

JOB DESCRIPTION

APPENDIX C

Before completing this form, please read the BTP 'Guide to writing job descriptions for Police Staff roles' Appendix B to the SOP.

A. POST DETAILS:

Job Title:	Chief Information Officer (CIO)	Current Grade:	C004
Department:	Technology	Area:	Force Headquarters
Reports To:	Director of Capability & Resources	No of Posts:	1
Level of vetting:	MV	Post Number(s):	A100451

B. PURPOSE OF THE POST: *Why the post exists and what it has to achieve*

The management of the IT infrastructure and resources required to plan for, develop, deliver and support IT services and products to meet the needs of a business. The preparation for new or changed services, management of the change process and the maintenance of regulatory, legal and professional standards. The management of performance of systems and services in terms of their contribution to business performance and their financial costs and sustainability. The management of bought-in services. The development of continual service improvement plans to ensure the IT infrastructure adequately supports business needs.

C. DIMENSIONS OF THE POST: *The key statistics associated with the post*

Financial – Direct or Non-Direct

Direct: Responsibility for setting, managing and approving the overall Technology budget for the Force which amounts to an annual revenue spend of £12m, with additional capital project funding of £3m-£5m p.a. Also responsible for delegating items within that overall budget to Senior and Team managers. Responsible for negotiating support and service level contracts with suppliers.

Non-direct: Responsible for final approval of all recommendations for the acquisition of new technologies and/or services to ensure value for money.

Staff Responsibilities – Direct or Non-Direct

Staff: 5 direct reports comprising 3 Senior Managers (each with their own specialist teams reporting into them), one Finance Officer and one Executive P.A. Non-direct: Overall responsibility for 80 established posts within Technology, and for any 3rd party specialists assigned to particular support contracts, and any contractors assigned to specific projects. Other: Participation in an on-call escalation rota to support out-of-hours on-call teams.

Any Other Statistical Data

Working through Group Managers and specialist teams, the role is responsible all IT systems and services (currently over 160), including hardware, software, networking, VoIP telephony and secure Police radio systems. This includes the support and maintenance of circa 300 servers and their associated operating systems, 70Tb of on-line disk storage, 55 Tb of back-up storage and circa 150 networked locations across the country plus their associated switches and routers. Key servers and storage systems are mirrored in the Force's DR centre in Birmingham. The role is also responsible for 5,000 Airwave hand portable radios, 500 vehicle and fixed Airwave radios, 800 mobile phones and BlackBerrys, 1,500 mobile data devices, 3,000 desktop PCs and around 600 laptop computers.

D. PRINCIPAL ACCOUNTABILITIES: *What the job is accountable for and required to deliver*

Skills Framework for the Information Age

The Skills Framework for the Information Age (SFIA) provides a common reference model for the identification of the skills needed to develop effective Information Systems (IS) making use of Information Communications Technologies (ICT).

Strategy and architecture								
Information strategy	0	1	2	3	4	5	6	7
IT governance								
Business change								
Relationship management	0	1	2	3	4	5	6	7
Stakeholder relationship management								
Skills management	0	1	2	3	4	5	6	7
Resourcing								
Service management								
Service strategy	0	1	2	3	4	5	6	7
IT management								
Financial management for IT								

Strategy and architecture

Information strategy

IT governance - Level 7: Set strategy, inspire, mobilise:

- Leads development and communication of the organisation's policies for corporate governance of information.
- Contributes to strategic plans for IT, which satisfy the current and ongoing needs of the organization's business strategy, and the current and future capabilities of IT.
- Promotes clear decision making, leading to valid reasons for IT acquisitions.
- Monitors provision of IT services, levels of service and service quality.
- Assures that the organisation's business processes are compliant with relevant legislation, and that the organisation operates according to the principles embedded in relevant standards.
- Promotes IT policies, practices and decisions which recognise the current and evolving needs of all the stakeholders.

Business change

Relationship management

Stakeholder relationship management - Level 7: Set strategy, inspire, mobilise:

- Is responsible for defining the strategic approach to understanding the needs of the business (demand management) and works with suppliers to meet these needs.
- Establishes and promotes the overall vision for how IT can support the business.
- Defines, and gains agreement on, the principles for establishing effective relationships between stakeholders, including responsibility for the relationship between IT functions and end users.

Skills management

Resourcing - Level 6: Initiate, influence:

- Takes responsibility for the overall workforce planning strategy across the IT service ensuring that there is adequate skilled resource to meet planned service delivery.
- Ensures integration with strategic human resource plans.
- Takes responsibility for meeting the recruitment, re-skilling and demand forecasts for IT practitioners, advising on the approach and relevant policies.
- Ensures that expert support is provided as and when required, including interviewing of applicants for senior posts.
- Audits and assesses the ongoing success and effectiveness of the process, including retention analysis, media and supplier assessment, customer satisfaction and selection methods validation.

