

IT Services Annual Report 2015/16

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Welcome

Reflecting upon the achievements of IT Services over the past year I am struck by the diversity of activities, the number of partners and collaborators we have worked with – both within and outwith the University – and the sheer volume of services and increased use of them.

Imagine receiving 293 million emails – as a collegiate University that is what we received in 11 months of last year. And perhaps even more surprising is that within the same period there were 1.4 billion emails delivered to the University that were not delivered to individual recipients because they were identified as spam or potentially harmful thanks to the University spam screening.

The year has seen a marked increase in cyber-security attacks and incidents. The Information Security Team, created this year, is proving very effective at developing services to support the collegiate University, increasing our capability to identify unwanted visitors on our systems, and ensuring that we are all aware of potential security threats.

It has been a year of major infrastructure projects, updating and replacing the networks and infrastructure systems to allow the ever increasing use of the services – a 63% increase in daily traffic on eduroam and a 41% increase in backbone network traffic.

And these developments have allowed the creation of services to support education, research and widening engagement. Significant milestones of the year include the completion of the new undergraduate and graduate admissions functionality of the eVision system, the culmination of several years' work; and a significant upgrade to CoreHR – both wonderful examples of collaboration and partnership in the delivery of complex IT projects.



The highlights in this report give a glimpse of a few of the new and developing services such as the single service desk that won a national award in partnership with HEAT Software; lecture capture, the number one request of the students; and innovative mobile applications that bring the University collections alive; all developments which demonstrate how IT Services is delivering against the IT Strategic Plan and the priorities of the University.

These achievements are only possible due to the skilled staff in IT Services and across the collegiate University.

I expect the next year will be equally full and as interesting as the last – as the Internet of Things, Big Data and virtual reality collide needing evermore innovative solutions and services.

Professor Anne Trefethen
Chief Information Officer



Research

IT Services provides many services for researchers, both directly and by collaborating with the Libraries, academic departments and Research Services. These range from provision of research computing and data services, training and consultation, to support for research administrative systems.



Oxford University Images/John Cairns

IT Services offers a range of specialist knowledge and tools to researchers, from **high performance computing** to **data visualisation**. We provide administrative support such as **case management for grants**. We also help our researchers share their ideas with the wider world.

Digital Humanities, an area of research and teaching at the intersection of computing and the humanities, is a field where Oxford has historically taken a leading role. This is highlighted by the success of our annual **Digital Humanities at Oxford Summer School**. Academic IT works in partnership with the Bodleian Libraries and the academic steering group to deliver a week-long event of lectures and workshops. The Summer School continues to expand and in July 2016 attracted more than 160 delegates from around the world.

We can also support researchers through the design and development of web applications, such as the two data-intensive **web apps** built for numismatics researchers at the Ashmolean. The interactive database built for the Heberden Coin Room will eventually include over 300,000 coins, while the Coin Hoards of the Roman Empire database is used by researchers all over Europe to study archaeological finds. Both apps allow researchers to add new information and perform complex queries of the data.



Oxford University Images/John Cairns

We're very happy with the Live Data visualisation project, which we used to create a network visualisation based on our prosopography (collective biography) research. This allowed us to reflect on the possibilities and requirements for analytic visualisation and to interrogate our data model to see if it was still fit for purpose. And of course, it helps us make our project more visible.

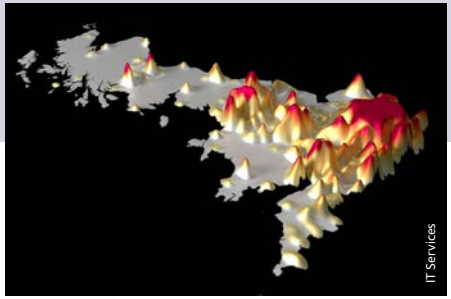
ROBIN BUNING, POSTDOCTORAL RESEARCH FELLOW, CULTURES OF KNOWLEDGE

New ways to publish data

All research outputs need to be published, but not all research data are shared in a way that is attractive and accessible. This year, a number of data visualisation projects have been changing that.

Inspired by developments in publishing and media, the projects use widely available digital tools to present data in compelling and comprehensible new ways. The Live Data project uses a variety of cloud-based visualisation services to create interactive maps, network diagrams, graphs and other visuals that can change as new information is added to the data set. A parallel project uses the Blender software program to create more advanced 3D imagery and animation. These visualisations can be featured in any website that uses iframes, making them more widely available to other researchers and the general public. This helps researchers with the public dissemination of research outputs.

So far, the Research Support team has helped 28 researchers to use these new tools, and case studies are showcased on our Interactive Data Network website. The project organised a networking event for the press, publishers and Oxford researchers to discuss data visualisation and the future of academic publishing, which brought together colleagues from OUP, Elsevier, FigShare, BBC, FT and academics from across the four divisions at Oxford.



