BRITISH TRANSPORT POLICE

HR8:1.3
Version 1.2

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:	Infrastructure Manager	Current Grade:	C001
Department:	Technology	Area:	Force Headquarters
Reports To:	Chief Technology Officer	No of Posts:	1
Level of vetting:	MV	Post Number(s):	A100077

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: Exercises control over infrastructure related expenditure including network equipment, server and operating software products, capital and revenue, in excess of £1million per annum. Management of the outsourced Wide Area Network contract worth £1.5million per annum. Responsibility for specific infrastructure project budgets up to £1million. Non-direct: responsible for providing best value advice and guidance for all infrastructure related expenditure.

Staff Responsibilities – Direct or Non-Direct

Direct - 11 direct reports in 4 specialist groups comprising Networking (3), Servers (4), Messaging (2) and Infrastructure (2). Occasional responsibility for 3rd party contractors assigned to the team for specific projects. Indirect - responsibility for the work of 3rd party specialists assigned to particular support contracts. Other: Participation in an on-call rota to provide out-of-hours triage, diagnostics, and remedial work in their specialist field plus, plus attendance on site if deemed necessary for operational reasons.

Any Other Statistical Data

The team is responsible for the technical support of the primary machine room at FHQ, the DR machine room at Axis House and all other network and server equipment rooms across the Force estate. This includes responsibility for over 300 servers (206 of which are virtual), 70Tb of on-line storage (mirrored in the DR Centre), 70Tb of back-up storage (mirrored in the DR Centre) and network switches and routers across 147 locations. The team is responsible for all versions of server Operating Systems (Windows, UNIX and Linux) plus all Anti-Virus software. The team is also responsible for 8,100 mailboxes on 6 e-mail servers holding 55million e-mails.

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						☐		
Network planning							☐	

Business change

Relationship management	0	1	2	3	4	5	6	7
Stakeholder relationship management							☐	

Service management

Service strategy	0	1	2	3	4	5	6	7
IT management						☐		

Service design	0	1	2	3	4	5	6	7
Capacity management							☐	
Service level management						☐		

Procurement and management support

Supply management	0	1	2	3	4	5	6	7
Supplier relationship management							☐	

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.

Network planning - Level 6: Initiate, influence:

- Creates and maintains overall network plans to support the organisation's business strategy, agrees service level agreements with customers and plans all aspects of the infrastructure necessary to ensure provision of network services to meet such agreements.

Business change

Relationship management

Stakeholder relationship management - Level 6: Initiate, influence:

- Supports business change, acting as a single point of contact for senior stakeholders, facilitating relationships between them.
- Ensures that stakeholders understand available IT services, and promotes financial and commercial awareness in order to deliver value-for-money.
- Conducts analysis of demand for services and influences stakeholders to ensure that the necessary investments are made to deliver required services.
- Negotiates at senior level on technical and commercial issues, to ensure that customers, suppliers and other stakeholders understand and agree what will meet their needs, and that appropriate service level agreements are defined.
- Oversees monitoring of relationships including lessons learned and appropriate feedback.
- Initiates improvement in services, products and systems.

Service management

Service strategy

IT management - Level 5: Ensure, advise:

- Provides technical management of an IT operation, ensuring that agreed service levels are met and all relevant procedures are adhered to.
- Schedules and supervises all maintenance and installation work.
- Ensures that operational problems are identified and resolved.
- Provides appropriate status and other reports to specialists, users and managers.
- Ensures that operational procedures and working practices are fit for purpose and current.
- Takes responsibility for the design, procurement, installation, upgrading, operation, control, maintenance (including storage and communication of data, voice, text, audio and images) and effective use of IT infrastructure components and monitors their performance.

Service design

Capacity management - Level 6: Initiate, influence:

- Develops strategies to ensure all the performance measures of all IT services meet the needs of the business and of any service requirements or service level agreements which may be in place.
- Ensures that the policy and standards for capacity management are fit for purpose, current and are correctly implemented.
- Reviews new business proposals and provides specialist advice on capacity and demand issues.

Service level management - Level 5: Ensure, advise:

- Ensures that service delivery meets agreed service levels.
- Creates and maintains a catalogue of available services.

- In consultation with the customer negotiates service level requirements and agrees service levels.
- Diagnoses service delivery problems and initiates actions to maintain or improve levels of service.
- Establishes and maintains operational methods, procedures and facilities in assigned area of responsibility and reviews them regularly for effectiveness and efficiency.

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.
- 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.
- Is responsible for defining commercial communications, and the management and maintenance of the relationship between the organisation and the supplier.

