

Quality Assurance / Quality Improvement  
Internal Quality Review Programme  
2020



Quality Improvement Plan

## **Information Systems Services**

November, 2021

# Contents

1. Introduction
2. Responses To Recommendations in the Peer Review Group Report
3. Summary of One-Year Plan
4. Summary of Three-Year Plan
  
5. Appendices
  - 5.1. Quality Committee (for the Self-Assessment Report)
  - 5.2. Peer Review Group members
  - 5.3. Quality Committee (for the Quality Improvement Plan)
  - 5.4. Prioritised Resource Requirements

## **1 Introduction**

The ISS Department would like to thank the Peer Review Group (PRG) and all the staff and student representatives who met with the PRG during the virtual site visit. The ISS Department would like to extend our thanks to the Quality Promotion Office and all those who participated in the focus groups, including ISS staff.

The PRG report was circulated to all ISS staff and the report was reviewed and discussed with all staff within the department at a town hall meeting. The ISS Quality Review Committee was then convened for further discussion. The ISS management team drafted the quality improvement plan following all feedback.

## **2 Responses to the Recommendations in the Peer Review Group Report**

The following notation is used in the recommendations for enhancement.

**P1:** A recommendation that is important *and* requires urgent action.

**P2:** A recommendation that is important, but can (or perhaps must) be addressed on a more extended time scale.

**P3:** A recommendation which merits serious consideration but which is not considered to be critical to the quality of the ongoing activities in the Area.

Additionally, the PRG indicate the level(s) of the University where action is required: A: Area under review U: University Senior Management

Number	Priority	Addresse	PRG Recommendation	ISS Response	SMG Response
<b>Planning and Effective Management of Resources</b>					
1	P1	A	<p><b>ISS Recruitment and Staffing</b></p> <p>Staff retention and succession is a risk for ISS, and in turn DCU. Work has been carried out on benchmarking staff, but ISS need the capacity to reduce the risks of over reliance on key personnel and should consider a range of options to improve responsiveness of recruitment to key skills areas.</p> <p>The Panel also recommends leveraging Student Support infrastructure and developing an intern ecosystem (staffing panels). A number of Alumni already work in DCU and understand how DCU operates; this is a potential source for staff support. The panel also recommends that some benchmarking exercise with comparable institutions</p>	<p>Staff retention and succession appears as a high on the ISS unit risk register and was acknowledged in the ISS self-assessment report.</p> <p>ISS management has formulated an ISS staff resourcing plan that is aligned with ISS strategic planning, and takes into consideration the recommendations of the quality review process. This plan takes a phased approach to dealing with the staff resourcing challenges and has resulted in requests for support being submitted to the Budget committee to aid the unit in fulfilling its wide ranging and complex remit.</p> <p>Staff development and training will play a key part of succession planning and over reliance on key personnel.</p>	<p>SMG notes the impact of the buoyant employment market in attracting and retaining talent in technology-focused roles.</p> <p>SMG welcomes the development of both an organisational restructure and resourcing plan for ISS that is aligned to their strategy. HR has been working proactively with the Director of ISS to ensure the renewed structure and roles within this structure are appropriate to need.</p> <p>SMG welcomes plans by ISS to explore the potential of INTRA and graduate-level roles as part of capacity development and succession planning, and notes that this approach has been recently used to address recruitment challenges in the</p>

Number	Priority	Addresse	PRG Recommendation	ISS Response	SMG Response
			would be beneficial to assess if indeed ISS were correctly sized to meet its operational and project needs.	<p>ISS will consider our options around hiring one Intra student and initiating a two-year graduate entry programme for one candidate.</p> <p>ISS welcomes the recommendation to carry out a benchmarking exercise with comparable institutions.</p> <p>Across all aspects of this recommendation, ISS will engage with HR to ensure consistency of approach and alignment with institutional wide initiatives.</p>	<p>SIS programme. Learning from this approach can inform planning for ISS for these types of roles.</p> <p>SMG welcomes the approach to work with both HR and Budget Committee on the identification of appropriate roles.</p>
2	P2	A	<p><b>Digital Vision for DCU alignment with ISS Vision</b></p> <p>The panel recommends that the Director of ISS engage in the creation of a DCU Digital Strategy/Vision. Under the auspices of a reinvigorated and expanded IS Governance Group with a new formalised remit and reporting line.</p> <p>This should be a single organising Strategy to facilitate a joined up Digital Vision for DCU, with ISS and other key digital stakeholders co-creating a powerful vehicle for the University to achieve its strategic goals.</p>	<p>ISS accepts and agrees with this recommendation.</p> <p>ISS management feels that this recommendation should be considered by University Senior Management to determine who should lead in the creation of the DCU Digital Strategy/Vision.</p> <p>The ISS Director will fully engage in this process and will welcome the opportunity to work with other key digital stakeholders in establishing a formalised Digital Strategy/Vision for the university.</p>	<p>SMG notes the progress made within the last 5 years to develop an institutionally appropriate IS Governance structure and the important role that IS Governance plays in ensuring cross-institutional oversight of the University's digital assets. IS Governance will play a key role in contributing to future institutional strategic planning cycles.</p> <p>SMG acknowledges the potential merit of an overarching digital vision to help prioritise and co-ordinate investment in digital technologies to support our institutional ambitions. SMG looks forward to working with ISS, IS Governance and other stakeholders as part of this planning process.</p>

