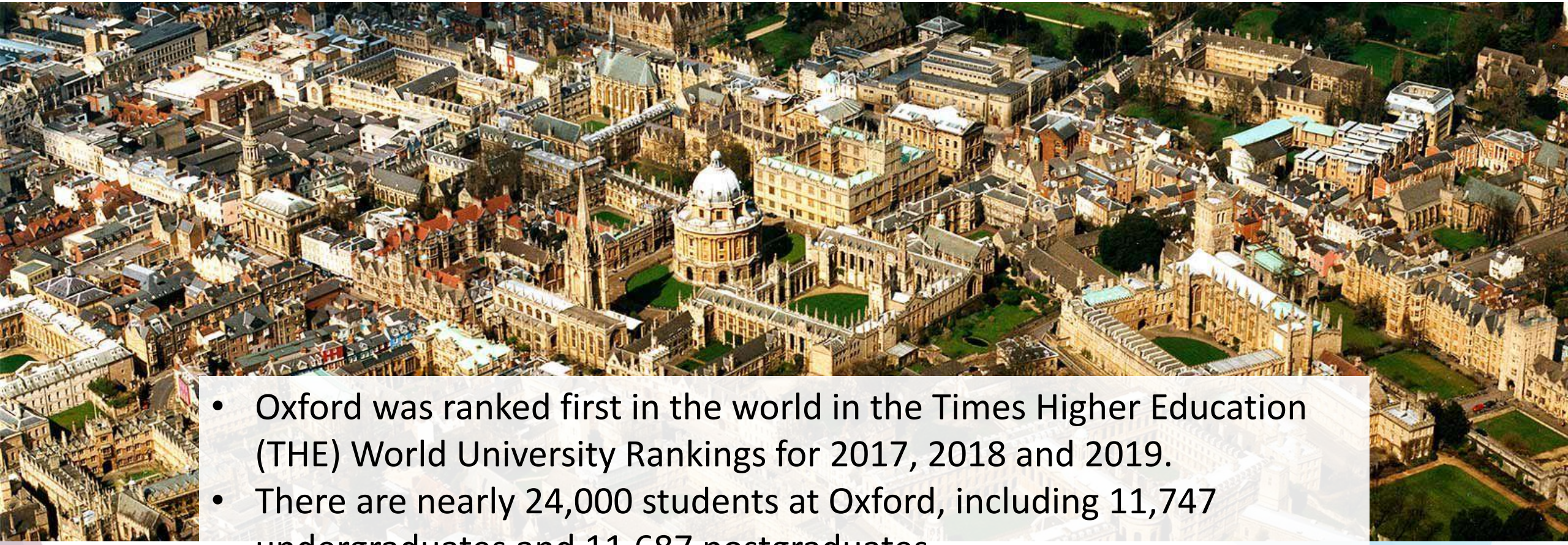
An Oxford approach to co-creating value

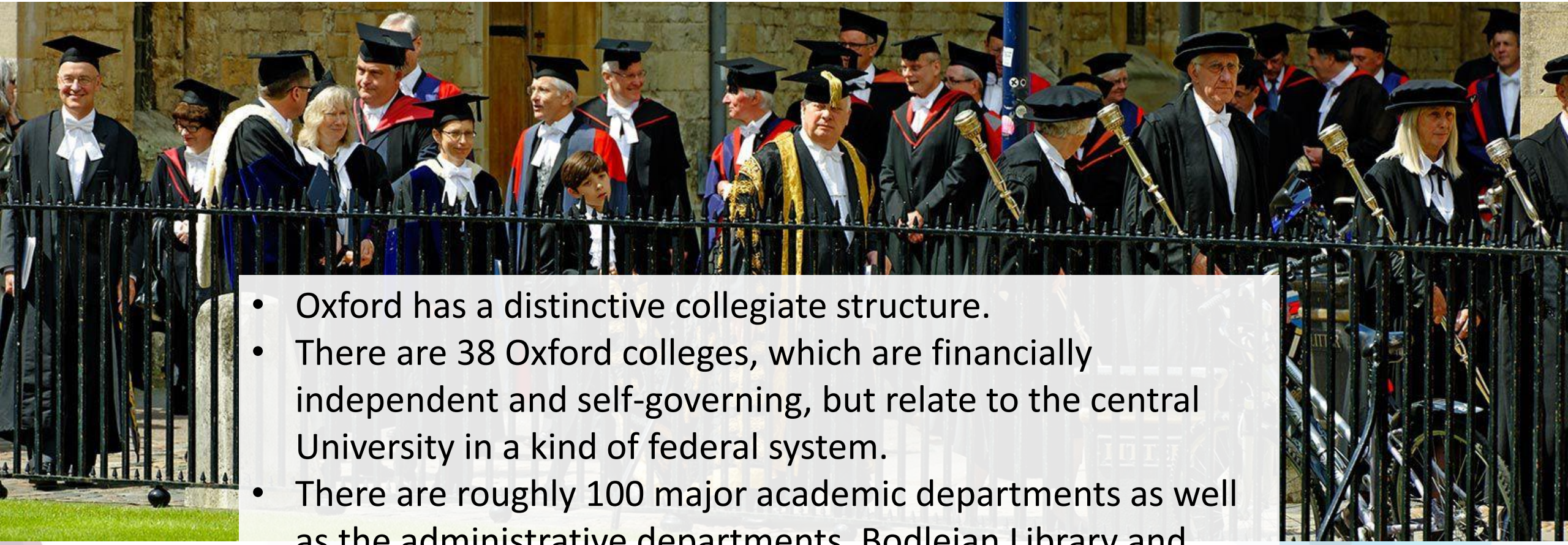
Andrew Dixon
University of Oxford

About the University of Oxford



- Oxford was ranked first in the world in the Times Higher Education (THE) World University Rankings for 2017, 2018 and 2019.
- There are nearly 24,000 students at Oxford, including 11,747 undergraduates and 11,687 postgraduates.
- Oxford offers more than 350 different graduate degree programmes.

