

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:	Service Support Manager	Current Grade:	C002
Department:	Technology	Area:	Force Headquarters
Reports To:	Head of Technology	No of Posts:	1
Level of vetting:	MV	Post Number(s):	A101523

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

The planning, implementation, control, review and audit of service provision, to meet customer business requirements. This includes negotiation, implementation and monitoring of service level agreements, and the ongoing management of operational facilities to provide the agreed levels of service, seeking continually and proactively to improve service delivery.

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

Financial – Direct or Non-Direct

Direct: collective responsibility for managing and approving the Service Support budgets (comprising application software and end-user hardware) amounting to an annual revenue spend of £2m on software licences plus support and maintenance contracts, and up to £1m on cyclic replacement of end-user hardware including desktops, laptops, tablets and printers. Also responsible for delegating items within that budget to Team managers. Non-direct: collective responsibility for the proper management and record keeping of the all software and hardware assets managed by the Group.

Staff Responsibilities – Direct or Non-Direct

Direct: 3 direct reports (Customer Support Manager, Application Support Manager, Change Manager) managing 7, 8 and 11 staff in three specialist teams (Service Desk, Desktop Support and Applications) Non-direct: overall responsibility for 26 established posts within the Service Support Group, and for any 3rd party specialists assigned to particular support contracts, and any contractors assigned to specific application software or desktop roll-out programmes. Other: all customer service issues and complaints will be escalated to the Service Support Manager if they cannot be resolved at the team or Team Manager level. The Service Support Manager is the customer service champion for the Technology department. Will need to participate in a call escalation rota to support out-of-hours on-call teams.

Any Other Statistical Data

Working through specialist teams, the role is responsible for the support and maintenance around 70 application systems, 2,700 desktop PCs and around 600 laptop and tablet computers. In this respect, the Service Desk handles an average of 2,500 calls per month (incidents and requests for services) and the Service Support Manager is responsible for their resolution within SLA, and to agreed quality standards.

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									
Technical strategy and planning	0	1	2	3	4	5	6	7	
Continuity management						<input type="checkbox"/>			
Business change									
Relationship management	0	1	2	3	4	5	6	7	
Stakeholder relationship management						<input type="checkbox"/>			
Service management									
Service strategy	0	1	2	3	4	5	6	7	
IT management							<input type="checkbox"/>		
Service design	0	1	2	3	4	5	6	7	
Service level management							<input type="checkbox"/>		
Procurement and management support									
Supply management	0	1	2	3	4	5	6	7	
Supplier relationship management							<input type="checkbox"/>		

Strategy and architecture

Technical strategy and planning

Continuity management - Level 5: Ensure, advise:

- Owns the service continuity planning process and leads the implementation of resulting plans.
- Coordinates the identification by specialists across the organisation of information and communication systems which support the critical business processes, and the assessment of risks to the availability, integrity, and confidentiality of those systems.
- Evaluates the critical risks associated with these systems and identifies priority areas for improvement.
- Coordinates the planning, designing, testing of maintenance procedures and contingency plans to address exposure to risk and ensure that agreed levels of continuity are maintained.

Business change

Relationship management

Stakeholder relationship management - Level 5: Ensure, advise:

- Develops and maintains one or more defined communication channels and/or stakeholder groups, acting as a single point of contact.
- Gathers information from the customer to understand their needs (demand management) and detailed requirements.
- Facilitates open communication and discussion between stakeholders, using feedback to assess and promote understanding of need for future changes in services, products and systems.
- Agrees changes to be made and the planning and implementation of change.
- Maintains contact with the customer and stakeholders throughout to ensure satisfaction.
- Captures and disseminates technical and business information.

Service management

Service strategy

IT management - Level 6: Initiate, influence:

- Identifies and manages resources needed for the planning, development and delivery of specified information and communications systems services (including data, voice, text, audio and images).
- Influences senior level customers and project teams through change management initiatives, ensuring that the infrastructure is managed to provide agreed levels of service and data integrity.
- Takes full responsibility for budgeting, estimating, planning and objective setting.
- Plans and manages implementation of processes and procedures, tools and techniques for monitoring and managing the performance of automated systems and services, in respect of their contribution to business performance and benefits to the business, where the measure of success depends on achieving clearly stated business/financial goals and performance targets.
- Monitors performance and takes corrective action where necessary.

Service design

Service level management - Level 6: Initiate, influence:

- Ensures that a catalogue of available services is created and maintained and that service level agreements are complete and cost effective.
- Ensures that service delivery is monitored effectively and that identified actions to maintain or improve levels of service are implemented.
- Ensures that operational methods, procedures, facilities and tools are established, reviewed and maintained.
- Negotiates with relevant parties in respect of disruptions and major amendments to the provision of services.
- Reviews service delivery to ensure that agreed targets are met and prepares proposals to meet forecast changes in the level or type of service.

Procurement and management support

Supply management

Supplier relationship management - Level 6: Initiate, influence:

- Influences policy and procedures covering the selection of suppliers, tendering and procurement, promoting good practice in third party management with respect to information security.

