

# Project Closeout - DRAFT



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## Project Details

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**Project Name:** OneIT End User Support  
**Project Team Leads:** Lance Bolton, Tracy Scott  
**Project Manager:** Mike Frangi  
**TeamDynamix Project Number:** 241065

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## Project Overview (What were the goals)

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The goal of the OneIT End User Support project was to improve efficiency of end user support delivered to campus while maintaining or improving overall quality.

The project had 5 key sub-projects:

1. **Service Desk** - focused on unifying all Help Desks across campus (excluding the HCIS Help Desk) into a single IT Service Desk.
2. **Desktop and End User Consulting** - focused on centralizing desktop support across campus into a single centralized group.
3. **Device Management/Software Deployment** – focused on centralizing and standardizing on how devices are managed across campus.
4. **Green Computing** - The green computing initiative was intended to increase the number of devices across campus that utilize power management setting to reduce overall power consumption.
5. **Centralized Inventory System** - This effort was designed to identify and implement a single inventory management system for campus.

The original project charter is available at <https://oneit.uiowa.edu/projects/end-user-support>.

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## Project Accomplishments (What was accomplished)

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### Service Desk

- All Help Desks and related personnel have merged with and report to a central IT Service Desk.
- The ITS Help Desk now staffs and maintains a second location in the Pharmacy building.
- The central ticketing system (Microsoft Service Manager) is now used across additional IT groups.
- A Service Desk SLA has been created as part of a larger End User Support SLA.

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## Desktop and End User Consulting

- As part of the effort to centralize desktop support across campus, 49 people were moved into the ITS Extended Technical Support group. 33 staff moved from the colleges and 16 staff moved from the non-collegiate side.
- To better meet the needs of the colleges, two sub-teams have been formed within Extended Technical Support – one focused on the colleges and the other on everyone else. Both groups work closely together, follow similar practices and in some case support each other's customers as part of the neighborhood model.
- Team leads were identified within Extended Technical Support. Each lead is responsible for a group of 5 – 7 people.
- A Desktop Support SLA has been created as part of a larger End User Support SLA.

## Device Management/Software Deployment

- As part of the effort to centralize device management, 4 people were moved into the ITS Enterprise Client Management group.
- A new Mac Management service was developed, new Jamf/Casper infrastructure was created, and the majority of systems have been migrated to the new platform.
- Considerable work has been accomplished on the development of a Windows device management service that provides more management from the central group. Work still needs to be completed here and the new service needs to be rolled out across campus.
- A Device Management SLA has been created as part of a larger End User Support SLA.

## Green Computing

- We reviewed and made minor changes to the power management policies that we have had in place (e.g. High Performance, Computer Lab, Power Saver, etc.)
- This is an area where we did not make progress, in fact, we have lost some progress. As new machines have been rolled out, many were not enrolled in a power management policy. We believe some of this is do to more laptops being deployed on campus which are different from a power management standpoint – when the lid is closed they go to sleep/hibernate.
- We are working to address our processes going forward so that we make sure every computer that can/should have a power management setting applied does.

## Centralized Inventory System

- Considerable work was done evaluating several existing solutions across the campus. Systems were looked at from the College of Business, College of Liberal Arts and Sciences as well as the College of Pharmacy. Initially, the HCIS system (Cherwell) was looked at, but ruled out due to costs (we were not looking for an ITSM replacement system at the time).
- Once the HCIS/OneIT collaboration was announced and ITS continued to have issues with Microsoft Service Manager a project was initiated to explore moving to Cherwell. If the move to Cherwell happens, the expectation is that Cherwell will be used as the central asset management system.
- Other tools such as the CLAS solution (that helps run the annual refresh process) would be layered on top of the Cherwell solution.

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## What Could Have Been Improved (What would you have done different)

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The subproject called “Desktop and End User Consulting” consumed the most time and created much debate. As an outgrowth of the TIER initiative, the recommendation to centralize desktop support staff was part of the project from day one, although most staff disagreed with parts of this directive, and therefore project goals were unclear and frequently derailed. In retrospect, consensus by key stakeholders early across campus would have benefited all staff involved and moved us to the goal sooner and more united.

List of what could have been improved:

- Early agreement and buy-in from IT Leadership and other campus leaders on the direction of End User Support.
- Clearly defined roles for those IT staff whose role was significantly impacted by the OneIT End User Support project.
- The significant delays, back and forth on direction led to issues with staff morale, overall confusion and a sense of “let’s just make up our mind...”
- Impact on culture. Bringing together support people from various units across campus certainly led to challenges around culture, work style, processes, etc. Paying more attention to this up front would have helped.

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## The Positives

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Despite the challenges that were experienced by the project team, as well as all involved, several benefits have been realized. Some specific examples:

- The unification of IT support staff into ITS Extended Technical Support (ETS) has brought together many individuals with support responsibilities on the administrative and collegiate units into a centralized group. In total, 59 staff gather regularly to learn from each other and standardize on practices across campus. Additionally, nine team leads have been selected so staff have opportunities to easily share problems, concerns, and workload.
- Where possible, environments are standardizing on support options, and the neighborhood model is being implemented to provide support during staff absences. Enhanced coverage by utilizing teams for projects and neighborhoods for enhanced day-to-day support are two strategies that are proving very effective and helping meet goals of excellence.
- The EUS effort is now providing daily assistance with typical desktop support needs, in the College of Public Health’s locations at Research Park (Oakdale). The IT professional who was assigned to the area three days per week, will now visit only when specialized support is required. This arrangement allows the IT Professional to focus increased specialized efforts in the college’s primary location.
- As staff has centralized into Enterprise Services, reassignments can occur easily, without the time and effort of a formal hiring search. When the College of Dentistry had a recent resignation, their new OneIT designation for support enabled a staff member from another workgroup within

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Enterprise Services to quickly assume duties. The staff member had spent the last several years at the ITS Help Desk and was interested in pursuing a support role in the field.

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## Recommendations for Further Action (What tasks are still left to do)

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While the Desktop Support and End User Consulting project is complete from the standpoint that are staff have been moved to Extended Technical Support, there are still some items to be completed.

- While good progress has been made on standardizing best practices and processes, there is still considerable work to be done in this area. Several groups only recently moved so we have not had enough time to fully understand their environments and begin to standardize where it makes sense.
- The Neighborhood model that provides day-to-day support on a geographic basis has only begun to be implemented. Several initial wins have been identified to help indicate the model will be successful.
- Completion of the team lead appointment process; there are two more team leads to identify.

Other items that are still being worked on include:

- Broader rollout of a standardized Windows Device Management system across campus. Progress has been made on the definition of that service.
- Implementation of the asset tracking component of Cherwell as our inventory system.
- Official rebranding of the ITS Help Desk to the OneIT Service Desk. This will be completed as part of the OneIT branding efforts in the new OneIT Strategic Plan.
- Adding the power management policies as part of the standard checklist when deploying new computers (note: one option is always to policy).

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