Organisation

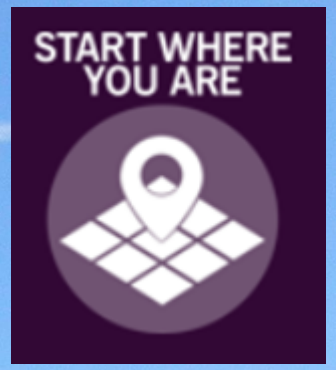


- Oxford has a distinctive collegiate structure.
- There are 38 Oxford colleges, which are financially independent and self-governing, but relate to the central University in a kind of federal system.
- There are roughly 100 major academic departments as well as the administrative departments, Bodleian Library and famous museums, including the world's oldest university museum the Ashmolean.

About me

- Head of Service Management Office, Oxford, since 2015
  - ITIL v3 Expert
  - Axelos ITIL Ambassador
- Processes Manager, University of Bristol
- Computer Teaching Support Manager, Faculty of Engineering, University of Bristol

- *Write poetry in my spare time*
  (*https://andrewpdixon.wordpress.com/2012/03/19/hello-world/*)



Mountains to climb

- OUCS came together with BSP and ICTST to form IT Services (1 August 2012)
- 3 organisations, 3 cultures
  - Oxford University Computing Service (rather academic)
  - Business Systems and Projects (administrative systems)
  - ICT Support Team (desktop support)
- 750 IT staff across colleges, departments and within this new IT Services

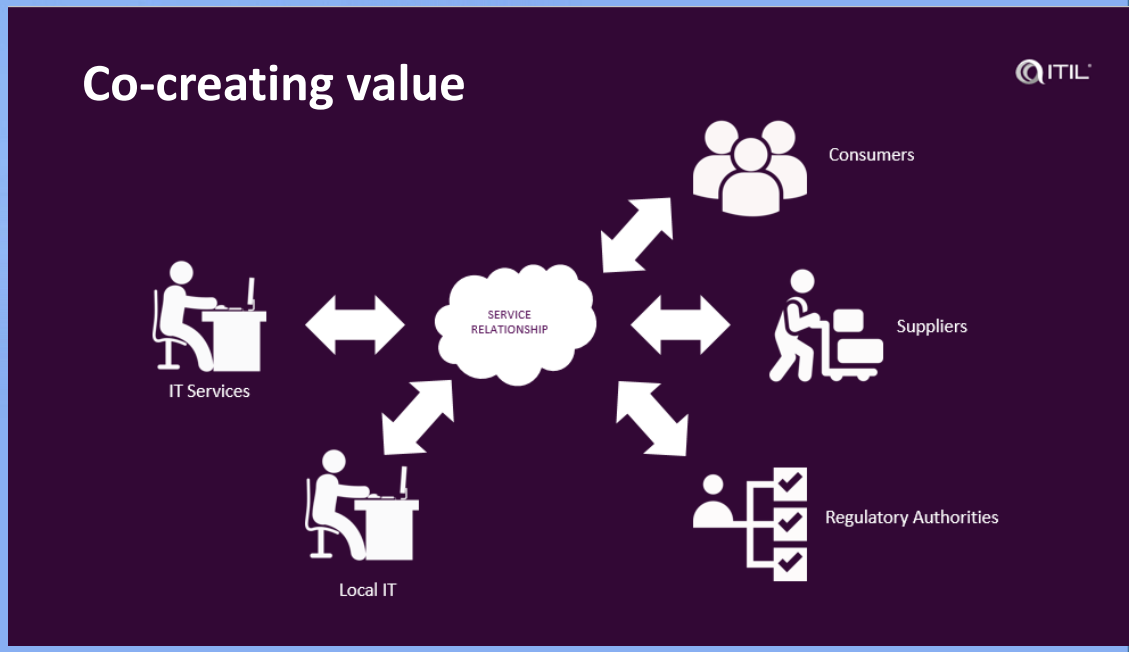
Start with a tool!

- Evaluated ITSM tools, assisted by a Pink Elephant consultant
- Chose FrontRange HEAT (now Ivanti Service Manager)
- Introduced Incident Management and Change Management across the whole department
- Single Service Desk providing a single point of IT support contact, self-service facilities for staff along with an online support portal for students

Success!

