you've uploaded your photo), your ID card will be ready for you when you arrive in Hall  
#FreshSaints

University of St Andrews

0123456789  
Name  
Date of Birth  
Issue Number  
Valid until 01-ABC-20XX

Student

Members · 2,807







**IT Services @StAITServices** · Feb 8  
Irene asked for IT help on Matriculation day (26/01), left us feedback and won a £25 voucher in our prize draw! Thank you all for your great comments 😊



**IT Services @StAITServices** · 28 Sep 2017  
Ethan is one of the winners of our arrival weekend (9th - 10th September) feedback prize draw! Thanks for your suggestion Ethan!





# New services and planned upgrades

IT Services @StAITServices · 23 Oct 2017

Apps Anyw  
st-andrews

**IT Services** @StAITServices · 10 Oct 2017

Our PC Clinic team can fix any hardware or software issues you have with your personal device [st-andrews.ac.uk/pcclinic](http://st-andrews.ac.uk/pcclinic)



## PC Clinic

Healthcare for your personal computing equipment

Got a broken screen or a slow laptop?

**We can fix it!\***

To book a repair, contact our team:  
[st-andrews.ac.uk/pcclinic](http://st-andrews.ac.uk/pcclinic)

\*fees apply



The screenshot shows the IT Services blog homepage. At the top left is the University of St Andrews logo and 'FOUNDED 1413'. To the right are navigation links: 'Home', 'All posts', and 'Subscribe to our newsletter'. Below this is a search bar with the text 'Search this website...'. The main header is 'IT Services blog' with a blue background. Below the header are more navigation links: 'Home', 'All posts', 'Subscribe to our newsletter', and 'Print Services Project'. The main content area features a post titled 'Introducing our new Business Productivity Liaison Officer' by Mark Cathro, dated October 18, 2019. To the right of the post is a photo of Mark Cathro. Below the post is a 'Latest posts' section with three featured articles: 'Four printing tips to make your life easier', 'Five ways to spot a phishing email', and 'The IT checklist for new students'. A 'See all posts' button is located to the right of the 'Latest posts' section.

IT Services blog to share information to our customers and external

The screenshot shows the IT Services News e-newsletter. At the top left is the University of St Andrews logo and 'IT Services'. The main image is a woman holding a green circuit board. Below the image is the title 'Welcome to IT Services News' and a short introductory paragraph. At the bottom is a 'Subscribe to IT Services News' button.

Staff E-Newsletter – by subscription

## Office 365 user community

🕒 2:00 pm - 3:30 pm 📍 Parliament Hall

📅 Thursday 14 November 2019

1 Spaces remaining

Event type: [Staff development](#)

Audience: [Staff](#)

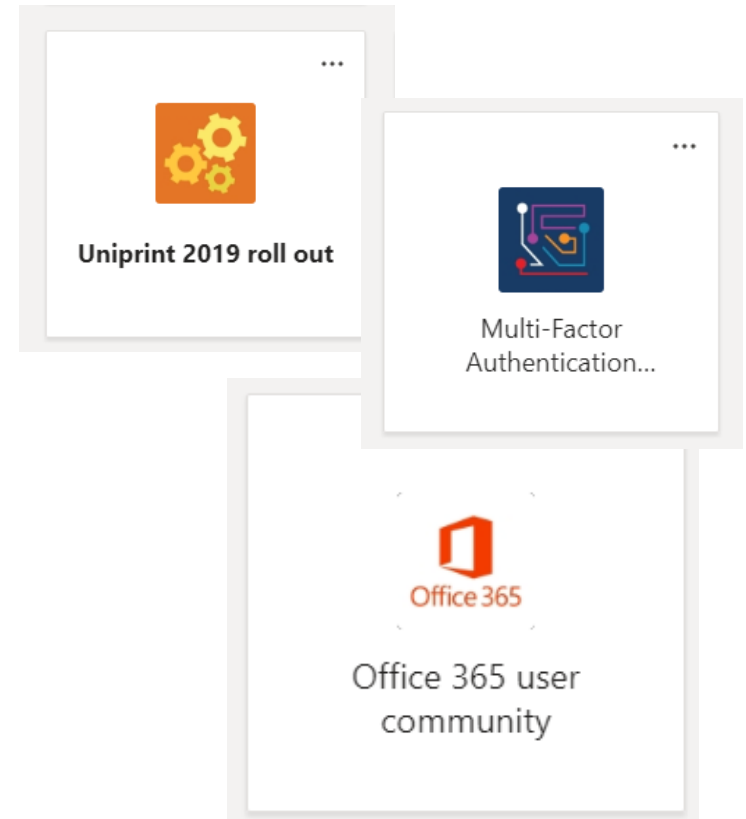
Academic Schools and Departments: [IT Services](#)