IT Services

Admin systems for Research Services

The new Research Services Case Management system, GoPro.Net, went live in August 2015 following 18 months of work. This included the migration of ten years' worth of data, a huge undertaking because of the volume and complexity of the information involved.

The University has a large number of research cases to manage: in 2014/15, Research Services was handling over 3,000 research funding proposals and over 5,000 research-related contracts, along with IP rights management cases, research ethics applications and clinical trial monitoring. Research Services also set up new awards valued at £576M. Managing these cases effectively is crucial both for the University and the external organisations the University works with.

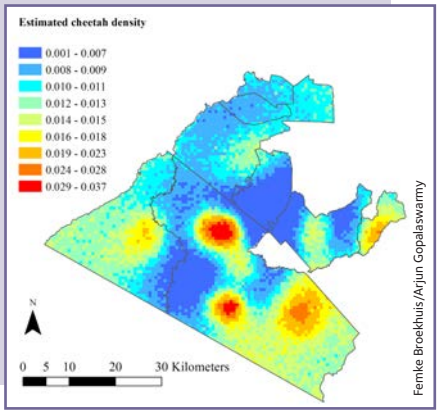
The new system replaced Matrix, the Lotus Notes based system that had been in operation since 2005. It has proved to be intuitive and easy to use, with an improved search function and good integration with Office software, and there has been positive feedback from users.

Research computing: not just for scientists

Researchers from many different disciplines need to use the Advanced Research Computing (ARC) facility, whether they want to simulate physical processes or analyse large or complex data quickly. Our ARC team provides a central resource available to any University researcher who needs it.

An increasing number of users require training to use the ARC facility because they do not have experience with scientific computing at a large scale; others need more specialised, in-depth technical courses. We offer both introductory and advanced courses each term, all including extended practicals. This year we restructured the introductory course to better fit user needs, and also expanded the training programme to provide a broader range of advanced courses.

At the same time, we have continued to grow and evolve our capability, supported by almost £300,000 from co-investors – research groups from across the University who choose to share in the ARC infrastructure rather than funding local provision.



Femke Broekhuis/Arjun Gopalaswamy

The lectures were great in bringing me up to speed on parallel programming and even more advanced topics, and the theoretical concepts were directly applied in practicals. The course was an excellent opportunity to establish closer links with ARC which led to ongoing and fruitful collaborations between their team and our group in Materials.

STEFAN ZOHREN, DEPARTMENT OF MATERIALS

Education

IT Services provides services and projects to advance the University's capability in technology-enhanced teaching and learning, along with events to raise awareness of best practices and lessons learned.



Oxford University Images/Rob Judges

Central to our work in this area is the Academic IT group that works across the collegiate University to inspire and enable staff and students in the use of technology. This year we collaborated with colleagues in Education Policy Support on the University's new **Digital Education Strategy**.

IT Services can provide many examples of good practice to support the new strategy. Sometimes it is about making existing technology more widely available, such as our **lecture capture** service, or about creating new tools, like the **mobile app** for group sign-ups developed this year. Sometimes it is about innovating within existing services, such as two improvements made to **WebLearn**, our virtual learning environment.

Working with the Social Sciences Library, the **ORLiMS** pilot developed a tool within WebLearn that creates interactive online reading lists. This is now used by a number of libraries at Oxford. Meanwhile, the **WebLearn Improved Student Experience** (WISE) project, developed in response to student feedback, redesigned 13 WebLearn sites to make information easier to find. It also developed templates and guidance to be shared with the WebLearn community.

My Condensed Matter Physics lectures were captured in winter of 2013 and 2014. The pace of these lectures is quite fast, and the students found it exceedingly useful to be able to go back through the videos and re-listen to the pieces they may have missed the first time. Particularly as exams approached, the videos of the lectures became quite popular!

PROFESSOR STEVE SIMON, THEORETICAL PHYSICS

The IT Learning Programme helps both staff and students improve their digital skills, delivering classroom-based courses and workshops to 4,000 University members every year. This year it expanded its offering by also making online learning available through **Lynda.com**, a library of video courses on a range of software and skills.





Recording lectures for students

Surveys show that automated lecture capture is the service most often requested by students at Oxford. Following a successful pilot, this was made available as a central service in August 2016.

Lecture capture is an automated way of recording lectures, incorporating audio, optional video and slides into a presentation that students on the course can then view via WebLearn. This allows them to review online what they have been taught and provides an archive for exam preparation and revision. Student viewings tracked by the system also show that students refer to recordings from earlier years before attending their own lectures. We also have evidence that lecture capture has not reduced attendance at live lectures.

Educational Media Services ran the 'Replay' lecture capture pilot project from 2014 to 2016. During this time, the system clocked up over 7,000 hours of recordings and over 100,000 individual viewings by students from over 20 different departments. Academics have found the system easy to use, and student satisfaction is very high.