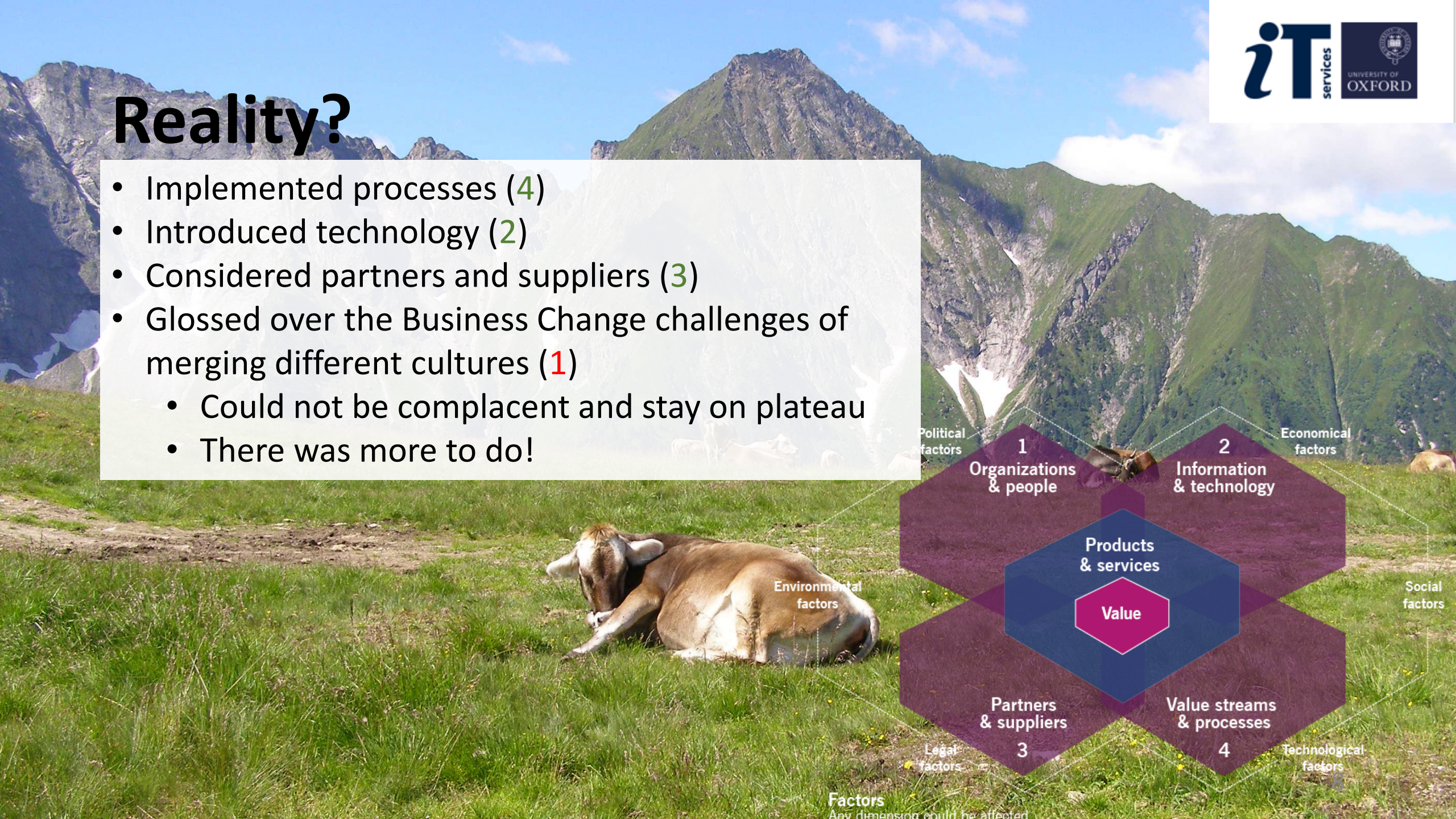
"The complexity of successfully amalgamating three service desks has helped University of Oxford to the accolade of Best Implementation of an ITSM Solution at the IT Service and Support Awards."

SDI Award 2016



Reality?

- Implemented processes (4)
- Introduced technology (2)
- Considered partners and suppliers (3)
- Glossed over the Business Change challenges of merging different cultures (1)
  - Could not be complacent and stay on plateau
  - There was more to do!