This event has been created by: Bethany McNally [bcvm1@st-andrews.ac.uk](mailto:bcvm1@st-andrews.ac.uk)



## Newer Comms Channels

### Microsoft Teams



- Engagement Plan
- Understand how colleagues work from an IT/AV perspective
- What is the impact for them and discuss their IT/AV requirements
- Office 365 collaboration tools
- Explore how technology can assist with this and plan accordingly





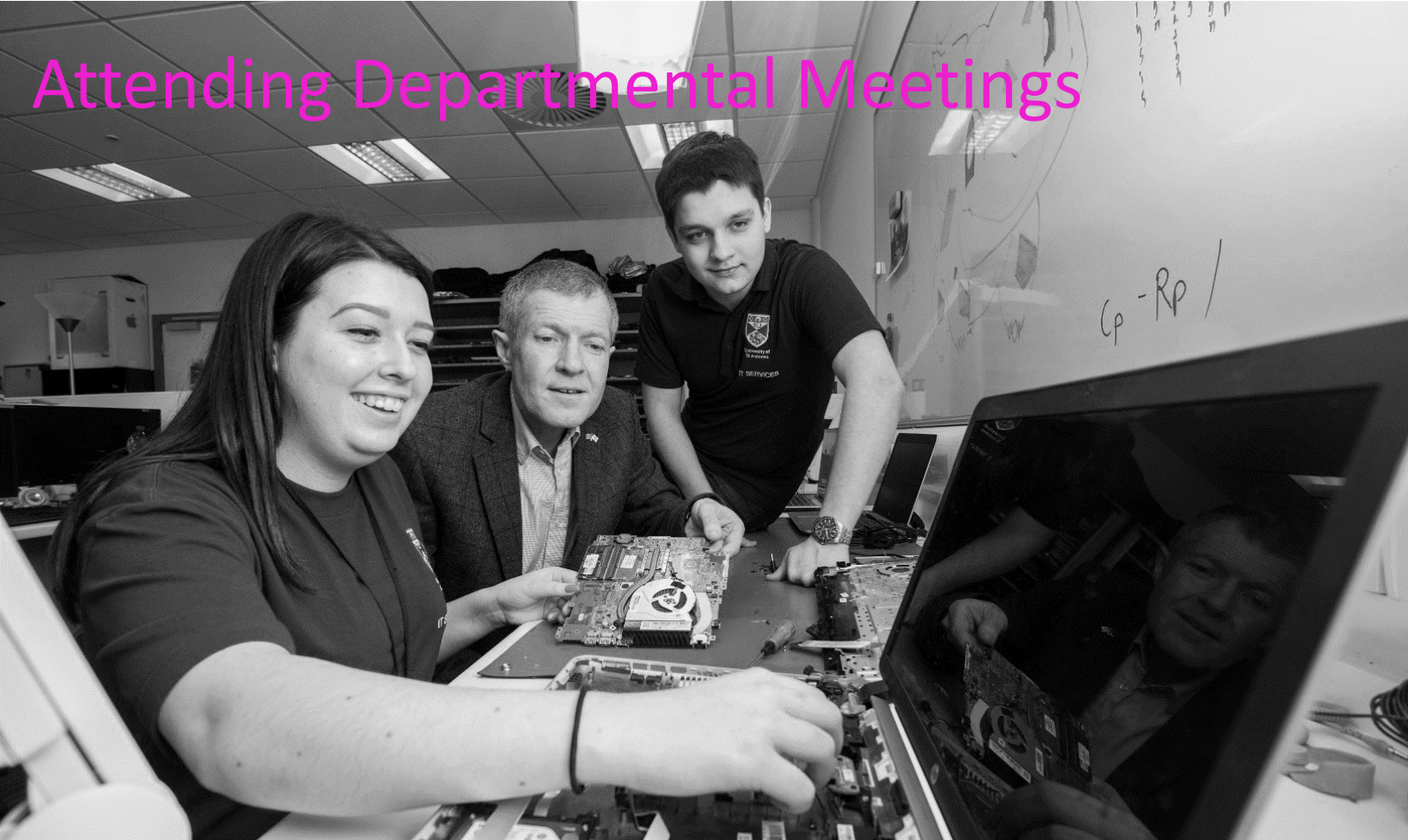
# IT Services Service Delivery representation at Committees, etc.