New mobile app for staff and students

Our Web and Mobile Application Development Team has developed a new mobile app to make life easier for students and staff. It will be available in Michaelmas term.

Easy Sign Ups was the combination of two ideas. It will help clubs quickly sign up students at Freshers' Fair, by tapping or scanning their student cards, and will also be used by Medical Sciences to track student attendance at practicals. What both have in common is the need to efficiently sign up students for groups, and this functionality means it has many other potential uses.

Digital Education Strategy

There is already a wealth of teaching expertise and innovation that exists across the University and the recently approved Digital Education Strategy for 2016-2020 intends to promote and build upon these existing practices. The Strategy, developed by a Working Group set up by the Education Committee, has the goal to ensure that in 2020 Oxford remains a premier institution for teaching, adopting the very best of teaching innovations that are made possible by digital technology.

Looking forward, the Education Policy and Academic IT groups are working hard to promote discussion at the local level to understand those areas where additional support and resources are needed. A small working group will develop and progress each of the recommendations in the Strategy, and work will begin to support divisions in identifying their strategic priorities for digital education.

Enterprise Administrative Information Systems

IT Services partners with the central administrative units to develop and support the business and information systems that allow administrative staff to operate efficiently.

iStock/hirun

During this year we have introduced **upgrades and improvements** to many business systems, with behind-the-scenes work to keep our administrative operations running smoothly.

DARS is used by development and alumni relations professionals across many colleges, departments and central University offices to manage our relationships and communications with alumni and donors. This year, we moved to a more stable service delivery phase, Phase 6 of the DARS Programme. The number of users across the University has continued to grow, with more offices migrating to DARS and more development websites set up that integrate with the DARS database.

In support of the University's staff and students, central administrative services undertake a wide range of activities to resolve problems, claims and requests. Up to now there has been no central system to record and collate information and communications about these cases and link them to the relevant individual: instead, departments have used a variety of manual, time-consuming methods of record keeping.

This year we designed, built and launched a new **case management system** that lets our administrative departments manage the interactions and documentation for each case, along with reporting and tracking facilities. The new system is quicker and easier to use, and more effective for managing confidential records, and has been welcomed by administrative staff.



Oxford University Images/John Cairns

The documentation, training, support and communications from the HRIS team was excellent, and I was impressed by the level of transparency and engagement throughout the project. The expertise of the HRIS team was shown not only in their knowledge of the system but also their understanding of University policy and the needs of Departments and their associated users.

ELENA MCPHILBIN, HEAD OF HUMAN RESOURCES, NUFFIELD DEPARTMENT OF MEDICINE

Upgrading our HR systems

Over 400 members of staff use our HR Information System (HRIS), CoreHR, which enables processing of HR data throughout the employee lifecycle, including recruitment and payroll.

The nine-month project to upgrade CoreHR from version 16.2.2 to version 20 – the first upgrade since it first went live in 2011 – was a significant technical undertaking. The result was an up-to-date, fully supported system with the stability and security needed in this key business area. This was confirmed by a follow-on service continuity project to test its resilience.

The continuous use of this system for critical business operations meant it was important that it was tested thoroughly to ensure an easy transition for users. The new system went live smoothly in October 2015 after extensive project and user testing involving more than 50 users from across the University.

The project has also delivered several enhancements requested by users, as well as paving the way for further improvements: the biggest change is the introduction of single sign-on, which will enable future plans for employee self-service.



iStock / Jawko77

Working together across the University

While many IT projects are carried out by small teams, others depend on people in different locations and different parts of the University working together. One such case was the Java Runtime Environment (JRE8) Rollout Project delivered in February 2016.

Staff throughout the University and colleges need to have the JRE available on their computer in order to use key applications, including central services such as Oracle R12 and HRIS. This upgrade affected upwards of 5,000 users across University departments and colleges, requiring careful coordination to ensure that we all upgraded at the same time and to provide continuous support for local applications using JRE as well. So, although this was a standard upgrade on each computer, the overall process was complex to plan and coordinate.

The IT Support Staff Services (ITS3) team assisted the project to coordinate briefings and share expertise, ensuring that IT staff across the University worked together to produce a smooth upgrade with no outages and very little inconvenience to staff.

Improving systems for student admissions

This year we completed the phased replacement of the Oracle Student System (OSS) with eVision, the University's new student records system. eVision has since been used to process over 40,000 undergraduate and graduate applicants. To assist colleagues in colleges, departments and divisions with the transition, we ran an extensive programme of training courses and roadshows.

The admissions work was part of the Student Systems Programme, a long-term programme to improve the IT systems that support the academic life of the University. Further projects will follow that build on this investment, including improving eVision functionality and allowing colleges to manage their local academic records on a new system.