Service Roles
– being clear who does what

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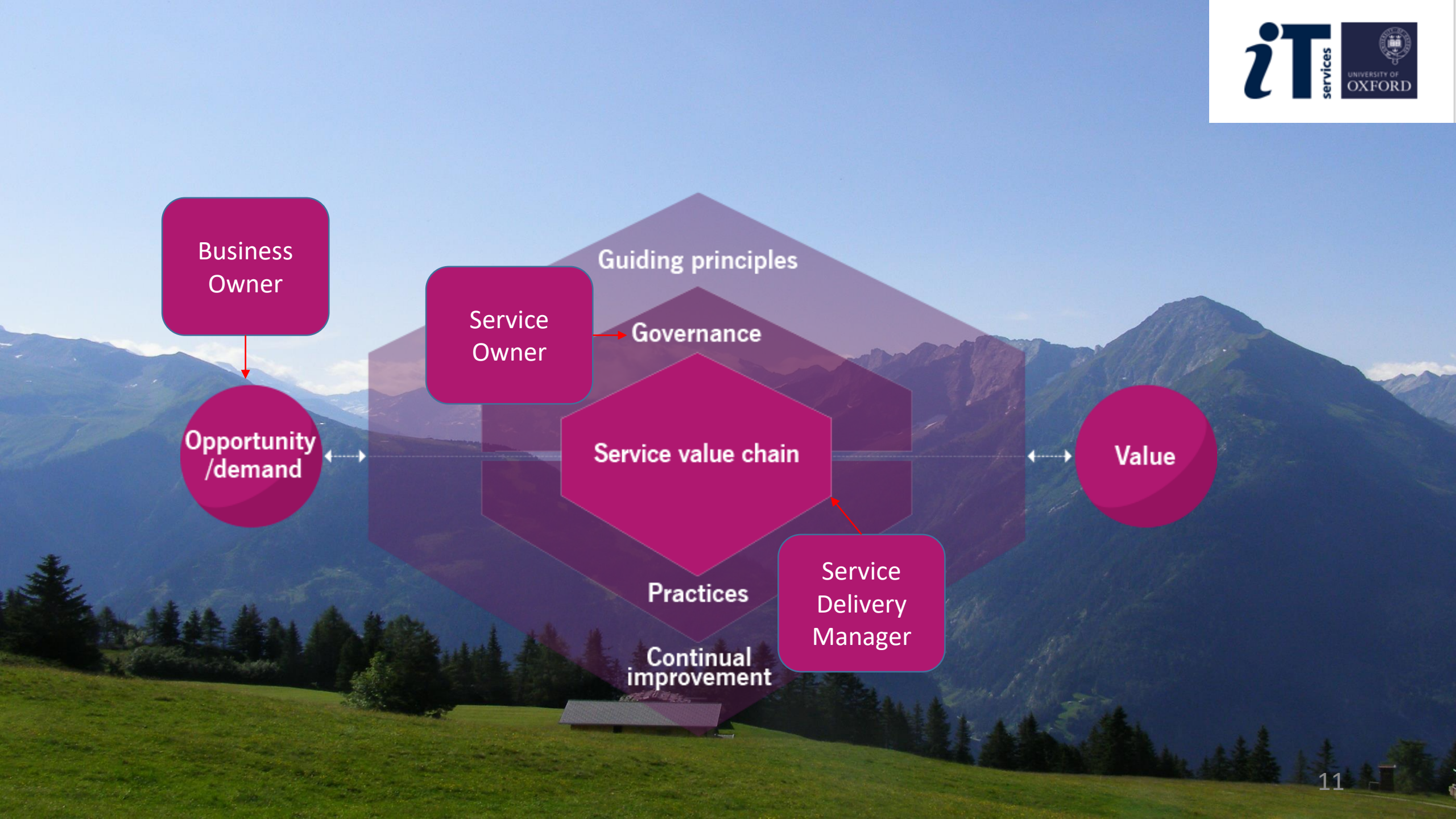
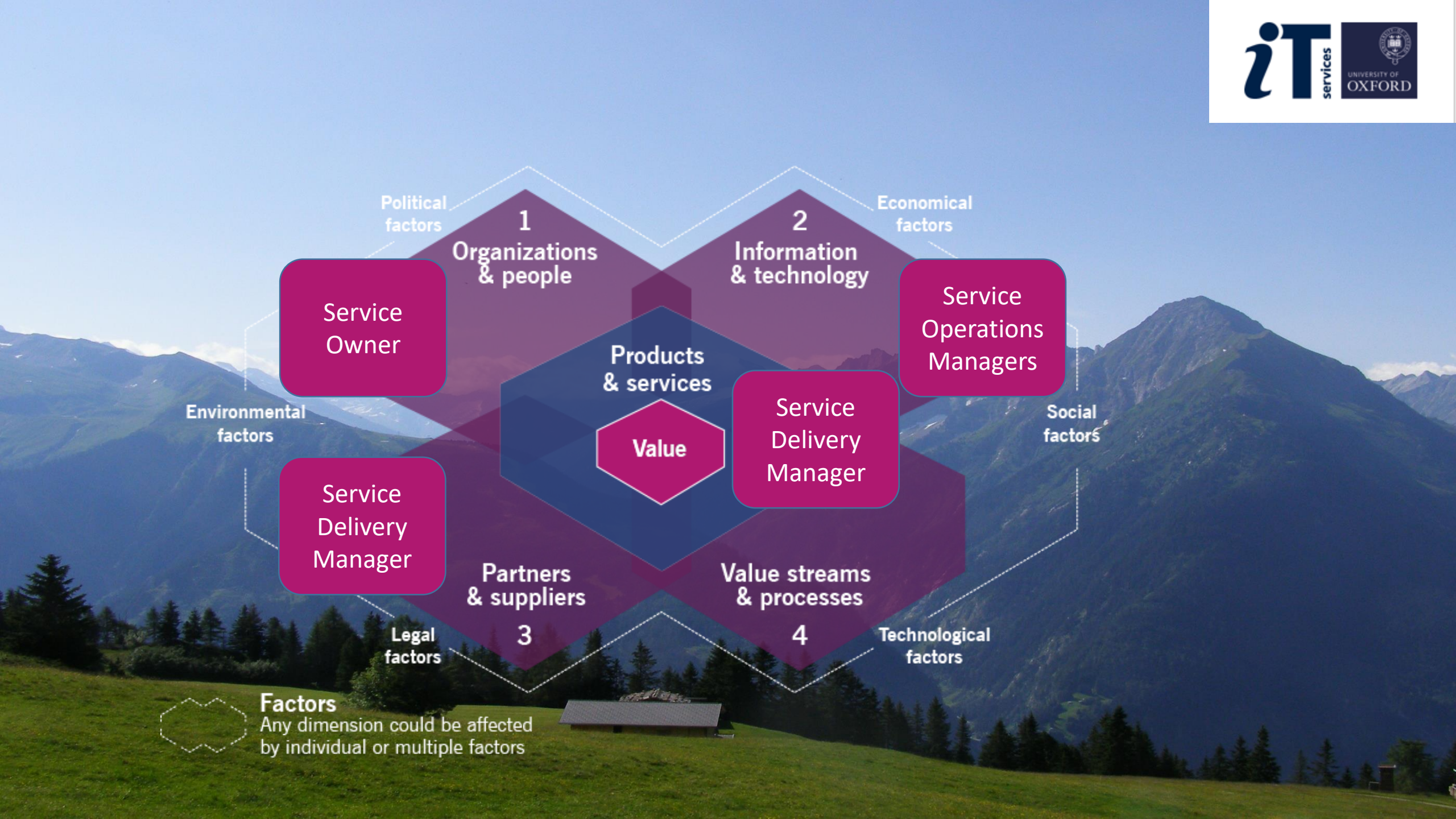
Batman and Robin, (c) Warner Bros