- Orientation Committee
- Student Experience Committee
- Admissions Communication Review project
- Mapping the Student Journey project
- Teaching Infrastructure Strategy Group
- Professional Services Relocation Working Group

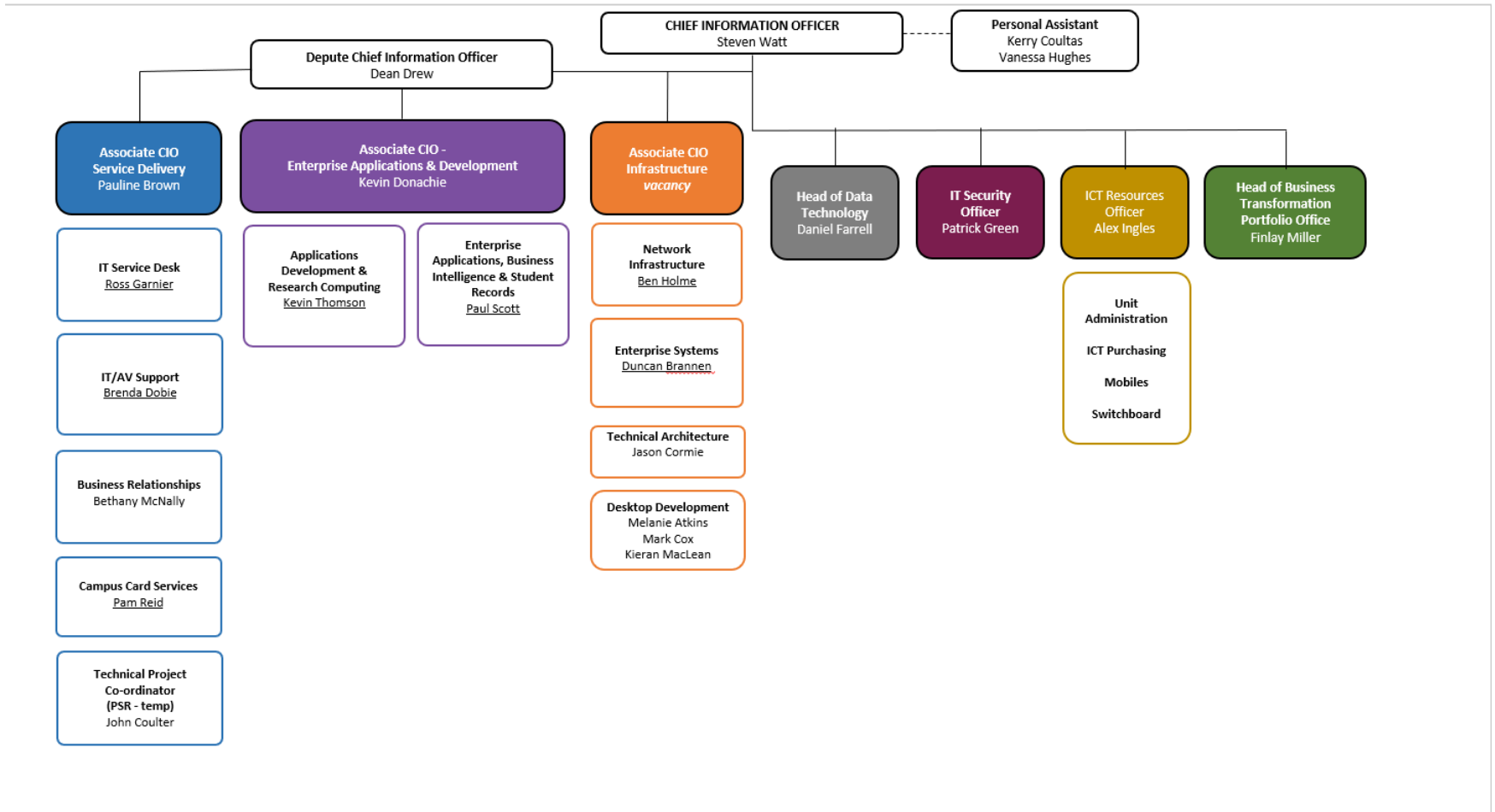
- Operational Meeting – weekly
- All Staff Meeting – quarterly
- IT Services Staff Bulletin – issued every 6 weeks
- Daily Bulletin
- Team Meetings – weekly
- One to One Meetings - weekly
- Senior Management Meeting – weekly
- Operational & Resource Management - monthly
- Posters: Monthly performance reports, including feedback
- Digital Strategy consultations