Stabilisation and enhancement work is now under way and new features, including improved reporting, will be implemented for the 2016/17 admissions cycle.



Oxford University Images/John Cairns

Infrastructure

Our IT infrastructure helps ensure that IT services offered across the University are secure, resilient and reliable.

iStock/ryasick

We provide the core IT services that underpin day-to-day University life, from networks and storage to identity management and online communications.

The IT Architecture Group, which advises the University on architectural strategy, has developed a set of guidelines to help decision-making during the design, development and delivery of IT projects. These **IT architecture principles** cover data, applications and technology and will be used across the University.

Data centres are a key component of IT infrastructure. Many of our existing data centres are no longer fit for purpose. IT Services is working in conjunction with Estates Services to provision new data centre capacity, whether through the expansion of an existing facility or the use of a third-party data centre service.

The **Mobile and Web Enablement Project** has helped to streamline processes for developing mobile apps, allowing the Web and Mobile Application Development Team to deliver them more quickly and efficiently.

SharePoint is an integral part of the department's internal communications as our Intranet, and the vital upgrade to updating its look and feel, as well as accessibility and functionality, was welcomed. The upgrade to the MySites has also been smooth, and the new, modern layout is encouraging wider use. I am very happy with the transition from 2010 to 2013.

SARA TENNAKOON, EXECUTIVE ASSISTANT TO THE HEAD OF DEPARTMENT, DEPARTMENT OF EARTH SCIENCES

Upgrading SharePoint

SharePoint is a centralised content management service provided by IT Services to the wider University that allows individuals, departments and colleges to store, organise and share information through their own SharePoint websites. This year we successfully upgraded from SharePoint 2010 to SharePoint 2013.

This was a phased process, beginning with the upgrade of our SharePoint platform to SharePoint 2013 in January 2016. Initially, website collections continued to operate in 2010 mode but by the end of July all 183 collections were upgraded to 2013.

The new version offers many new features including greater flexibility for customising sites, a better search facility and a richer browser experience. The move to 2013 has now provided a platform to enable integration in 2016/17 with the hosted 'cloud-based' Office 365 OneDrive for Business file storage application.

A smarter phone system

The Integrated Communications Project is replacing the existing telephony system, which becomes unsupported in April 2017, with a modern networked system with additional communication features.

The system behind the new service, Chorus, will be implemented from late 2016 following a pilot phase carried out this year which involved 250 users from eight units from across the collegiate University; 150 users were from IT Services.

The project will deliver a replacement phone, allowing people to make and receive calls and use voicemail easily, along with access to the Chorus Web Portal for additional communications features such as managing contacts, using the directory and accessing call history. Support will be provided to ensure that everyone can continue to receive and make telephone calls with minimal disruption whilst gradually learning about the new features designed to improve communications across and beyond the University.

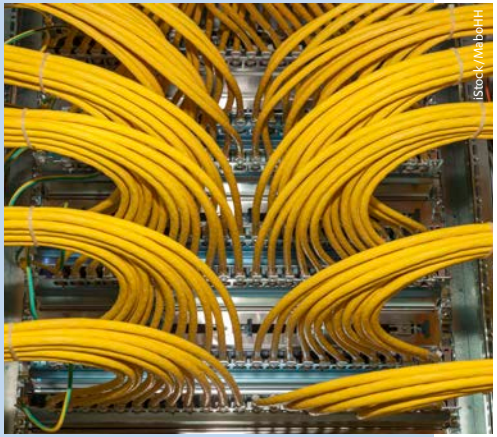
Chorus

A new network

The University's network is essential to communications across the University, supporting our wireless service (eduroam and OWL), security, building management systems and local networks, as well as 4,500 VOIP-enabled telephones and 100,000 registered devices. The current network has grown organically since it was set up in 1999, and now includes more than 300km of external optical fibre cable. Much of the network infrastructure required replacing.

The Oxford Network Evolution (TONE) project is replacing the University's backbone network hardware as well as upgrading the fibre network that connects the backbone with University units.