Service Roles

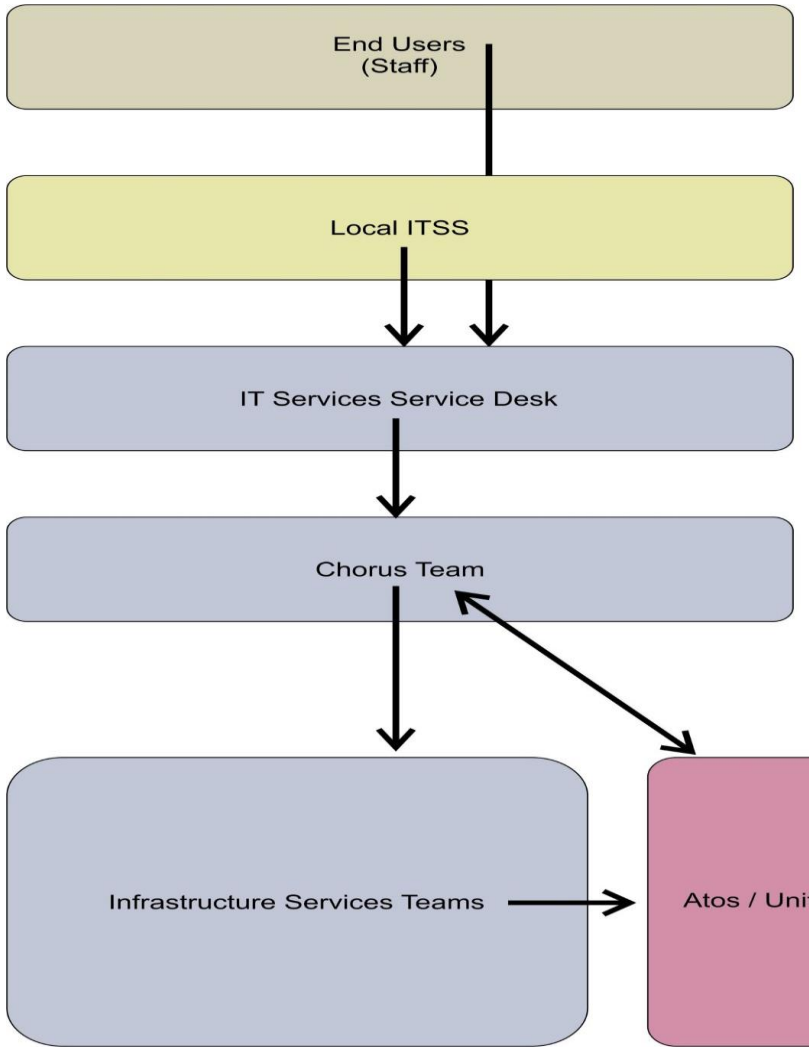
- **Business Owner –** Defines Opportunity / Demand (may provide finance and policy)
- **Service Owner –** accountable for service
- **Service Delivery Manager –** responsible for day to day service
- **Service Operations Managers -** responsible for technology

Batman and Robin, (c) Warner Bros


Business Owner
Service Owner
Guiding principles
Governance
Opportunity /demand
Service value chain
Value
Practices
Service Delivery Manager
Continual improvement


Political factors
1
Organizations & people
2
Information & technology
Economical factors
Service Owner
Service Operations Managers
Products & services
Value
Service Delivery Manager
Service Delivery Manager
Environmental factors
Social factors
Partners & suppliers
3
Value streams & processes
4
Legal factors
Technological factors
Factors
Any dimension could be affected by individual or multiple factors

Unified Communications (Telephony) Service [Internal name: Chorus]