# Attending Departmental Meetings



**Willie Rennie MSP visit, March 2017**





# Isn't the Helpdesk just one person?

Ali?  
or is it Rab?



- 1 x IT Service Desk Supervisor
- 5 x Full Time ITSD Analysts
- 2 x Full Time IT Apprentices (2 year contract)
- 1 x Weekend Assistant (PG Student)













2018	
January	4300
February	5668
March	4372
April	5267
May	5048
June	4960
July	4560
August	5882

One Minute Survey Feedback:

*“Following Pauline’s presentation at our staff meeting I now know how many calls you have to deal with each month. I’m especially grateful to you for dealing with my IT issue so quickly”*

Shona, Deputy Director, Careers

- **In person: Main Library**

Monday-Friday 0900-1800;

Saturday 1000-1700; Sunday 1100-1800

- **Email, IT Self Service or Telephone**

Monday - Friday 0830-1800

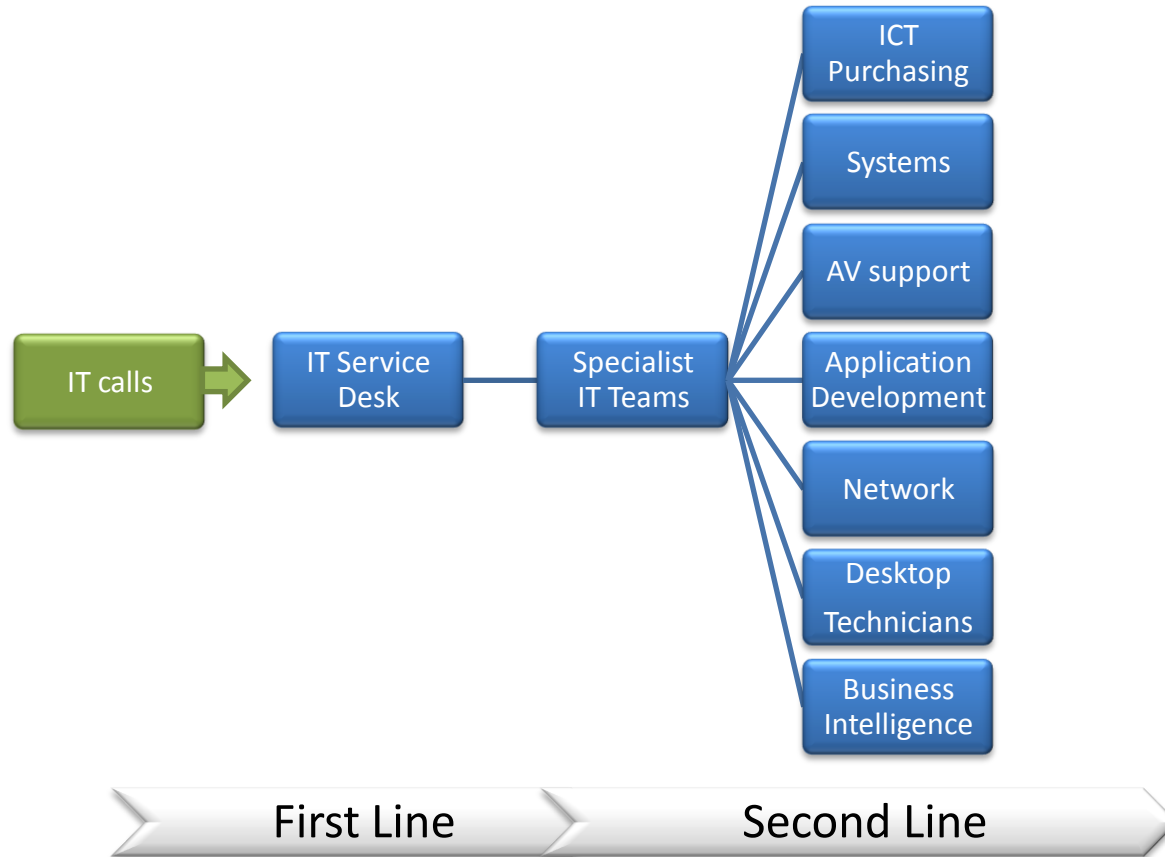
T: x3333

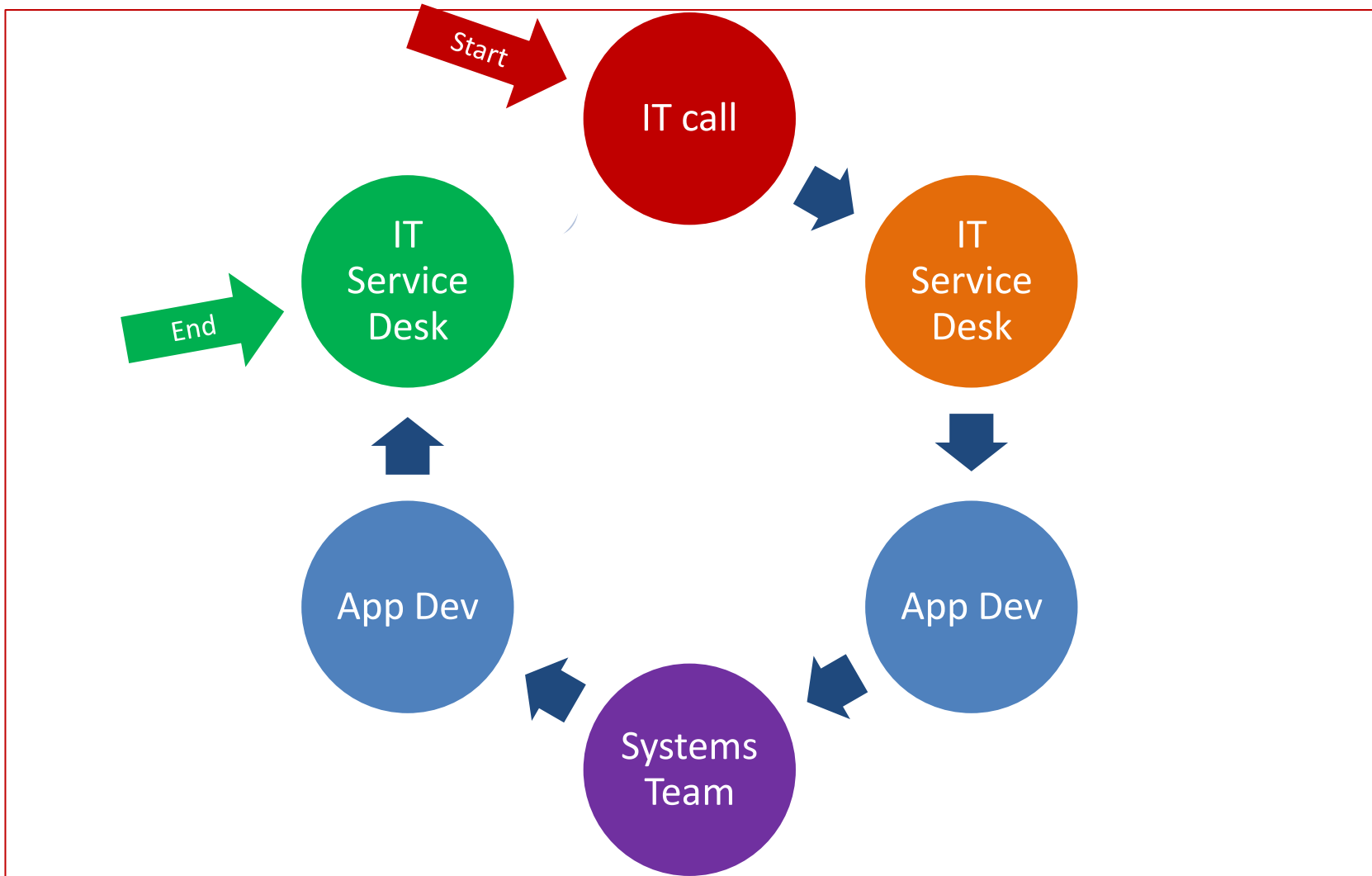
E: [itservicedesk@st-andrews.ac.uk](mailto:itservicedesk@st-andrews.ac.uk)