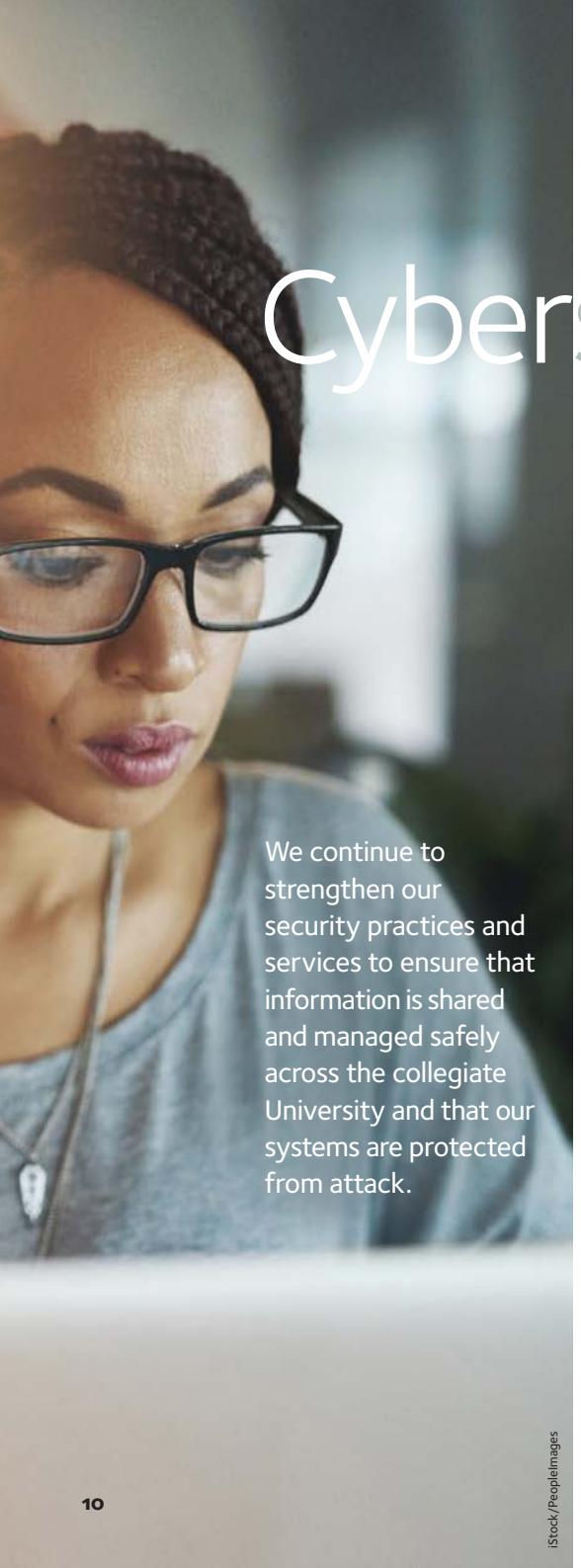
This is a very complex implementation, so we carried out a pilot migration in February 2016, moving six sites to the new Odin backbone network service. We then migrated our Janet connections, which link the University to the internet, and are now in the midst of the main Odin migration for all University sites. Alongside this, we have been carrying out work to replace and augment the fibre network.



iStock/MabcHH

Our Migration at Balliol to Odin was exactly what any IT project should be like: quick, easy, and something that our local IT really did not need to get involved with other than testing. The planning, preparation and communication behind this project by the TONE team was excellent.

CHRISTOPHER THOMPSON, DIRECTOR OF ICT SERVICES, NEW COLLEGE AND BALLIOL COLLEGE



Cybersecurity

We continue to strengthen our security practices and services to ensure that information is shared and managed safely across the collegiate University and that our systems are protected from attack.

iStock/PeopleImages

The Information Security Improvement Programme (ISIP) is a coherent and systematic set of activities to improve security across the University. **Phase 1**, completed in December 2015, focused on structural issues around governance and processes – including those around third party suppliers – as well as sharing information and good practice. In this phase the revised Information Security Team was formed that brought together individuals, including the Oxford Computer Emergency Response Team (OxCERT), with the broad range of skills required.

Phase 2, which began in May 2016, builds on these improvements and will include a major education and awareness programme for all staff and enhancements to the technical detection and prevention capabilities used to protect users and systems.

The ISIP activities are based on the risk to the University and on priorities identified by staff. The aim is to provide the tools and training that allow everyone across the University to play their part in protecting our data and systems from unauthorised access.

> *There is a growing awareness of the importance of usable security policies. The University's revamped InfoSec website is a great step towards building a common understanding of security requirements.*
>
> NIGEL V THOMAS, CONSULTANT SOFTWARE ENGINEER, INFECTIOUS DISEASES DATA OBSERVATORY

An exemplary new website

The new information security website was launched in December 2015 and has proved an exemplar for other universities, with several expressing interest in emulating it.

The website brought together new material and rewritten content to create a one-stop shop for a range of colleagues. Most importantly, it took a new approach to communicating, with the focus on practical action rather than policy. The message comes across clearly: although the Information Security Team is based in IT Services, information security is everyone's responsibility and is not just an IT issue.

Enhanced detection and incident response

An important outcome of ISIP is better internal processes for monitoring networks and detecting intrusion. These behind-the-scenes improvements allow information security staff to identify threats more quickly and tackle them more effectively.

Two incidents just a few months apart demonstrated clearly this growth in capability. In November 2015, a Dridex malware attack on the University caused considerable disruption and took a concerted effort to mitigate. In January 2016 a similar attack was identified quickly, allowing a coherent response which thwarted this attack.