Number	Priority	Addressee	PRG Recommendation	ISS Response	SMG Response
3	P2	A/ U	<p><b>ISS and Digital Funding</b></p> <p><b>Formalise an Annual/Multi Annual Planning Process.</b></p> <p>Establish a multi-annual capital and op-ex plans for digital, as part of any campus investment plan. Oversight of these plans should be part of the reformed IS Governance group remit. Funding is directed by a newly formed ISS PMO process, annual forecasting and planning with other DCU Departments and Faculty, with the objective to move away from reactive planning and resource allocation. Also IS Governance should have oversight of all significant Digital investment across DCU, not just the ISS investment.</p>	ISS management feels that this recommendation should also be considered by University Senior Management because it makes reference to university financial planning and the terms of reference of IS Governance.	<p>The IS Governances Committee already receives an update on the progress of all key ISS projects. Under the current campus development plan the University prioritised significant capital investment in the IS infrastructure. All of those projects have been delivered and the investment has resulted in a substantial enhancement in the IS infrastructure and the related security of that infrastructure.</p> <p>The university sector has for a number of years been lobbying with Government for a multi annual approach to funding. Unfortunately, that has not been realised and the current funding model means that funding to DCU is allocated on an annual basis, six months into the University's financial year. As a consequence, the University is constrained in its ability to engage in meaningful multi-annual forecasting and budgeting for operational expenditure.</p> <p>In the absence of long-term certainty on exchequer funding levels, SMG has previously used alternative funding sources, including European Investment Bank and Ireland Strategic Investment Fund loan finance to provide the multi-annual capital investment in our digital</p>

Number	Priority	Addresse	PRG Recommendation	ISS Response	SMG Response
					infrastructure under the DCU campus development plan.
4	P1	A	<p><b>Bedding-in ISS Restructuring</b></p> <p><b>Embed roles &amp; responsibilities</b> The panel recommends that a managerial focus be placed on clarifying roles, processes, and duties as part of a return to campus. The panel feel that the recommended creation of a Digital Strategy might offer the ideal opportunity to give context to and frame the work above and provide further clarity on what exactly these structures mean to staff daily roles.</p> <p><b>Development of ISS technical Service catalogue.</b> A technical service catalogue should be produced, which will help define the operations carried out by ISS. This will help ISS staff in terms of role and service clarity, and will also help the DCU user community with regard to service and support expectations.</p>	<p><b>Embed roles &amp; responsibilities</b></p> <p>The restructuring of ISS was in progress at the time of the review.</p> <p>ISS management accepts the need to embed roles and responsibilities within the new ISS organisational structures, particularly in the context of a return to campus. This work is underway and any required clarification is a priority for ISS management.</p> <p>ISS management has finalised the ISS restructure planning in line with ISS strategic planning to meet the needs of the university.</p> <p>ISS management is well advanced in formulating an ISS Strategic plan and all related discussions will offer an excellent opportunity to provide context for staff in relation to structures and roles.</p> <p><b>Development of ISS technical service catalogue.</b> ISS management accepts that a new technical service catalogue is required as part of the imminent role out of the new Enterprise Service Management platform.</p>	<p>SMG notes the progress already made by ISS in support of this recommendation, aligned to the restructuring process that immediately preceded the quality review. SMG is confident that this renewed structure provides a strong structural foundation for ISS to progress its work and support the University's technology needs and the continued high quality delivery of services</p> <p>SMG further notes the requirement for a technical service catalogue, and notes the plan by ISS to progress this recommendation as a foundational requirement of the new Enterprise Service Management platform.</p>