IT Self Service: [www.st-andrews.ac.uk/itselfservice](http://www.st-andrews.ac.uk/itselfservice)

We have our team meeting every Friday between 0930-1030

- **Impacts the University:** A core IT service has failed or is degraded, affecting a significant number of users, or significant damage to the University may result from the incident, e.g. loss of revenue, reputation or security issue
- **Impacts a department:** A core IT service has failed, or is degraded, affecting a number of users, or, a non-key service has failed, or is degraded, impacting multiple locations or users, or a user's own pc has failed.
- **Impacts an individual:** A non-key service has failed or is degraded, affecting a few users.





## Checks you can do before logging a call

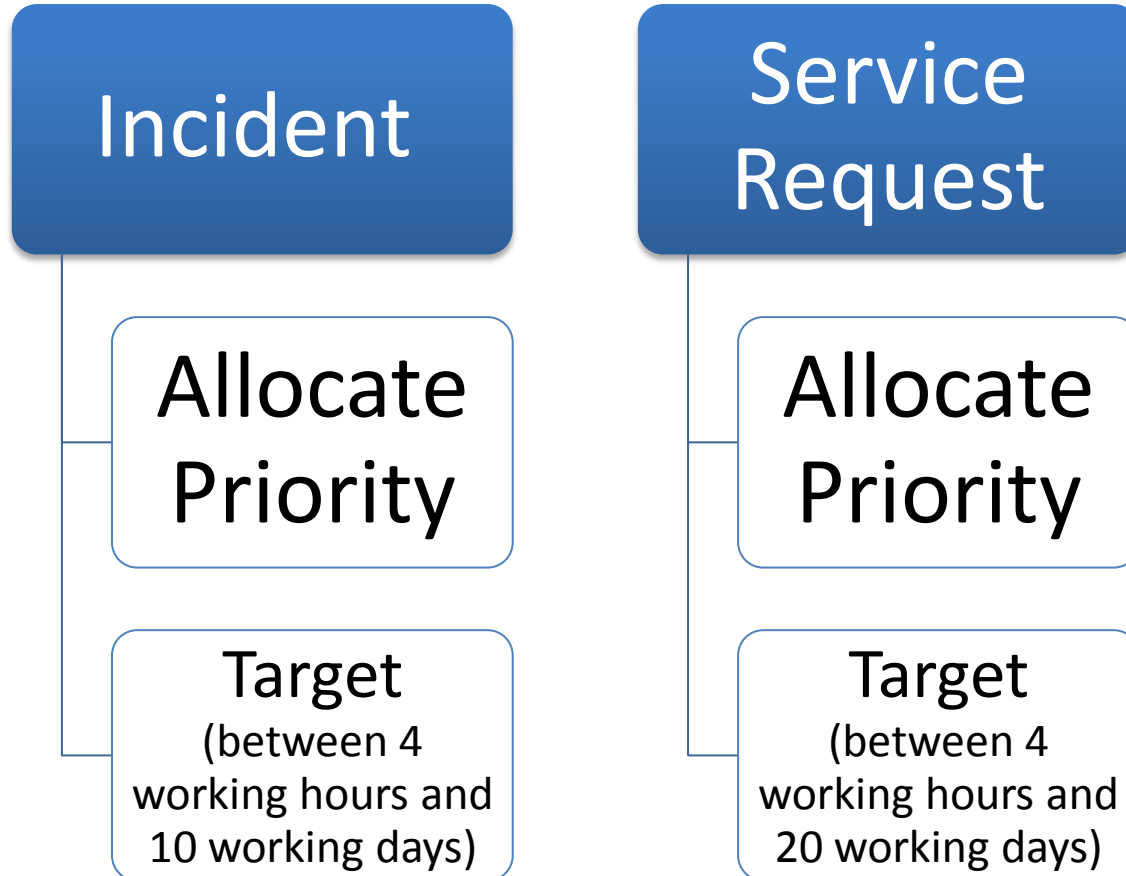
- Service Status page

[www.st.andrews.ac.uk/servicestatus](http://www.st.andrews.ac.uk/servicestatus)

- Are your colleagues having similar issues?
- Re-start the device

- Asset Number
- Location of the device
- Symptoms/error messages/what triggers the error (screenshots help)
- Is there a deadline you're working to?
- What checks have you done already? (any of those on the previous slide)





Average time to resolve incidents:

2013: 6 days

2014: 2.5 days

2015: 2.25 days

2016: 1.83 days

2017: 1.75 days

2018: 1.91 days

Average time to resolve service requests:

2013: 10 days

2014: 4 days

2015: 3.17 days

2016: 2.25 days

2017: 2.41 days

2018: 2.25 days

[www.st-andrews.ac.uk/itservicedesk/sla/](http://www.st-andrews.ac.uk/itservicedesk/sla/)

- If we ask for **further information** in order to deal with a call and don't hear back (after 10 working days), we'll assume it's no longer an issue – and close the call;
- When **we believe the call is resolved**, we will ask the caller to confirm they are satisfied that this is the case (and ask them to complete the One Minute Survey too);