> *I have always appreciated the information and assistance that OxCERT have provided to IT staff across the university, but this was particularly the case with the onslaught of Dridex last November. It was reassuring that when a variant of the same malware reared its head again earlier this year we all knew exactly what to do and what to look out for!*
>
> ANDREW FOULSHAM, IT MANAGER, OXFORD MARTIN SCHOOL

Widening Engagement

> *I was able to take the site from scratch to ready for launch in one day with three hours' content uploading and editing. I was also able to show it to collaborators immediately for review (and the feedback has been good!). That's a lot easier than any other website I've ever had.*
>
> MARTIN WYNNE, CLARIN UK

Widening engagement is a priority for the University and one of the main ways this is delivered is through a strong digital presence. We deliver the infrastructure and tools to share our work both globally and locally.

From creating mobile apps to helping staff create websites, we provide the tools and share the expertise to help colleagues reach beyond Oxford with their work including advice on the use of digital technologies for public engagement and outreach.

Projects we have been involved with this year include **Oxford At War**, a crowdsourcing project that collects stories about the role of the University and the city during the First World War. This is part of the Oxford World War I Centenary Programme, which also makes the University's First World War research and digital collections more widely available.

We helped the Widening Access and Participation unit to create a project proposal for a digital outreach hub to encourage young people (11–18 years old) to apply for higher education. We are now providing project management and advice for the new project through its start-up phase.

Together with the Bodleian Libraries, we deliver the **#OxEngage** programme, a series of seminars, workshops and events focusing on the use of digital technologies for engagement activities. This year's #OxEngage introduced new themes including academic blogging, social media for research impact and crowdsourcing, as well as piloting a new **Open Knowledge Ambassadors Course**.

It was a privilege to be part of the University's bicentennial celebrations for computing pioneer Ada Lovelace, providing a week of events in partnership with Wikipedia to raise the profile of women in science.


IT Services

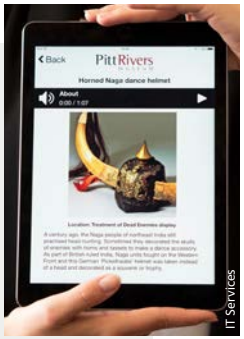
Create your own website

Many academic departments, colleges or individual researchers need a web presence to communicate their work with the wider world. As specialists in their own fields, they are not often specialists in web publishing, so we have developed a new content management platform to help them create a quality website without technical knowledge.

The project, currently in a pilot phase, now has 30 websites, created by a range of users including research groups, departments, a student society and a college. It provides a simple and easy tool that allows users to create and manage their own websites using the Drupal platform. This allows them to focus on content – sharing their knowledge – rather than on technology.

This common platform will also allow us to develop a cost-efficient system that can be made widely available across the University. We are continuing to work with the pilot users and using their feedback to improve the service, which we aim to have live in 2017.

Apps to enhance museums



IT Services

Our Web and Mobile Application Development Team has worked with the University Museums and Collections to create apps that enhance museum visits and engage people with museum collections.

One new app is re-sOUnd. The app features virtual versions of historic musical instruments in the Bate Collection and Ashmolean and allows users to 'play' them on their mobile phones by tapping, swiping, shaking or blowing into the microphone.

The Pitt Rivers Audio Trails is an app for use within the Pitt Rivers Museum, and delivers audio and text descriptions about artefacts based on the user's location. This uses iBeacon technology, which allows mobile apps to react to signals from beacons within the museum.

The team had previously developed a similar app for the Museum of Natural History, and the Pitt Rivers Museum already had existing audio content, so this was an efficient way to create a new experience for visitors.

IT Service Excellence

We are always looking to improve the way we manage our IT services: this might be achieved by technical changes but is often achieved through improved communication about the service.



iStock/sturti

This year saw the introduction of a single service desk and help telephone number. The Service Desk provides the support services to deal with individual user needs and concerns. We have been working to ensure we invest our resources where there is most need and find the best ways to support our customers.

Significant issues such as disruptions to IT services across the University are now managed through a **major incident process** led by our trained major incident managers.

As well as our main Service Desk, we have other specialised teams supporting University staff, such as our **Desktop Services Team** which supports 2,500 users across 70 locations. Many of these users were not aware of the help on offer, so a number of our IT support officers are now regularly visiting users in person. This enables them to identify unreported issues, increase our visibility to our customers and make our services more accessible.

Visibility of the services we provide will also be better due to an **improved service catalogue** and a standard service reporting framework. This will be delivered in Michaelmas term, in order to provide better information about our services.

IT Services come up with fast, workable solutions and I know I can depend on their technical expertise to navigate the demands of working with multiple accounts. It's easy to take great IT support for granted; the user of course gets frustrated when things go wrong – this is my sincere thank you for making sure things always go right again.