Number	Priority	Addresse	PRG Recommendation	ISS Response	SMG Response
<b>Effectiveness of Activities and Processes</b>					
5	P2	A/ U	<p><b>Digital Transformation</b></p> <p>The panel recommend that the role of ISS within Digital Transformation should be clarified and formalised. This could be done through ISS working with other key digital stakeholders in establishing a Digital Strategy for DCU.</p> <p>This is not to suggest that ISS should own Digital Transformation, but it should have a key partnership role.</p> <p>This needs to be formalised as it is currently a source of risk and uncertainty within ISS staff. Adjusting IS Governance to give it a University wide remit, including funding and PMO governance would assist in clarifying the role that ISS should play in DCU Digital transformation.</p>	<p>ISS will welcome the opportunity to work with other key digital stakeholders in establishing a formalised Digital Strategy for the university.</p> <p>ISS will align ISS strategic planning to this strategy in order to better clarify the role of ISS within digital transformation.</p>	<p>SMG notes that a new five year University Strategy will be developed in 2022. A new Digital Vision for the University will be a key element of that strategy which will also clearly articulate the role and responsibilities of ISS. In addition, an expanded Terms of Reference for the IS Governance Committee will be submitted to Executive for approval which will include ownership of the new Digital Vision and associated strategy for the University.</p>
6	P2	A	<p><b>Reform and Rebrand IS Governance</b></p> <p>Expand scope of IS Governance as a strategic oversight group for all Digital/ IT initiatives in DCU. Including</p>	<p>ISS management feels that this recommendation should also be considered by University Senior Management because it makes reference to the terms of reference of IS Governance.</p>	<p>An expanded Terms of Reference for the IS Governance Committee will be finalised in Qtr1 2022 which will include a re-naming of the committee to help make its role and responsibilities clearer for staff.</p>



Number	Priority	Addresse	PRG Recommendation	ISS Response	SMG Response
			<ul style="list-style-type: none"> <li>Oversight of all IT / Digital Expenditure, more than 25K is approved by IS Governance</li> <li>All Digital Transformation agenda initiatives are within the remit of IS Governance</li> <li>Data Governance matters are also within the Terms of Reference of IS Governance</li> </ul> <p>Consideration should be given to renaming the group to the “Digital Oversight Group” or similar, and the work of the group being in keeping with this title. A monthly report from IS Governance to University management team is also recommended.</p>	The Director of ISS will work closely with the members of IS Governance to ensure that the terms of reference for this group are appropriate to meet the operational and strategic needs of the university.	SMG notes that work is also ongoing in the University on a set of principles that will underpin future data governance at DCU. It is anticipated that both ISS and IS Governance will play a crucial role in ensuring that current and future systems development aligns to these principles.
7	P1	A	<p><b>Improved Staff Engagement</b></p> <p>The panel recommends more use of Town hall sessions, as well as senior ISS management ensuring that matters such as technical lightning talks could be driven across the department (and potentially the institution) to increase staff engagement. Operational daily scrums are also suggested as a potential improvement to aid communication and engagement.</p>	Improved internal departmental communications was highlighted in our SAR and ISS management accepts this recommendation. We will work to put a comprehensive communications plan in place including the continued use of town hall sessions and lightning talks.	SMG welcomes the response by ISS to this recommendation, and will work with ISS to support the implementation of this communication and engagement plan for staff within the Unit.

Number	Priority	Addresse	PRG Recommendation	ISS Response	SMG Response
8	P2	A	<p><b>Planning (PMO Process: Annual Planning Cycles and Multi-Annual investment Cycles)</b></p> <p><b>Setup ISS PMO process</b></p> <p>A Project Management Office (PMO) should be established to provide governance and project management for all Digital projects across DCU. This will help with transparency and balance of workload, and help improve cost effective delivery.</p> <p>The PMO should report into IS Governance and will</p> <ul style="list-style-type: none"> <li>• Establish the project pipeline</li> <li>• Prioritise the pipeline against University Priorities</li> <li>• Ensure functional areas are capable of delivering the changes needed</li> <li>• Ensure that there is a systems landscape that can support the needs of the business in a secure cost-effective manner.</li> </ul>	<p>As per the response to recommendation 3 ISS management feels that this recommendation should also be considered by University Senior Management because it makes reference to university project planning and the terms of reference of IS Governance.</p>	<p>SMG notes that the recent restructuring of ISS affords the development of capacity within the existing team for the implementation of project management methodologies to support significant projects. SMG supports the the implementation of this new structure, in particular how project management competencies will be developed and maintained existing roles to support digital project roll-out in the department</p>

