Role Profile

BTS MANAGER - ENTERPRISE AND SOLUTIONS ARCHITECTURE			
Reference No.	G069.01	Type	Individual
Service	Business Technology Solutions		
Job Family	Team Manager 3	Grade	FC10

Purpose

To lead and manage the Enterprise and Solutions Architecture discipline, including the management of external suppliers.

Ensure the effective operation of this area as a key element in support of Council transformation and change.

Task or Responsibility - For this role, there is an expectation that all, or a combination, of the following will be undertaken:	Person Specification: Skills, Knowledge, Qualifications or Experience - Criteria can apply to more than one task or responsibility	E	D
Strategy & Architecture Manage the Enterprise & Solutions Architecture capability which is essential to ensuring new solutions align with ICT strategy, are properly assessed and analysed for change/organisational impact and, ultimately, deliver required benefits and maximise the use of ICT and systems investment. **Level 5 - IT Strategy and planning (Ensure, advise)** Ensures that all stakeholders adhere to IT strategic management approach and timetables. Collates information and creates reports and insights to support IT strategic management processes. Develops and communicates plans to drive forward the strategy. Contributes to the development of policies, standards and guidelines for IT strategy development and planning.	Professional Diploma or equivalent vocational accreditation in a computing/ systems or related discipline or equivalent experience	✓	
	Proven staff management and effective leadership in a complex technical environment	✓	
	Working knowledge of EA methods, specifically TOGAF and its application within large, complex organisations	✓	
	Ability to analyse and interpret complex business architectures and process, information and solutions models	✓	
	Experience of creating or contributing to ICT strategic plans	✓	

E = Essential Criteria D = Desirable Criteria

Task or Responsibility - For this role, there is an expectation that all, or a combination, of the following will be undertaken:	Person Specification: Skills, Knowledge, Qualifications or Experience - Criteria can apply to more than one task or responsibility	E	D
Level 6 – Enterprise & Business Architecture (Initiate, Influence) Captures and prioritises market and environmental trends, business strategies and objectives, and identifies the business benefits of alternative strategies. Establishes the contribution that technology can make to business objectives, conducting feasibility studies, producing high-level business models, and preparing business cases. Leads the creation and review of a systems capability strategy that meets the strategic requirements of the business. Develops enterprise-wide architecture and processes that ensure that the strategic application of change is embedded in the management of the organisation, ensuring the buy-in of all stakeholders. Develops and presents business cases, for high-level initiatives, for approval, funding and prioritisation. Ensures compliance between business strategies, enterprise transformation activities and technology directions, setting strategies, policies, standards and practices. Specifies at strategic level the business functions and data subjects needed to support future business and digital services, thereby enabling the development of an Information Architecture.	Experience of Solutions and/or Information Architecture delivery	✓	

Task or Responsibility - For this role, there is an expectation that all, or a combination, of the following will be undertaken:	Person Specification: Skills, Knowledge, Qualifications or Experience - Criteria can apply to more than one task or responsibility	E	D
Level 6 – Solutions Architecture Leads the development of architectures for complex systems, ensuring consistency with specified requirements agreed with both external, and internal customers. Takes full responsibility for the balance between functional, service quality and systems management requirements within a significant area of the organisation. Establishes policy and strategy for the selection of systems architecture components, and coordinates design activities, promoting the discipline to ensure consistency. Ensures that appropriate standards (corporate, industry, national and international) are adhered to. Within a business change programme, manages the target design, policies and standards, working proactively to maintain a stable, viable architecture and ensure consistency of design across projects within – and across - programmes.			
ICT Change and Transformation Ensures that new change programmes and initiatives are properly scoped and architected to deliver required benefits and outcomes through the application of EA principles and approaches. **Level 6 – Business Analysis (Initiate, influence)** Takes full responsibility for business analysis within a significant segment of an organisation where the advice given and decisions made will have a measurable impact on the profitability or effectiveness of the organisation. Establishes the contribution that technology can make to business objectives, defining strategies, validating and justifying business needs, conducting feasibility studies, producing high-level and detailed business models, preparing business cases, overseeing development and implementation of solutions, taking into account the implications of change on the	Experience in the analysis and modelling of complex systems and information inter-relationships, including the use of modelling techniques and standards such as UML Experience in translating business requirements to solutions definitions, models and architectures The ability to engage stakeholders of all levels in analysis activities and to translate resultant models and architectures into understandable business language	✓ ✓ ✓	

E = Essential Criteria   D = Desirable Criteria

Task or Responsibility - For this role, there is an expectation that all, or a combination, of the following will be undertaken:	Person Specification: Skills, Knowledge, Qualifications or Experience - Criteria can apply to more than one task or responsibility	E	D
organisation and all stakeholders. Guides senior management towards accepting change brought about through process and organisational change.			
Level 5 – Organisational Design and Implementation (Ensure, Advise) Conducts business impact assessment to identify how the changes from the "as-is" processes, systems, and structures to the "to-be" processes, systems and structures impact specific organisations and roles. Outlines how the organisation structure, jobs, teams and roles and staff development need to change to enable the future business processes. Aligns existing jobs/organisational structures to new processes.			
Level 6 – Business Modelling (Initiate, influence) Defines modelling standards and quality targets for an organisation. Has continuing responsibility for the maintenance of models for a designated function. Initiates organisation-wide modelling improvement activities and obtains customer buy-in to general changes. May represent own organisation as a modelling expert in industry initiatives.			
Development and implementation	Experience of data and systems analysis and design of	✓	