RACHEL DAHL, EXECUTIVE ASSISTANT TO THE HEAD OF DIVISION, MPLS

Partnership achieves success in National IT Service & Support Awards

In April, HEAT Software and the University of Oxford, in partnership, were award winners at the Service Desk Institute IT Service & Support Awards 2016. HEAT is a tool used throughout IT Services to facilitate the way that we manage IT support and operations. It has made possible many improvements to the way we run our Service Desk. One particular benefit for end-users is the self-service portal, which shows progress on all open calls to the Service Desk, and enables us to respond to fault reports and service requests more quickly.

This was not the only recent improvement to the Service Desk. Other new features introduced this year include a single, memorable helpline number (12345) and 24/7 telephone support.



We are also looking at new ways of delivering in-person support, and in October experimented with a 'Tech bar', which we set up at the orientation event for overseas graduate students. The main aim was to help new students get online quickly but we were also able to help with a range of other questions.

How we tackle major incidents

Continuous improvement is vital for many of our services, but particularly for our major incident process. Rigorous, streamlined systems are now in place for managing major incidents: problems with infrastructure or services which, because of their impact or urgency, are more serious than can be managed by normal procedures.

Each incident is now managed through a structured approach, and is followed by a review and an improvement plan for the future. This meant that a malware attack (Dridex) in November 2015 caused considerable disruption, while a similar attack in January 2016 had little impact.

University-wide communication, to both staff and students, is vital for all major incidents. In another incident, following an air conditioning failure in a data centre, communication with business owners using the service was a high priority. Excellent communications during major incidents has been praised, and improvements continue such as developing alternative channels where email is not available.

It's invaluable having the support from IT Services when the University is faced with major malware threats. Fantastic communication was provided to IT staff once Dridex first emerged explaining what it is, what it can do, and what we should be doing. Without that help, it could have been a very different story.

MATT BROCK, IT MANAGER, MANSFIELD COLLEGE

IT Staff and Skills

IT services and support depend on the skills and knowledge of the people providing them. From apprentices to senior managers, our staff have opportunities to grow professionally in order to provide an effective service to the University.



Shtterstock/Rawpixel.com

IT Services provides training and development to staff and students across the University as well as to staff within the department.

There are 800 **IT Support Staff** across the University but most do not work directly within IT Services. The ITS3 (IT Support Staff Services) team is their contact point for networking and training, providing induction sessions, courses from external trainers and events on specific projects such as The Oxford Network Evolution (TONE) project. Highlights this year included several courses on the laptop whole disk encryption service, with a WebLearn test for quality assurance; and an emergency briefing about the Dridex malware incident.

We also provide **courses for non-technical staff** and, from July 2016, all IT training will take place in one city-centre location. The three training rooms in Hythe Bridge Street, previously used for business systems and projects training, have been relocated to Banbury Road, where staff and students are already used to attending IT Learning Programme (ITLP) courses.

Innovations by IT Services staff have helped the department to develop. Our 'small steps' project challenged staff to suggest small initiatives that would improve the way IT

Laura has been a joy to work with, consistently demonstrating a high level of initiative and problem-solving abilities. She is diligent, conscientious and is always willing to learn. In the longer term I am certain she will become a valuable asset to any team within the University.

KATHRYN WENCZEK, ITLP (Line Manager to apprentice Laura Wilkins)

Services works and its relationship with the rest of the University. They responded with 21 ideas, many based on information sharing, and several were taken up. These included lightning talks from service managers (available as videos on the Intranet) and the introduction of a customer satisfaction survey as part of service reporting.





Apprenticeships Awards

There are currently four apprentices working within IT Services, and the department's commitment to the Apprenticeship scheme was reflected in the 2015 University Apprenticeships Awards where we had three winners. Two were apprentices, Laura Wilkins (ITLP) and Daniel Pull (Networks); the other was Wendy Simmonds (HR), who received an award for outstanding departmental support for the apprentices and Apprenticeships scheme.

This proactive support underpins the success of the scheme: apprentices have the opportunity to make a real contribution to their teams, while the teams benefit from the presence of enthusiastic people who want to learn. As a department we very much support the Apprenticeships scheme and encourage managers to consider opportunities to recruit an apprentice when filling vacancies.



Awards winners Wendy Simmonds (left) and Laura Wilkins

Skills for our leaders

This year, we designed and delivered, with the Oxford Learning Institute, a year-long personal development programme for a cohort of our own managers, aimed at preparing them for more senior roles within the department. As well as developing their management and leadership skills, the course also broadened their knowledge of the IT Services department and of IT within a university context.

The course was delivered through a combination of talks, training and events, and material generated by these will be made available within the wider department. A mentoring process was also a key part of the programme, with each participant allocated a member of IT Services' Senior Management Team as a mentor and meeting them every term.

Feedback from the 33 participants has been very positive. Along with the knowledge and skills gained, the social aspect is also important: in a department of 400 people, spread across four buildings, this opportunity to network with peers is seen as particularly valuable.