- If the caller feels that their issue has **NOT been resolved**, they can reply to the email and the call will be re-opened.

## Planned maintenance

- Service Status Page
- Twitter @StAITServices
- School and Unit Contacts informed
- Change Advisory Board (CAB)
- 'At risk' period (Tue & Thu 0700-0900)

## Major Incident (unplanned)

- Service Status updated
- Twitter updated
- Service Owner informed
- School and Unit Contacts informed

- Monthly performance stats for Chief Operating Officer
- Monthly performance stats for Operational Management meeting
- Weekly Breached calls
- Monthly 'Scheduled Work' that have passed their target date
- Calls that are going to 'breach' in next 7 days
- Monthly One Minute Survey results
- Annual Performance Report
- Unit Planning updates

Year	Satisfaction
2018	99%
2017	99%
2016	98.1%
2015	96.2%
2014	95.6%



Rebecca assisting a student at the IT Help point

- Core system/service availability
- Customer satisfaction
- Major incidents
- Compromised accounts
- Complaints
- Call volumes
- Financial management/budgets
- ICT Strategy and Planning
- Change Advisory Board





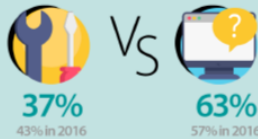
## IT Call Management Summary 2017

This report provides a summary of our call management statistics for 2017

### Call Types

Our calls are split into two types when they come in to our call management system, Unidesk: they are either an incident (something is broken or gone wrong), or a service request (where we are asked to provision access to a service, purchase IT equipment, etc.). We are pleased to see that the number of incidents has reduced again this year, demonstrating there is a continual reduction of 'things going wrong'.

### Incidents Vs Service Requests



We did not anticipate too much change in the resolution rates for both types of calls; we are pleased to be working well within our target rates.



