

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:	Enterprise Architect (New)	Current Grade:	C002
Department:	Technology	Area:	Force Headquarters
Reports To:	Chief Technology Officer	No of Posts:	1
Level of vetting:	MV	Post Number(s):	

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

To lead the function which defines the IS strategy and architecture and engages with the force to enable effective exploitation of existing and emerging technology. The Enterprise Architect will build a holistic view of British Transport Police, including business processes, information gathered, technology used and strategy. They will use this extensive knowledge to ensure that the business and IT are fully aligned, now and in the future, by the logical integration and standardisation of IT infrastructure reflecting the requirements of BTP's operating model. Using a variety of standard models and tools the Enterprise Architect will create an 'as-is' model and 'to-be' vision that links the IT Strategy to BTP's strategic goals. These views will provide a bridge between senior business stakeholders and senior IT professionals. The Enterprise Architect will, through strategic alignment, ensure that money spent on information and communication technology is done so in a planned and organised manner.

The creation, iteration, and maintenance of structures such as enterprise and business architectures embodying the key principles, methods and models that describe the organisation's future state, and that enable its evolution. This typically involves the interpretation of business goals and drivers; the translation of business strategy and objectives into an "operating model"; the strategic assessment of current capabilities; the identification of required changes in capabilities; and the description of inter-relationships between people, organisation, service, process, data, information, technology and the external environment. The architecture development process supports the formation of the constraints, standards and guiding principles necessary to define, assure and govern the required evolution; this facilitates change in the organisation's structure, business processes, systems and infrastructure in order to achieve predictable transition to the intended state.

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

Financial – Direct or Non-Direct

None

Staff Responsibilities – Direct or Non-Direct

Direct: Solutions Architect

Indirect: Chair the Technical Design Authority

Any Other Statistical Data

BTP is a national organisation with approximately 5000 police officers and staff. Force revenue budget £258M,

capital budget £11.6M

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 strategy and planning	0	1	2	3	4	5	6	7
Innovation								
Enterprise and business architecture development								
Technical strategy and planning	0	1	2	3	4	5	6	7
Emerging technology monitoring								

Strategy and architecture

Information strategy

IT governance - Level 6: Initiate, influence:

- Puts in place, or confirms, staffing structures to support the work of the board and proper relationships between the organisation and external auditors.
- Takes responsibility for review of management processes (and decisions) and confirms that they are compliant with the organisation's strategy for corporate governance of information.
- Is familiar with relevant standards and the principles embedded within them.
- Reviews new business proposals and provides specialist advice on compliance issues.
- Acts as the organisation's contact for relevant regulatory authorities.
- Establishes policy and standards for compliance with relevant legislation, which are fit for purpose.

Business strategy and planning

Innovation - Level 6: Initiate, influence:

- Recognises potential strategic application of IT, and initiates investigation and development of innovative methods of exploiting IT assets, to the benefit of organisations and the community.
- Plays an active role in improving the interface between the business and IT.



Enterprise and business architecture development - Level 7: Set strategy, inspire, mobilise:

- Directs the creation and review of an enterprise capability strategy to support the strategic requirements of the business.
- Identifies the business benefits of alternative strategies.

Technical strategy and planning

Emerging technology monitoring - Level 6: Initiate, influence:

- Co-ordinates the identification and assessment of new and emerging hardware, software and communication technologies, products, methods and techniques.
- Evaluates likely relevance of these for the organisation.
- Provides regular briefings to staff and management.

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

Liaison with officers and staff at all levels through the organisation

External

British Transport Police Authority, Government Digital Service and Department for Transport technology leads

The post holder will be required to attend vendor briefings, technology showcases and conferences relevant to maintain their understanding of new and emerging technologies, and how technology is being employed across the policing and wider emergency service communities, whilst representing BTPs position and interests.

A critical role is to identify risks and opportunities, collaboration options and draw in best practice. This should

be sought both internally and externally to the police, and wider Government communities.

Other sectors, agencies, professional and academic bodies

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

Qualifications and Training:

Prince 2 Practitioner, current exam accreditation.

TOGAF 9 Foundation

Educated to degree level in a specific IT or engineering discipline or equivalent experience

Accredited to ITIL Foundation Level or higher

Experience:

Significant evidenced experience in developing and driving operational strategies for effective delivery of IT architectures and governance as part of a coherent IS functions within a complex organisation.

Demonstrable experience of managing Architecture teams within complex technical environments.

Strong understanding and passion for new technologies, with the ability to identify potential opportunities that will benefit the organisation and better enable delivery of the corporate strategy.

Ability to demonstrate proven influencing and negotiating skills and to build effective working relationships at all levels both internally and externally.

Proven ability to manage significant supplier relationships, ensuring high quality delivery and value for money are achieved.

Experience of coordinating different groups to work in unison towards a clear goal and the ability to drive outstanding performance and gain commitment through coaching, motivating, energising and inspiring team members.

Knowledge:

Strong understanding of business processes that underpin an organisation, focusing on the role of information provision

Skills:



BTP Framework

Business	0	1	2	3	4
Accountability					☐
Customer Service				☐	
Decision Making					☐
Effective Communications					☐
Influencing Others				☐	
Initiative					☐
Interpersonal Relationships				☐	
Leadership				☐	
Negotiating				☐	
Planning and Organising					☐
Problem Solving				☐	
Teamworking				☐	

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 3: Extensive Experience

- Explores and addresses the unidentified, underlying and long-term customer needs.
- Enhances customer service delivery systems and processes.
- Anticipates customers upcoming needs and concerns.
- Advocates on behalf of customers to more senior management, identifying approaches that meet customers needs as well as those of the organisation.

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.

Planning and Organising - Level 4: Subject matter depth and breadth

- Identifies and prioritises resources across initiatives/programs.
- Ensures that outcomes are evaluated.
- Ensures coordination, as needed, across related projects.
- Determines and communicates objectives, priorities and strategies that provide direction for the organisation.
- Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.
- Secures and allocates program or project resources in line with strategic direction.

Problem Solving - Level 3: Extensive Experience

- Identifies optimal solutions based on weighing the advantages and disadvantages of alternative approaches.
- After implementation, evaluates the effectiveness and efficiency of solutions.
- Coordinates with others within his/her network, subject-matter experts and /or additional senior staff to interpret administrative policies, offer advice and solve related problems.
- Identifies alternate solutions, considering applicable precedents.

Teamworking - Level 3: Extensive Experience

- Listens to constructive feedback and incorporates suggestions to achieve collective objectives.
- Makes outstanding efforts to help other team members.
- Fosters team spirit.
- Ensures that all group members have an opportunity to contribute to group discussions.
- Helps build consensus among team members.

H. AUTHORISATION DETAILS:

Prepared By:	Sarah Winmill	Date:	13 Mar 2017
Area Commander /FHQ HoD:	Kieran Murphy	Date:	13 Mar 2017
Evaluation Panel:		Date:	

Appendix: Legend

-  High priority
-  Normal priority
-  Low priority