The Leadership Skills Programme has been useful in gaining a better understanding of how IT Services works from top to bottom and has helped me to reflect on my performance as a manager. Perhaps the most valuable thing has been the opportunity to share and reflect on common challenges with peers across the department as well as opening up a channel of communication to senior management.

JONATHAN ASHTON, INFORMATION SECURITY TEAM

Our Year in Numbers



101,540
IT support calls received by Service Desk
2015–16



596
out-of-hours IT support phone calls received
Dec 2015 – Jul 2016



662
IT Learning Programme courses delivered
2015–16



10,424
IT Learning Programme participant registrations
2015–16



41%
increase in network traffic
comparing Aug–Feb 2014–15 to Aug–Feb 2015–16



293 million
emails delivered
Aug 2015 – Jun 2016



63%
increase in daily traffic on eduroam
comparing 2014–15 with 2015–16



636
Information security incidents responded to
2015–16



702
Information security service requests
2015–16



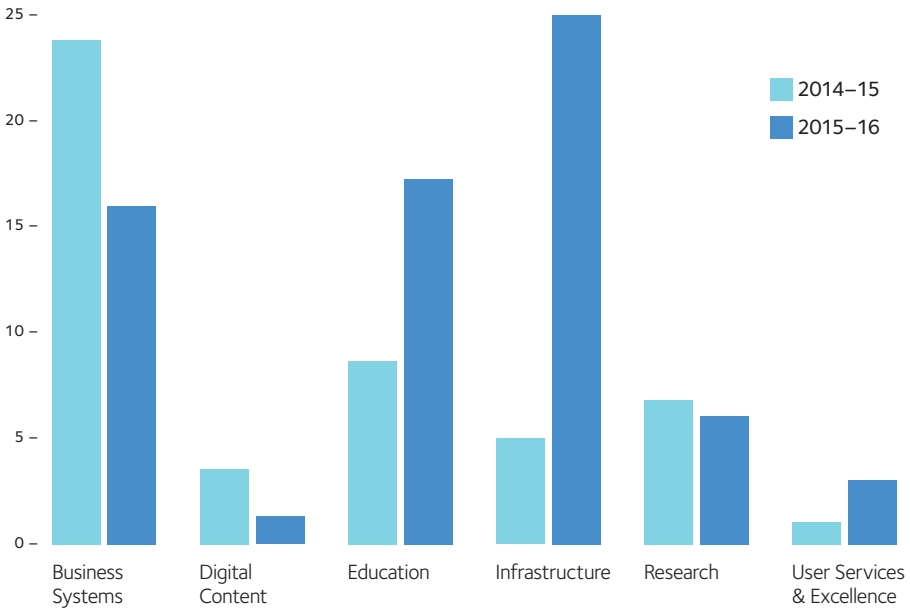
1227
podcast episodes published
2015–16

84
average number of active projects
at any one time

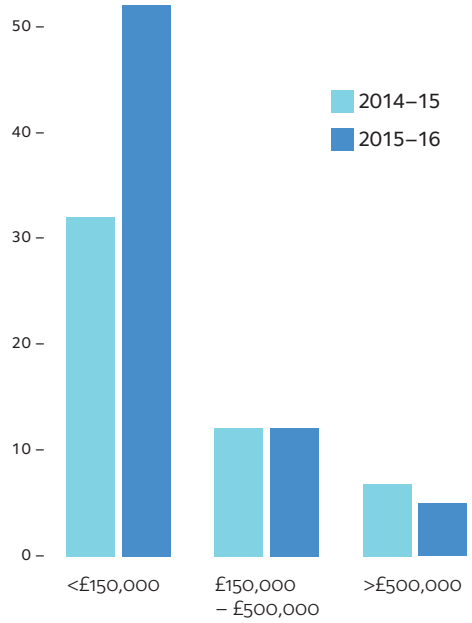
37
projects completed
2014–15

29
projects completed
2015–16

Number of new projects approved by IT Board



New projects approved by value



Approved and active projects are defined as projects in progress from 'Analysis and Planning' stage onwards. Projects shown in value bands are based on values in July 2016; project values may change over time.



Our offices

13 Banbury Road, Oxford OX2 6NN
tel: +44 (0)1865 273200

Dartington House, University Offices, Wellington Square, Oxford OX1 2JD
tel: +44 (0)1865 270202

Gibson Building, Radcliffe Observatory Quarter, Woodstock Road, Oxford OX2 6GG
tel: +44 (0)1865 283835

Website: www.it.ox.ac.uk

Help & Support: http://help.it.ox.ac.uk

Service Catalogue: www.it.ox.ac.uk/services

For further information, contact: communications@it.ox.ac.uk

To contact the Service Desk: help@it.ox.ac.uk

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