Partners

Service Owner

Service Delivery Manager

Service Operations Managers

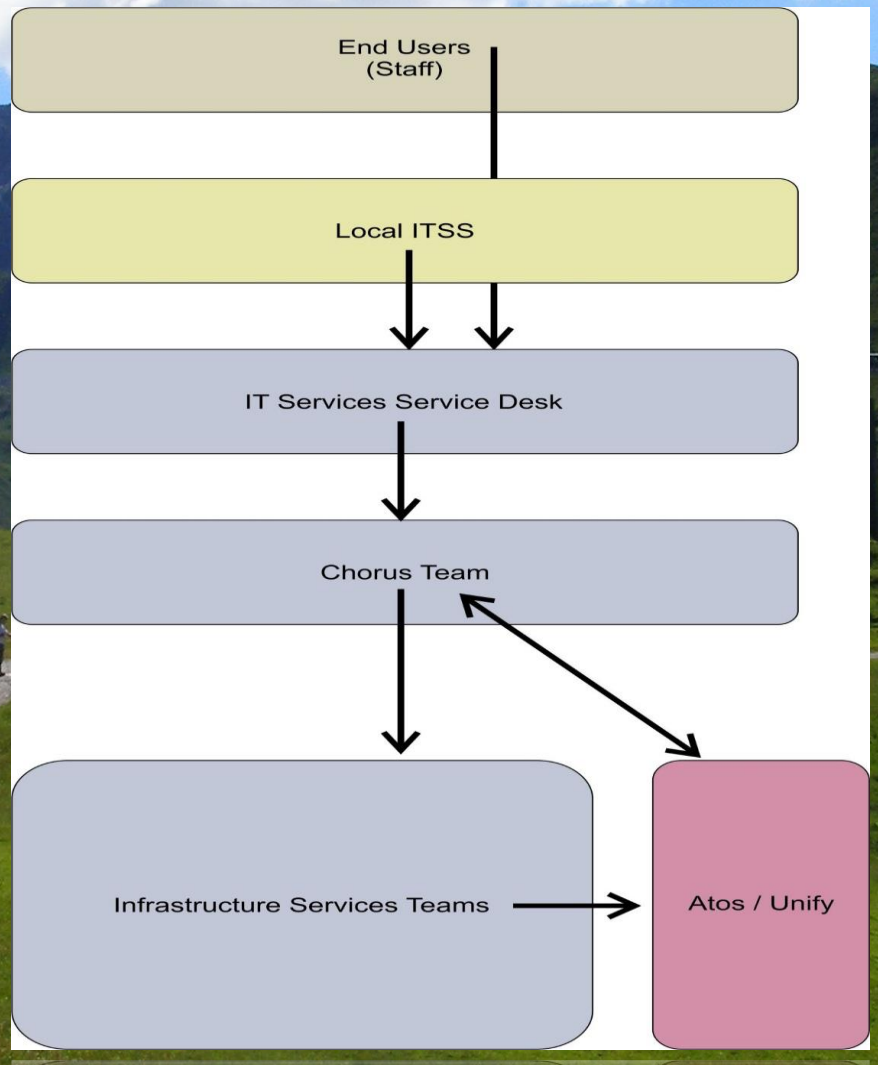
Supplier

Unified Communications (Telephony) Service [Internal name: Chorus]

Service Owner

Service Delivery Manager

Service Operations Managers



Value

Partners

Supplier

People and Organisations – aligning our ducks or our elephants

COLLABORATE AND PROMOTE VISIBILITY

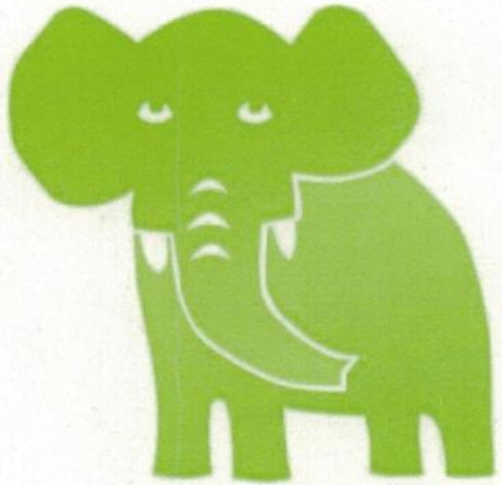
Introducing OSCAR

OSCAR is an elephant, representing the seven key attributes being promoted by Working Together.

OSCAR is my Best Friend

Open
Supportive
Collaborative
Accountable
Respectful
Belonging
Feedback

Working together



Major Incidents

Major Incidents

services

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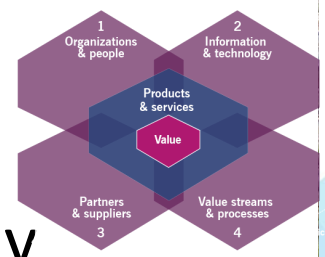
Technology breaks

- Important: Understand your assets and their configuration
- Change Management only as good as the data available
- Many of our MIs were the result of changes

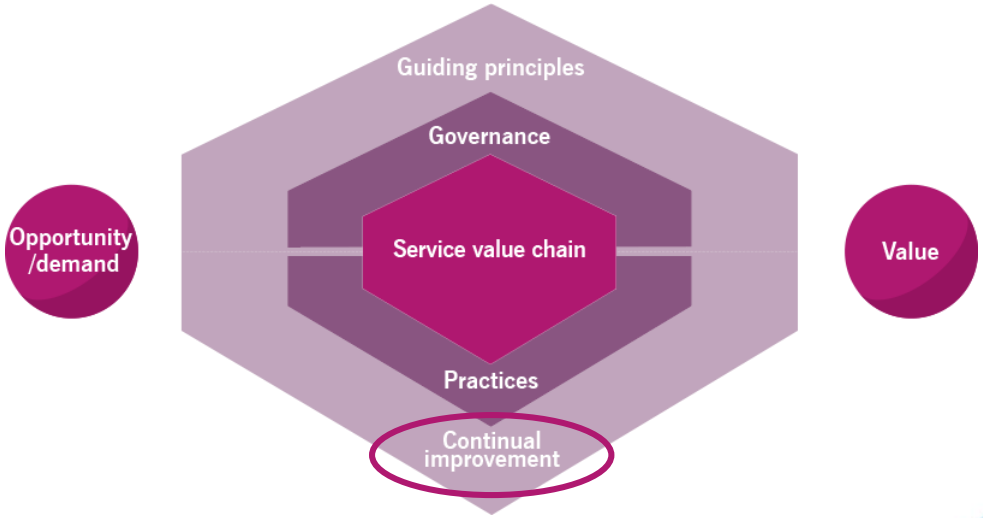


Response

- No blame culture – understand what failed and why
- Lessons learnt – action plans need to be implemented (CSI)
- Need to deal with all 4 dimensions