Number	Priority	Addresse	PRG Recommendation	ISS Response	SMG Response
<b>Communication and Provision of Information</b>					
9	P1	A	<p><b>Enhance Internal Communications</b></p> <p>In addition to recommendation 7, initiatives should be planned and delivered which enable a review of the cross functional groups and the recent restructure with a focus on roles and responsibilities.</p> <p>The PRG also recommends improved transparent staff engagement on the ISS decision-making process and outcomes. The PRG recommend that it would be healthy to have a forum whereby staff feel that common staff issues can be fed into the Management team meetings.</p>	<p>Better internal communication was highlighted in our SAR and ISS management accepts this recommendation. We will work to put a comprehensive communications plan in place.</p> <p>ISS management accepts that initiatives need to be planned and delivered to review the new structures with a focus on roles and responsibilities.</p> <p>We accept the need to review the transparency of decision making.</p>	<p>SMG notes the plans in place by ISS in their Year 1 and Year 3 Improvement Plan to communications within the ISS department.</p> <p>SMG acknowledges the challenges of implementing and communicating an organisational restructure during the remote working period of 2020 and 2021. SMG supports the department in developing processes and fora to improve communications within this new structure</p>
10	P2	A/ U	<p><b>Enhanced External Communications</b></p> <p>Thought should be given to developing a monthly Newsletter of ISS tips, Tricks, News and Features for external staff. Better use of Social Media, Twitter, Instagram and other channels should form part of a plan to communicate the full range of services provided by ISS, their value and role in the University and</p>	<p>Enhancing our approach to communicating across the DCU community was highlighted in our SAR and ISS management accepts this recommendation. We will work to put a comprehensive staff and student communications plan in place. To this end, ISS has been allocated the option of contributing to the DCU weekly President's email, alongside other key central support units. This has proved a useful vehicle to quickly and effectively</p>	<p>SMG notes the milestones planned in response to this recommendation in the Year 1 and Year 3 implementation, and is supportive of ISS's intention to work closely with the Communications team at DCU on these improvements. SMG also welcomes the proactive engagement between ISS and Communication and Marketing department to create new</p>

Number	Priority	Addresse	PRG Recommendation	ISS Response	SMG Response
			<p>key messages for any digital vision. This communication could help position ISS in more of a strategic partnership role in terms of Digital transformation.</p> <p>In relation to the student body, the PRG also recommends that ISS consults with the owner of the University's VLE to ensure that ISS communications are appropriately positioned within that environment and also that the University ensures that IT skills training for students is effectively offered alongside other student training modules.</p>	<p>communicate to all staff, particularly around issues relating to cyber-security</p> <p>IT skills training for learning specifically is outside the remit of ISS, but ISS will work with other stakeholders, as necessary and continue to provide general WiFi and device management support and specialist advice on aspects such as staying safe online, cybersecurity awareness, web publishing etc. for students.</p>	<p>opportunities for ISS communication with DCU staff and students</p> <p>SMG notes the role of other departments (Academic Programme Teams, SS&amp;D, DCU Library, and TEU) as stakeholders in identifying and addressing student training needs in relation to interaction with digital learning technologies.</p>
11	P1	A	<p><b>Culture</b></p> <p>The panel has already commended the can do and hardworking culture within ISS. When staff return to campus, the panel recommends investment of time and resources in staff wellbeing.</p> <p>Staff have received high praise; Covid has had an impact on Staff Morale and added an additional stress with the quick move to online teaching and remote working. Staff wellbeing requires investment and it was felt that perhaps a benchmarking effort of the size of ISS against comparable institutions would</p>	<p>The ISS management team recognise the strength and importance of the culture of ISS, and the need to invest time and resources in staff wellbeing.</p> <p>As per recommendation 1, ISS welcomes the recommendation to carry out a benchmarking exercise of the size of ISS against comparable institutions.</p> <p>Across all aspects of this recommendation, ISS will engage with HR to ensure consistency of approach and alignment with institutional wide initiatives.</p>	<p>SMG recognises the relationship between strong staff wellbeing and quality of team-working and overall effectiveness.</p> <p>SMG welcomes the plans developed by ISS to response to this recommendation, including plans for team-building initiatives which will contribute to both the wellbeing of individuals, but also team morale, and endorse the plan to coordinate with teams in HR on these initiatives. SMG notes the availability of a range of university-wide initiatives that may additionally support the wellbeing of ISS staff</p>