Service management

Service strategy

IT management - Level 7: Set strategy, inspire, mobilise:

- Sets strategy for management of resources, including corporate telecommunications functions, and promotes the opportunities that technology presents to the employing organisation, including the feasibility of change and its likely impact upon the business.
- Authorises allocation of resources for the planning, development and delivery of all information systems services and products.
- Responsible for IT governance.
- Authorises organisational policies governing the conduct of management of change initiatives and standards of professional conduct.
- Maintains an overview of the contribution of programmes to organisational success.
- Inspires creativity and flexibility in the management and application of IT.
- Sets strategy for monitoring and managing the performance of IT-related systems and services, in respect of their contribution to business performance and benefits to the business.

Financial management for IT - Level 6: Initiate, influence:

- Sets strategy and develops plans, policies and processes for the accounting, budgeting and, where applicable, charging of IT resources and services, including the definition of cost models and charging models.
- Sets, negotiates, agrees and manages all financial budgets and targets, ensuring that there is adequate funding for all IT targets and plans, especially to meet development and capacity needs.

E. LEVELS OF RESPONSIBILITY: *This is a SFIA Level 7 Role*

- Autonomy - Has authority and responsibility for all aspects of a significant area of work, including policy formation

and application. Is fully accountable for actions taken and decisions made, both by self and subordinates.

- Influence - Makes decisions critical to organisational success. Influences developments within the IT industry at the highest levels. Advances the knowledge and/or exploitation of IT within one or more organisations. Develops long-term strategic relationships with customers, partners, industry leaders and government.
- Complexity - Leads on the formulation and implementation of strategy. Applies the highest level of management and leadership skills. Has a deep understanding of the IT industry and the implications of emerging technologies for the wider business environment.
- Business Skills - Has a full range of strategic management and leadership skills. Understands, explains and presents complex technical ideas to both technical and non-technical audiences at all levels up to the highest in a persuasive and convincing manner. Has a broad and deep IT knowledge coupled with equivalent knowledge of the activities of those businesses and other organisations that employ IT. Communicates the potential impact of emerging technologies on organisations and individuals and assesses the risks of using or not using such technologies. Assesses the impact of legislation, and actively promotes compliance. Takes the initiative to keep both own and subordinates' skills up to date and to maintain an awareness of developments in IT.

F. CONTACT WITH OTHERS: *The frequent contacts the post holder has with others and for what purpose*

Internal

Contact with all levels internally including the British Transport Police Authority. Represent the Technology Department at Senior Management Meetings.

External

Contact with 3rd party suppliers, counterparts within Home Office Forces' Technology Departments, national programmes and technology forums/councils.

G. REQUIREMENTS: *The skills, knowledge, experience, qualifications and training required to perform the job.*

Qualifications and Training:

Educated to degree level in a specific IT or engineering discipline or equivalent experience
Membership of the British Computer Society or equivalent professional body
Accredited to ITIL Foundation Level or higher

Experience:

Ability to see the strategic landscape and exploit opportunities for both technology and the wider organisation. Experience of transforming an operational support model and implementing/running a mobile platform would be highly desirable. The post holder would be expected to drive a high level of customer and stakeholder engagement, both within and outside of British Transport Police. Evidence of strategic awareness, creativity and innovation are essential.

Extensive experience of running a mission critical, 24x7 IT department supporting multiple locations and including telephony and radio communications, preferably in an emergency services environment. Extensive experience of setting and managing complex IT budgets, both revenue and capital. Extensive experience of leading and developing multi-disciplinary technical teams. Extensive experience of writing strategic documents, complex business cases and presenting to senior stakeholders. Good experience of programme and project management methodologies and structures.



Knowledge:

Good knowledge of ITIL IT Service Management methodology or equivalent discipline
 Good knowledge of Microsoft's product offerings including high level capabilities and competitor products
 Good knowledge of software development tools, techniques and life cycle
 Good knowledge of the PRINCE Project Management methodology or a recognised equivalent.

Skills:

BTP Framework

Business	0	1	2	3	4
Accountability					☐
Customer Service					☐
Decision Making					☐
Effective Communications					☐
Influencing Others					☐
Initiative					☐
Interpersonal Relationships					☐
Leadership					☐
Negotiating					☐
Team Management					☐
Teamworking					☐
Technical	0	1	2	3	4
Budget Management				☐	
MS Office Suite 2003 and 2010			☐		
Preparation of Business Cases				☐	

Business

Accountability - Level 4: Subject matter depth and breadth

- Takes ownership of how their team performs and the results it produces.
- Helps and supports fellow employees in their work to contribute to overall organisation success.
- Advocates the team to the organisation as a whole.
- Looks beyond their own job to offer suggestions for improvements of the overall organisation.