Continual Improvement

Lifecycles	Processes	2017	2018	2019
Service strategy	Strategy management for IT services			
	Service portfolio management			
	Financial management for IT services			
	Demand management			
	Business relationship management			
Service design	Design coordination			
	Service catalogue management			
	Service level management			
	Availability management			
	Capacity management			
	IT service continuity management			
	Information security management			
	Supplier management			
Service transition	Transition planning and support			
	Change management			
	Service asset and configuration management			
	Release and deployment management			
	Service validation and testing			
	Change evaluation			
	Knowledge management			
Service operation	Event management			
	Incident management			
	Request fulfilment			
	Problem management			
	Access management			
	Service desk function			
	Technical management function			
	IT operations management function			
	Application management function			
Continual service improvement	Seven-step improvement process			



Improving ITIL maturity across the board

Continual Improvement

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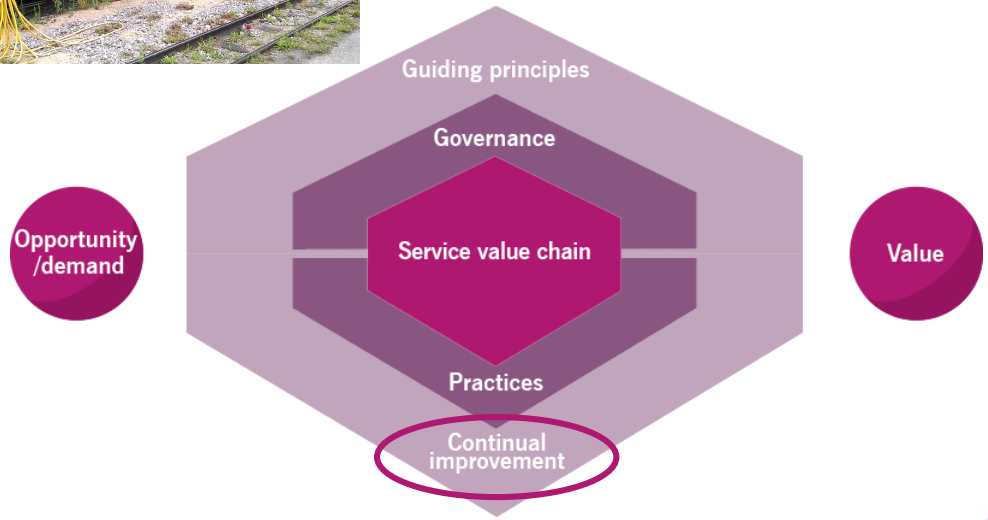
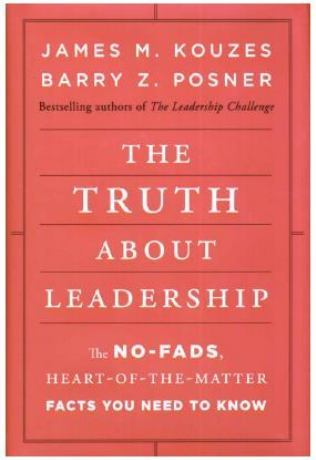
Major Incidents down from
8 per year to
3 per year



Improving ITIL maturity across the board

Moving to Agile

- History of long waterfall projects which typically over-ran and under delivered
- Now adopting agile for internal software development where practical
  - Microsoft Dynamics and other web based applications
  - Agile methodology supported by Microsoft tools



One of the realities of facing challenges is that sometimes they lead to failure. However leaders do not perceive failure as a bad thing, and instead view it as a signal that the organization was doing something difficult and extraordinary. Learning is one of the by-products of failure. When mistakes happen, leaders must ask, "What can be learned from this experience."

Kouzes and Posner, The Truth about Leadership

"We are delighted that the IT Services Testing team has been nominated as **finalists in the European Software Testing Awards 2019**. Their hard work on improving test automation for the Mosaic web content management system is already delivering benefits, and is deservedly being recognised on an international stage. Being shortlisted is an incredible achievement, especially as IT Services is up against large multinational corporations such as Siemens, Credit Suisse, Zurich Insurance and Vodafone. We are very proud of our colleagues!