Number	Priority	Addresse	PRG Recommendation	ISS Response	SMG Response
			give staff confidence that this was being addressed by management.		
<b>Ongoing Quality Enhancement</b>					
12	P2	A/ U	<p><b>Audit Findings Implementation and tracking (quality, security, financial, cyber)</b></p> <p><b>Existing Audit Recommendations</b> Rolling audits of the ISS function to manage the risks and mitigations are held within ISS, however, there is a lack of clarity among some staff on how audit recommendations are tracked and implemented. It is recommended that the process for progressing issued raised in audits is more fully understood by staff, and the outcomes and initiatives developed in response to ISS audits are broadly communicated and discussed within the department.</p>	ISS management will ensure that the outcomes and initiatives developed in response to audit findings are communicated at the appropriate ISS forums.	<p>SMG welcomes the response by ISS to this recommendation, and plans to enhance the communication of audit outcomes and the response by ISS to audit findings as appropriate.</p> <p>SMG notes that at institutional level, all internal audit outcomes are systematically tracked to ensure progress on recommended items</p>
<b>Stakeholder Relationships</b>					
13	P1	A	<p><b>Interactions with Staff (Academic Professional Services)</b></p> <p><b>Formal Engagement with Stakeholders</b> Engage with HR to identify the possibility of using the CORE HR</p>	ISS management will engage with HR to enhance the induction process for staff.	SMG note the plans developed by ISS in response to this recommendation, including proposals for QuIP funding to support improved information for all staff at DCU as part of general induction to DCU. SMG considers that there may be scope to consider how the role of ISS,

Number	Priority	Addressee	PRG Recommendation	ISS Response	SMG Response
			system for staff inductions, by gathering material and including some short videos to assist staff with the induction process.		<p>and introductions to key university technology interfaces can be further enhanced and communicated in induction and for post-induction development opportunities. SMG welcome the intention of ISS to collaborate with staff in HR Learning and Development on progressing a response to this recommendation</p> <p>SMG note that the use of Core HR may not be required in order to make substantive progress on this recommendation</p>
14	P2	A	<p><b>Interactions with Students</b></p> <p>Similarly, to avoid information overload during orientation an “Induction Zone” could be set up on Loop, so that all of the induction material and videos can be stored on the University VLE for students.</p>	ISS management will engage with the appropriate stakeholders to enhance the induction process for students.	SMG welcomes this recommendation and notes that the Discover DCU platform, hosted on the VLE, DCU Loop, may provide a useful vehicle through which induction materials can be made available to incoming students.

### 3 Summary of the One Year Plan

Number / Priority	Actions	Timeline	Responsibility
<b>Planning and Effective Management of Resources</b>			
1-P1-A	<ul style="list-style-type: none"> <li>- Finalise ISS staff resourcing plan which will aim to reduce the overreliance on key personnel.</li> <li>- Align this plan to the new ISS strategy.</li> <li>- Graduate entry programme for single candidate.</li> <li>- Engage with HR and external consultants to benchmark ISS against comparable institutions.</li> <li>- Develop a staff training programme to enable better succession planning and mitigate the risk of over reliance on key personnel.</li> </ul>	Q4 2022	ISS Director
2-P2-A	The ISS Director will fully engage in the process to establish a formalised Digital Strategy/Vision for the university as defined by University Senior Management.		ISS Director
3-P2-A/	- ISS Director will discuss this recommendation with the IS Governance committee.	Q1 2022	ISS Director
4-P1-A	<ul style="list-style-type: none"> <li>- Finalise ISS strategic plan which will assist with providing clarity around ISS structures, roles and focus</li> <li>- Finalise technical service catalogue as part of ESM roll out</li> </ul>	Q2 2022	ISS Management Team
<b>Effectiveness of Activities and Processes</b>			
5-P2-A/U	- ISS Director will discuss this recommendation with the IS Governance committee.	Q1 2022	ISS Director
6-P2-A	- The Director of ISS will work closely with the Chair and other members of IS	Q1 2022	ISS Director