- Deploys highly developed commercial skills to identify external partners, engaging with professionals in other related disciplines (e.g procurement specialists, lawyers) as appropriate.
- Is responsible for defining commercial communications, and the management and maintenance of the relationship between the organisation and the supplier.
- Measures the perception about how services are delivered, how this influences the performance of the supplier and their perception of own organisation's performance.
- Ensures that processes and tools are in place to conduct benchmarking.
- Conducts supplier analysis and assesses effectiveness across the supply chain.
- Promotes good practice with regard to third party information security.

E. LEVELS OF RESPONSIBILITY: *This is a SFIA Level 6 Role*

- **Autonomy** - Has defined authority and responsibility for a significant area of work, including technical, financial and quality aspects. Establishes organisational objectives and delegates responsibilities. Is accountable for actions and decisions taken by self and subordinates.
- **Influence** - Influences policy formation on the contribution of own specialism to business objectives. Influences a significant part of own organisation. Develops influential relationships with internal and external customers/suppliers/partners at senior management level, including industry leaders. Makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance.
- **Complexity** - Performs highly complex work activities covering technical, financial and quality aspects. Contributes to the formulation and implementation of IT strategy. Creatively applies a wide range of technical and/or management principles.
- **Business Skills** - Absorbs complex technical information and communicates effectively at all levels to both technical and non-technical audiences. Assesses and evaluates risk. Understands the implications of new technologies. Demonstrates clear leadership and the ability to influence and persuade. Has a broad understanding of all aspects of IT and deep understanding of own specialism(s). Understands and communicates the role and impact of IT in the employing organisation and promotes compliance with relevant legislation. Takes the initiative to keep both own and subordinates' skills up to date and to maintain an awareness of developments in the IT industry.

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

Internal

Contact with all levels internally including BTPA. Represent the Technology Department at Senior Management Meetings.

External

Contact with 3rd party suppliers, counterparts within Home Offices Forces' Technology Departments.

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

Qualifications and Training:

Educated to degree level or equivalent experience

Accredited to ITIL Foundation Level or higher

Experience:

Extensive experience of running a customer focussed service support group, or similar customer service function, as part of a larger IT operation. Extensive experience of managing and developing multi-disciplinary technical teams. Extensive experience of managing service requests to a defined set of Service Level Agreements and management KPIs. Extensive experience of developing and managing customer relationships.

Knowledge:

Detailed knowledge of ITIL IT Service Management methodology or equivalent discipline

Good knowledge of best practice customer service processes

Good knowledge of Microsoft's product offerings including high level capabilities and competitor products

Skills:

BTP Framework

Business	0	1	2	3	4
Accountability					<input type="checkbox"/>
Customer Service					<input type="checkbox"/>
Decision Making					<input type="checkbox"/>
Effective Communications					<input type="checkbox"/>
Influencing Others				<input type="checkbox"/>	
Initiative					<input type="checkbox"/>
Interpersonal Relationships				<input type="checkbox"/>	
Leadership				<input type="checkbox"/>	
Negotiating				<input type="checkbox"/>	
Team Management					<input type="checkbox"/>
Teamworking					<input type="checkbox"/>
Technical	0	1	2	3	4
Intel based end-user hardware		<input type="checkbox"/>			
MS Office Suite 2003 and 2010			<input type="checkbox"/>		
MS Windows Xp and 7			<input type="checkbox"/>		
Networking concepts (incl. security, firewalls and TCP/IP)		<input type="checkbox"/>			

Service Desk or Incident Management Software (any)

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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 3: Extensive Experience

- Builds on successful organisational initiatives to gain support for ideas.
- Anticipates and builds on others reactions to keep momentum and support for an approach.
- Makes multiple, tailored efforts to persuade (e.g. one-to-one and group discussions, presentations, demonstrations).
- Builds behind the scenes support for initiatives.

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 3: Extensive Experience

- Diffuses confrontational situations; treats others with respect, patience, and consideration.
- Notices and accurately interprets what others are feeling, based on their word choices, voice tones, facial expressions and other nonverbal behaviour.
- Discusses subjects in a constructive manner, with all levels of staff.
- Demonstrates diplomacy by approaching others about sensitive issues in non-threatening ways.

Leadership - Level 3: Extensive Experience

- Empowers others to develop their own ways of working and make their own decisions within agreed boundaries.
- Engages people within their area of responsibility in defining its direction and committing their energies and expertise to achieving the required results.
- Monitors the activities and progress of people in their area without interfering.
- Provides people support and advice when they need it especially during periods of setback and change.
- Steers their area successfully through difficulties and challenges.

Negotiating - Level 3: Extensive Experience

- Creates an open and constructive environment for negotiation and assures all parties that a fair solution will be attained.
- Persuades others to review their demands and change their original positions.
- Negotiates mutually acceptable agreements with all parties involved.
- Expresses ideas/solutions in an appropriate manner to overcome resistance, complaints and frustration from others.

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

Intel based end-user hardware - Level 1: Basic Awareness

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

MS Windows Xp and 7 - Level 2: Working Experience

Networking concepts (incl. security, firewalls and TCP/IP) - Level 1: Basic Awareness

Service Desk or Incident Management Software (any) - Level 1: Basic Awareness

H. AUTHORISATION DETAILS:

Prepared By:	Ben Hedges (Lexonis)	Date:	20 Dec 2013
Area Commander /FHQ HoD:	Paul Hollister	Date:	6 Nov 2014
Evaluation Panel:		Date:	13 Nov 2014

Appendix: Legend



High priority



Normal priority



Low priority