Customer Service - Level 4: Subject matter depth and breadth

- Pushes customers to consider difficult issues that are in their best interests.
- Strategically and systematically evaluates emerging and longer-term opportunities and threats to meeting customers needs.
- Determines strategic business direction to best meet customers evolving needs.
- Monitors, evaluates and, as needed, renews the customer service model and service standards.

Decision Making - Level 4: Subject matter depth and breadth

- Makes complex decisions for which there is no set procedure.
- Makes high-risk strategic decisions that have significant consequences.
- Draws sound, fact-based conclusions, particularly when under pressure or faced with ambiguity.
- Makes decisions in a volatile environment in which the weight given to any factor can change rapidly.

Effective Communications - Level 4: Subject matter depth and breadth

- Communicates complex issues clearly and credibly with widely varied audiences.
- Handles difficult on-the-spot questions (e.g. from senior executives, public officials, interest groups, or the media).
- Overcomes resistance and secures support for ideas or initiatives through high-impact communication.
- Communicates strategically to achieve specific objectives (e.g. considers optimal messaging and timing of communication).
- Uses varied communication vehicles and opportunities to promote dialogue and develop shared understanding and consensus.

Influencing Others - Level 4: Subject matter depth and breadth

- Builds coalitions of partners to support proposals.
- Uses experts or other third parties to influence.
- Uses understanding of competing interests to manoeuvre successfully to a win/win outcome.
- Uses chains of indirect influence (e.g. get A to do B, which in turn will influence C).

Initiative - Level 4: Subject matter depth and breadth

- Perseveres in seeking solutions to complex issues despite significant and ongoing obstacles.
- Creates opportunities to undertake initiatives that will benefit the organisation in the near or intermediate term.
- Defines and addresses high-level challenges that have the potential to advance a field of study or sector.
- Anticipates long-term future (more than 2 years) opportunities and positions the organisation to take advantage of them.

Interpersonal Relationships - Level 4: Subject matter depth and breadth

- Fosters an environment conducive to open, transparent communications among all levels.
- Builds strong relationships with others inside and outside their own organisation.
- Fosters cooperation, collaboration, and communication to facilitate consensus and accomplish tasks.
- Develops lasting, constructive, and mutually beneficial relationships with other individuals and groups.

Leadership - Level 4: Subject matter depth and breadth

- Develops and uses a range of leadership styles and apply them appropriately to people and situations.
- Ensures others understand how the vision, objectives and operational plans for their area link to the objectives of the whole organisation.
- Models behaviour that shows, and inspires others to show, respect, helpfulness and cooperation.
- Wins, through their performance and behaviour, the trust and support of others.

Negotiating - Level 4: Subject matter depth and breadth

- When negotiating knows when to insist, when to compromise and when given a stalemate to seek a fresh perspective.
- Reaches mutually acceptable solutions in complex, formal negotiations (e.g. negotiates highly complex, multi-year contracts; negotiates/mediates in situations where the positions of the parties are ambiguous or keep shifting).
- Personally draws upon a wide range of negotiation/ mediation strategies and tactics as the situation unfolds.
- Negotiates long term, strategic agreements ensuring negotiations are focused on the strategic goals of the organisation.
- Uses understanding of competing interests to manoeuvre successfully to a win/win outcome.

Team Management - Level 4: Subject matter depth and breadth

- Uses individual as well as group goal setting to maximise performance.
- Brings excellent performance to the attention of the larger organisation.
- Seeks resources that will enhance the teams productivity.
- Cultivates a feeling of energy, excitement and optimism in the team.

Teamworking - Level 4: Subject matter depth and breadth

- Provides constructive feedback to fellow team members.
- Breaks down barriers (structural, functional, cultural) between teams, facilitating the sharing of expertise and resources.
- Facilitates collaboration across teams to achieve a common goal.
- Promotes agendas that support the organisations broader goals.
- Creates cross-functional teams to solve problems.

Technical

Budget Management - Level 3: Extensive Experience

MS Office Suite 2003 and 2010 - Level 2: Working Experience

Preparation of Business Cases - Level 3: Extensive Experience

H. AUTHORISATION DETAILS:

Prepared By:	Ben Hedges (Lexonis)	Date:	20 Dec 2013
Area Commander /FHQ	Paul Hollister (minor amendment)	Date:	11 May 2015
HoD:		Date:	13 Nov 2014
Evaluation Panel:			

Appendix: Legend

- ☐ High priority
- ☐ Normal priority
- ☐ Low priority