	Governance to ensure that the terms of reference for this group are appropriate to meet the operational and strategic needs of the university.		
7-P1-A	<ul style="list-style-type: none"> <li>- We will put an internal communications plan in place including the continued use of town hall sessions and lightning talks.</li> <li>- Operational engagement to be improved with the use of technology providing real time information and updates</li> </ul>	Q3 2022	ISS Management Team
8-P2-A	- ISS Director will discuss this recommendation with the IS Governance committee.	Q1 2022	ISS Director
<b>Communication and Provision of Information</b>			
9-P1-A	<ul style="list-style-type: none"> <li>- ISS cross functional groups will be added as a regular scheduled agenda item to ISS management meetings.</li> <li>- ISS management team decisions will be shared via line managers to functional area team meetings.</li> <li>- The new ISS strategic plan will help to improve transparency around decision making.</li> <li>- ISS team and management meeting will have staff issues as a standing item on the agenda.</li> </ul>	Q2 2022	ISS Management Team
10-P2-AU	<ul style="list-style-type: none"> <li>- ISS management will engage with the DCU Communications Department to develop an ISS external communication plan using all appropriate channels. This will ensure that the message and approach is consistent with the other university wide communication initiatives</li> <li>- ISS will review the agenda of the bi-annual meetings with the Student's Union and school representatives to ensure that these meetings are productive in assessing the needs of the student community.</li> <li>- ISS will engage with the TEU to review and update the current positioning and content of IT related information provided through the 'MyDCU' area of the VLE platform, to ensure clear messaging and a consistent approach.</li> </ul>	Q4 2022	ISS Management Team
11-P1-A	<ul style="list-style-type: none"> <li>- ISS will run team building exercises as restrictions allow.</li> <li>- Engage with HR and external consultants to benchmark ISS against comparable institutions (as in 1 above).</li> </ul>	Q4 2022	ISS Management Team



<b>Ongoing Quality Enhancement</b>			
12-P2-A/U	<ul style="list-style-type: none"> <li>- ISS management will ensure that the outcomes and initiatives developed in response to audit findings and how they are tracked are clearly outlined at ISS staff meetings.</li> <li>- This will be added to the agenda of town hall meetings at appropriate times during the audit process.</li> <li>- ISS will invite Internal Audit to present on the audit process.</li> </ul>	Q2 2022	ISS Management Team
<b>Stakeholder Relationships</b>			
13-P1-A	<ul style="list-style-type: none"> <li>- ISS will engage with HR and initiate a project around the automation/self service for staff which will ensure a seamless induction process for the onboarding of staff to all IT systems and services.</li> </ul>	Q3 2022	ISS Management Team
14-P2-A	<ul style="list-style-type: none"> <li>- ISS management team will review all current content provided to students on the VLE</li> <li>- ISS will engage with appropriate areas of the university to ensure that the content and positioning of student induction IT related material is up to date and readily available.</li> </ul>	Q3 2022	ISS Management Team

## 4 Summary of the Three Year Plan

Number / Priority	Actions	Timeline	Responsibility
<b>Planning and Effective Management of Resources</b>			
1-P1-A	- Hire one Intra student aligned to ISS strategic needs.	Q1 2023 - repeating annually	ISS Management Team
<b>Communication and Provision of Information</b>			
9-P1-A	- Annual review of ISS cross functional groups and structures.	Q2 2023 - repeating annually	ISS Management Team
11-P1-A	- ISS will run team building exercises as COVID-19 restrictions allow on an annual basis.	Q2 2023 - repeating annually	ISS Management Team
<b>Ongoing Quality Enhancement</b>			
12-P2-A/U	- ISS management will ensure that the outcomes and initiatives developed in response to audit findings and how they are tracked are clearly outlined at ISS staff meetings.	Q1 2023 - repeating annually	ISS Management Team
<b>Stakeholder Relationships</b>			
14-P2-A	- ISS will engage with appropriate areas of the university on an annual basis to ensure that the content and positioning of student induction IT related material is up to date and readily available.	Q3 2023 - repeating annually	ISS Management Team

## 5 Appendices

### 5.1 Quality Committee (for the Self-Assessment Report)

- Larry Aherne
- Ian Bell
- Theresa Collins
- Justin Doyle (**Chair**)
- Maria Lyons
- Will McDermott
- Peter McGorman (**ISS Director**)
- Paul O'Connor
- Ian Spillane