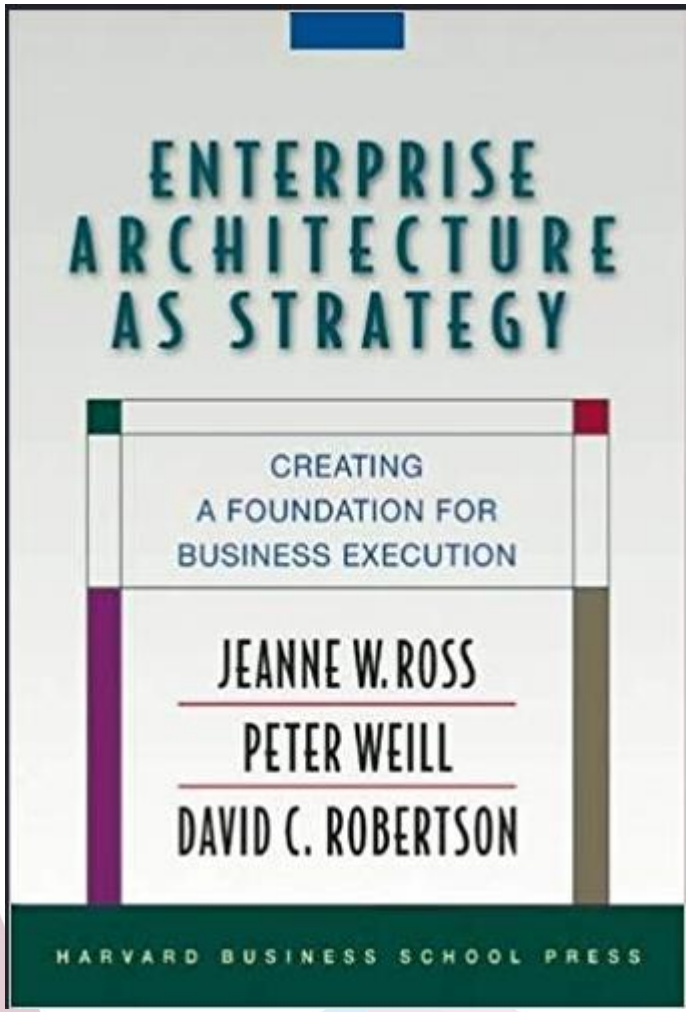
By investing in automation, considerable benefits have already been realised for the Mosaic platform and its customers. Automated tests run every night, uncovering issues to be investigated by the Mosaic Development team the following morning. This process has allowed high priority security defects to be discovered early in the **Agile sprint life cycle**, enabling fixes to be quickly actioned before releasing the product to customers.

This test automation is a critical factor in enabling the fortnightly release cycle that has been achieved and has contributed to predictable and reliable product delivery for Mosaic. The strain on manual testing resource has been reduced significantly, allowing the Testing team to concentrate on new features for projects such as the UAS and Bodleian websites.

This work has been an outstanding example of collaboration between the Testing team and the Mosaic Development team within IT Services."

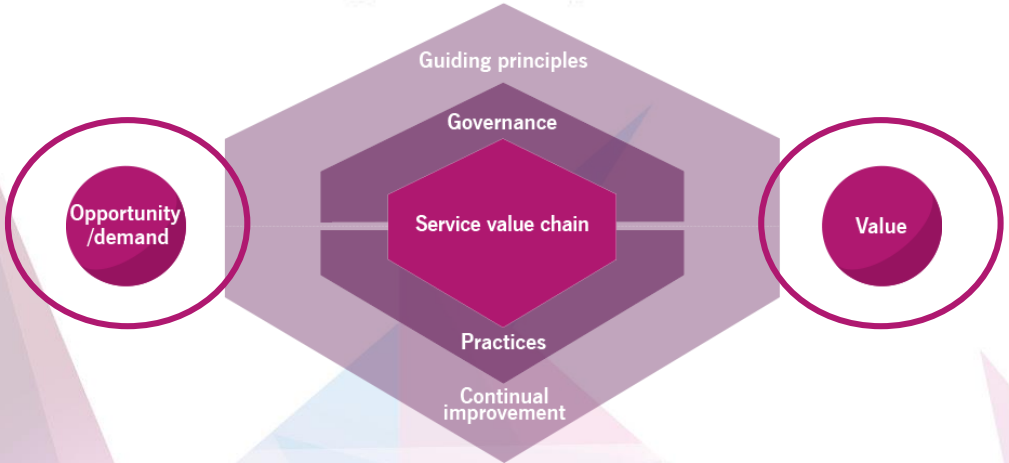
https://www.it.ox.ac.uk/article/it-services-testing-team-short-listed-for-prestigious-industry-award

Enterprise Architecture



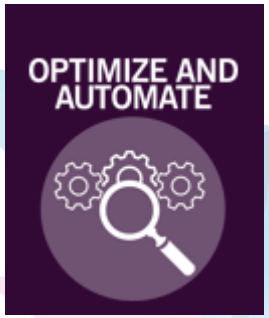
- Oxford is moving away from "Rolls Royce" best of breed solutions
- Towards well founded platforms using standard technology

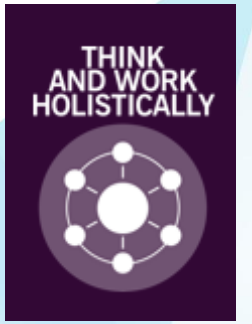
Adopting LEAN
our Focus Programme



Improving Departmental Purchasing Process

- Better raising of Purchase Orders
  - saves 8,500 hours of time p.a.
- Clarifying who is responsible for which parts of audit trail
- Simplifying process
- Making the most of the IT systems we have



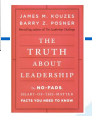


Conclusions:

- IT Services at Oxford University has improved when it has adopted ITIL principles
- ITIL 4 is a better fit for us than ITIL v3
- Also need Agile and LEAN and Enterprise Architecture – *we are not one size fits all*

Questions?

Acknowledgements and references

- Axelos for ITIL diagrams https://www.axelos.com/
- Thanks to UCISA for a travel bursary https://www.ucisa.ac.uk/en
- www.ox.ac.uk www.it.ox.ac.uk
- Focus Programme: https://staff.admin.ox.ac.uk/focus-programme
- https://www.amazon.co.uk/Enterprise-Architecture-Strategy-Foundation-Execution/dp/1591398398
-  https://www.amazon.co.uk/Truth-about-Leadership-Heart-Matter/dp/0470633549