### One Minute Survey



**99.1%** satisfaction  
target: > 95% per month

2016	98.1%
2015	96.2%
2014	95.6%

Every time an IT call is resolved, the user is asked to complete our one minute survey to determine their satisfaction with our handling of their call.

We are delighted to have maintained such a high level of customer satisfaction this year.

### First Line Resolution

This year we have moved a large number of Professional Service Unit staff to a standardised device with a 'staff build' which has greater controls in place (allowing automatic updates to take place, for example).

**73%**  
77% resolution rate in 2016  
target: > 70% per month

We anticipated our first line resolution rate to dip this year because of this change. We are currently moving more second line desktop tasks to first line in the hope that this will improve the resolution rates.

### Number of Calls



Despite more people using Unidesk year on year, we are seeing an annual trend of call volumes reducing slightly. We have been working hard behind the scenes to streamline access to services and improve the user guidance to make it easier for staff and students to provision access to systems and services for themselves, without the need to contact us.

### IT Complaints

**4** Complaints  
target: less than 2 per month

2016	3
2015	21
2014	34

We always welcome feedback about our service provision. If an issue escalates to necessitate the logging of a complaint, we will fully investigate and welcome the opportunity to review all aspects of our handling of the incident. We will make changes to our processes wherever necessary.



All complaints logged this year were resolved in the stipulated time period of five working days.

### Unplanned incidents that impacted access to services



**10** incidents  
target: less than 2 per month

2016	26
2015	30
2014	30

Occasionally we lose access to systems or services that we did not anticipate. Sometimes this can affect a large number of staff/students. A number of our services are provided by a third party, such as Microsoft Office 365.

When we do lose access to a service, we will:

- Prioritise the return of the service;
- Update our IT Service Status page and, if appropriate, email or call our key School/Unit contacts - asking them to share the information with their colleagues;
- Conduct a post-incident review to ensure we do all we can to mitigate the issue re-occurring.

The number of incidents impacting access to services dropped significantly in 2017.

### How people got in touch



**70%**

2016	64%
2015	45%
2014	49%



**12%**

2016	11%
2015	15%
2014	22%



**8%**

2016	9%
2015	29%
2014	19%

### IT Self Service



**6%**

2016	6%
2015	1%
2014	1%

### Web Form



**4%**

2016	10%
2015	10%
2014	9%

More people are resorting to email to get in touch with us, trusting that they will receive a quick response to their issue or request.

If someone is having an IT crisis, they would usually call us - and we are seeing a continual reduction in this type of call.

The interface for our IT Self Service will be upgraded in 2018. We hope that it is more user-friendly and will encourage more staff and students to use this tool.

### Compromised Accounts

We anticipated an increase in the number of compromised accounts this year, for two main reasons:

- We have increased the sophistication of our monitoring, meaning we can deal proactively with those people who look like they have entered personal details in a phishing email;
- There were two particularly nasty cyber attacks in May and July 2017, which were felt across the world.

**72** | **56 students**  
**16 staff**

2016	52
2015	130
2014	163



# Our Achievements since 2012



First University in the world to achieve 4 star accreditation



2013 Winner: Green Award & ICT Leader of the Year (Steve Watt)



Award for Excellence 2016



Pauline Brown: Team Leader and Role Model of the Year categories



Project Excellence: Data Centre Project of the Year



Shortlisted: Apprentice of the Year 2015



2013, 2014, 2015 & 2016 editions - Steve Watt, CIO, listed



Most Promising Young IT Professional: Dhani McDiarmid



Honorable Mention: Facility Design Implementation Category

Innovation in IT Optimisation: ICT Transformation at the University of St Andrews



- Increased understanding in our operation
- Appreciation of workloads and complexities of what we do
- Building relationships
- Reaching out to staff we wouldn't otherwise interact with
- Putting a face to a name
- Credibility
- Approachable – IT helping others to resolve business issues
- Other units see the benefit of what we do in terms of call and performance management. Two other units now use Unidesk CMS; with three likely to be added in next year.
- **SDC works!**



# Any questions?

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