### 5.2 Peer Review Group members

- Mr. Callaghan Commons, DCU Postgraduate Taught Student, MSc in Public Policy, Dublin City University
- Dr. Gerard Culley, Information Technology Services, University College Cork (**Chair**)
- Mr. Brian Henderson, Director Digital and Information Services, University of Aberdeen
- Ms. Laura Mahoney, Head of Public Service Reform, Department of Public Expenditure and Reform
- Mr. Alan Mangan, Estates Project Manager, Dublin City University (**Rapporteur**)
- Dr. Sally Smith, Director of Research, Dublin City University

### 5.3 Quality Committee (for the Quality Improvement Plan)

- Ian Bell
- Justin Doyle
- Peter McGorman
- Paul O'Connor
- Ian Spillane

## 5.4 Prioritised Resource Requirements

See document- “DCU- Quality Improvement Planning Prioritised Resource Proposals” to complete this section

**Guidelines for Prioritised Resource Requirements:** *Prioritised resource requirements are funded through the University’s Quality Improvement Fund which is administered by the Quality Promotion Committee (QPC). The Quality Improvement Fund is limited, therefore funding proposals should be confined to once-off, short term projects. Proposals that contain large capital expenditure (e.g. new buildings) or long term commitments (e.g. staffing) go through the University’s Budget Committee.*

*Areas can propose more than one project as long as the above criteria are fulfilled for*

Title of Project 1	Benchmarking Exercise
Reference to Peer Review Group Report	<b>Recommendation 1, Priority 1</b> “The panel also recommends that some benchmarking exercise with comparable institutions would be beneficial to assess if indeed ISS were correctly sized to meet its operational and project needs.”
Aim of project	Assess if ISS is appropriately sized to meet current and future operational, project and strategic needs of the university.
High Level Summary of Activities/ Milestones	<ul style="list-style-type: none"><li>- Engage with DCU HR department.</li><li>- Create process plan and engage external consultancy.</li><li>- Carry out review with third party - report produced for DCU.</li><li>- Assess and review report with Quality Promotion Office and SMG.</li></ul>
Expected impact on quality improvement in Area and University	The report will provide a detailed review of ISS structures, operations and sizing in comparison to other comparable institutions. This will help the university to plan for the future in relation to the strategic importance of IT in DCU and will link quite closely with the other recommendations in relation to the need for a digital strategy / vision for DCU.
Amount requested and financial summary	€15,000 - Estimate.

Title of Project 2	Positive Work Culture
Reference to Peer Review Group Report	<b>Recommendation 11, Priority 1 (Also recommendation 9 P1, &amp; 7 P1)</b>
Aim of project	Investment of time and resources in staff wellbeing to ensure the current very positive culture is maintained.
High Level Summary of Activities/ Milestones	ISS will run in person team building exercises when Covid-19 restrictions allow.
Expected impact on quality improvement in Area and University	The purpose of team building is to increase trust, increase collaboration and maintain motivation resulting in improved staff engagement, better internal communication and a positive work culture.
Amount requested and financial summary	€8,000 - Estimate.

Title of Project 3	Staff development and training
Reference to Peer Review Group Report	<b>Recommendation 1, Priority 1</b> Staff retention and succession is a risk for ISS. Risks of over reliance on key personnel.
Aim of project	To enable better succession planning and mitigate the risk of over reliance on key personnel.
High Level Summary of Activities/ Milestones	Develop a staff training programme to enable better succession planning and mitigate the risk of over reliance on key personnel.
Expected impact on quality improvement in Area and University	Appropriate technical and personal development training for the ISS team will ensure that ISS can provide high quality and reliable services to meet the increasing demands for digital in the university.
Amount requested and financial summary	€15,000 - Estimate.

Title of Project 4	Automation of Staff On-Boarding
Reference to Peer Review Group Report	<b>Recommendation 13, Priority 1</b>
Aim of project	To enhance the induction process for staff.
High Level Summary of Activities/ Milestones	Complete a project around the automation/self service for staff which will ensure a seamless induction process for the onboarding of staff to all IT systems and services.
Expected impact on quality improvement in Area and University	A seamless induction process for the onboarding of staff to all IT systems and services, will greatly improve the staff user experience and their early engagement experience with ISS. It will also reduce the pressures on the ISS service desk at key times of the year.
Amount requested and financial summary	€20,000 - Estimate.