E. **LEVELS OF RESPONSIBILITY:** *This is a SFIA Level 5 Role*

- Autonomy - Works under broad direction. Work is often self-initiated. Is fully accountable for meeting allocated technical and/or project/supervisory objectives. Establishes milestones and has a significant role in the delegation of responsibilities.
- Influence - Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Builds appropriate and effective business relationships. Makes decisions which impact the success of assigned projects i.e. results, deadlines and budget. Has significant influence over the allocation and management of resources appropriate to given assignments.
- Complexity - Performs an extensive range and variety of complex technical and/or professional work activities. Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. Understands the relationship between own specialism and wider customer/organisational requirements.
- Business Skills - Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives. Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. Assesses and evaluates risk. Communicates effectively, both formally and informally. Demonstrates leadership. Facilitates collaboration between stakeholders who have diverse objectives. Understands the relevance of own area of responsibility/specialism to the employing organisation. Takes customer requirements into account when making proposals. Takes initiative to keep skills up to date. Mentors colleagues. Maintains an awareness of developments in the industry. Analyses requirements and advises on scope and options for continuous operational improvement. Demonstrates creativity and innovation in applying solutions for the benefit of the customer/stakeholder. Takes account of relevant legislation.

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

Internal

Contact with all levels internally, including colleagues and customers.

External

Contact with 3rd party specialists and counterparts within Home Office Forces.

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 leading and developing a multi-disciplinary technical support team in a demanding 24x7 environment, prefererably gained in an emergency services environment, and covering all aspects of servers, networking and system software.
Good experience managing complex IT budgets, both revenue and capital. Good experience of leading and developing multi-disciplinary technical teams. Good experience of writing strategic documents, complex business cases and presenting to senior stakeholders.

Knowledge:

Detailed knowledge of Microsoft's product offerings including capabilities and competitor products
Good knowledge of core networking technologies together with an understanding of the key technology providers.
Good knowledge of encryption methodologies and data use in a secure environments.

Skills:

BTP Framework

Business	0	1	2	3	4
Accountability				☐	
Customer Service				☐	
Decision Making				☐	
Effective Communications				☐	
Influencing Others				☐	
Initiative				☐	
Interpersonal Relationships				☐	
Leadership				☐	

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				3	
Negotiating				☐	
Team Management				☐	
Teamworking				☐	

Technical	0	1	2	3	4
Firewalls - Juniper or recognised equivalent			☐		
MS Exchange 2003 and 2010			☐		
MS Windows Server 2003/2008			☐		
Networking concepts (incl. security, firewalls and TCP/IP)			☐		
Project Management methodology			☐		
VMware server installation and management			☐		

Business

Accountability - Level 3: Extensive Experience
- Provides feedback on individual and team performance.
- Establishes with others criteria on which success will be measured.
- Focuses and guides others in achieving business results.
- Communicates the parameters of delegated responsibility and decision-making authority within the team.

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 3: Extensive Experience
- Considers the costs, benefits, risks, and chances for success, when making a decision.
- Seeks information about alternatives and chooses an option that meets a goal, solves a problem or avoids a risk.
- Approaches a complex task or problem by breaking it down into parts and considers each part in detail.
- Applies guidelines and procedures that leave considerable room for discretion and interpretation.
- Makes decisions by weighing several factors, some of which are partially defined and entail missing pieces of critical information.
- As needed, involves the right people in the decision making process.
- Balances competing priorities in reaching decisions.

Effective Communications - Level 3: Extensive Experience
- Tailors communication (e.g. content, style and medium) to diverse audiences.
- Utilises skill in presenting information, analysis, ideas and positions in a clear, succinct, accurate, convincing

manner, as is appropriate with the audience.

- Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message.
- Communicates equally effectively with all organisational levels.
- Understands others complex or underlying needs, motivations, emotions or concerns and communicates effectively despite the sensitivity of the situation.

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 3: Extensive Experience

- Maintains a level of energy and work activity to achieve goals.
- Actively seeks and identifies opportunities to contribute to and achieve goals.
- Suggests ways to achieve better results or add value beyond the current situation.
- Perseveres in seeking opportunities to advance organisational objectives in the near term.
- Identifies and acts on opportunities to improve organisational processes or outcomes.

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 over come resistance, complaints and frustration from others.

Team Management - Level 3: Extensive Experience

- Identifies and addresses gaps in team expertise.
- Resolves conflict among team members fairly and sensitively.

- Delegates authority to match responsibility, and holds staff accountable for agreed upon commitments.
- Coaches and supports staff in taking independent action.
- Delegates responsibility rather than taking charge or micro-managing when staff have the capability.

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.

Technical

Firewalls - Juniper or recognised equivalent - Level 2: Working Experience

MS Exchange 2003 and 2010 - Level 2: Working Experience

MS Windows Server 2003/2008 - Level 2: Working Experience

Networking concepts (incl. security, firewalls and TCP/IP) - Level 2: Working Experience

Project Management methodology - Level 2: Working Experience

VMware server installation and management - Level 2: Working Experience

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H.   AUTHORISATION DETAILS:

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Evaluation Panel:		Date:	

Appendix: Legend

High priority

Normal priority

Low priority