E = Essential Criteria D = Desirable Criteria

Task or Responsibility - For this role, there is an expectation that all, or a combination, of the following will be undertaken:	Person Specification: Skills, Knowledge, Qualifications or Experience - Criteria can apply to more than one task or responsibility	E	D
Ensuring that systems and data/information architectures are clearly defined, modelled and understood in order that acquisition, development and implementation activities can proceed on a robust and well-architected solutions definition. Ensures through continual engagement with change programmes that standards, designs and architectures are being adhered to. **Level 5 – Data Analysis (Ensure, advise)** Sets standards for data analysis tools and techniques, advises on their application, and ensures compliance. Manages the investigation of corporate data requirements, and co-ordinates the application of data analysis and data modelling techniques, based upon a detailed understanding of the corporate information requirements, in order to establish, modify or maintain data structures and their associated components (entity descriptions, relationship descriptions, attribute definitions).	large, complex solutions Experience of verifying and approving data/systems analysis outputs from team members or external contracted service organisations Experience of delivering and verifying/assuring solutions designs supporting major ICT delivery programmes from inception through to transition and Go Live	✔ ✔	
Level 5 – Systems Design (Ensure, advise)			

E = Essential Criteria   D = Desirable Criteria

Task or Responsibility - For this role, there is an expectation that all, or a combination, of the following will be undertaken:	Person Specification: Skills, Knowledge, Qualifications or Experience - Criteria can apply to more than one task or responsibility	E	D
Specifies and designs large or complex systems. Selects appropriate design standards, methods and tools, consistent with agreed enterprise and solution architectures and ensures they are applied effectively. Reviews others' systems designs to ensure selection of appropriate technology, efficient use of resources, and integration of multiple systems and technology. Contributes to policy for selection of architecture components. Evaluates and undertakes impact analysis on major design options and assesses and manages associated risks. Ensures that the system design balances functional, service quality, security and systems management requirements.			
Skills and Quality Managing performance and delivery in this area of responsibility, including drawing up necessary forward resourcing and skills plans. **Level 5 – Performance Management (Ensure, advise)** Manages individuals and groups. Allocates responsibilities and/or packages of work. Provides support and guidance as required, in line with individuals' abilities. Delegates responsibilities as appropriate. Advises individuals on career paths, and encourages pro-active development of skills and capabilities. Sets performance targets, and monitors progress against agreed quality and performance criteria. Provides effective feedback, throughout the performance management cycle, to ensure optimum performance. Mentors individuals, possibly within other parts of the organisation. Participates, as appropriate, in formal processes such as disciplinary procedures.	Evidence of establishing performance frameworks and delivering performance excellence	✓	
	Solid experience of workforce, ICT capacity and budgetary planning	✓	
	Experience of setting and monitoring customer service standards	✓	
	Experience of interpreting, analysing and acting on customer and systems management data and feedback	✓	
	Knowledge, and experience of implementing, relevant accessibility requirements	✓	
	Knowledge of Council HR policies, processes and procedures for workforce management and development	✓	
Level 4 – Resourcing (Enable)			

     E = Essential Criteria D = Desirable Criteria

Task or Responsibility - For this role, there is an expectation that all, or a combination, of the following will be undertaken:	Person Specification: Skills, Knowledge, Qualifications or Experience - Criteria can apply to more than one task or responsibility	E	D
Implements resource plans, including conducting recruitment interviews. Facilitates selection, assessment and on-boarding processes, and internal resource allocation. Contributes to transitioning of resources, complying with relevant statutory or external regulations and codes of good practice.			
Level 4 – Quality Management (Enable) Uses quality management models and techniques to identify areas for improvement. Determines corrective action to reduce errors and improve the quality of the system and services.	Experience of Quality Management and Assurance methods	✓	
Relationship Management and engagement The postholder will be required to engage at all levels of the Council and with external service providers providing professional Enterprise Architecture, Solutions Architecture and analysis/design services. **Level 3 – Sourcing (Apply)** Prepares pre-qualification questionnaires and tender invitations in response to business cases. Produces detailed evaluation criteria for more complex tenders and assists in evaluation of tenders. Acts as the routine contact point between organisation and supplier. Collects and reports on supplier performance data.	Experience of drawing up Tenders and PQQs for ICT solutions Report writing skills – including experience of writing reports and executive summaries for Boards, Committees or other senior management groups Presentation skills / confident delivery style	✓ ✓ ✓	
Level 6 – Relationship Management (Initiate, Influence)	Ability to use a variety of channels and methods to	✓	

E = Essential Criteria   D = Desirable Criteria

Task or Responsibility - For this role, there is an expectation that all, or a combination, of the following will be undertaken:	Person Specification: Skills, Knowledge, Qualifications or Experience - Criteria can apply to more than one task or responsibility	E	D
Builds long-term, strategic relationships with senior stakeholders in the largest client organisations (internal or external). Acts as a single point of contact and facilitates access to colleagues and subject experts. Maintains a strong understanding of clients' industry and business, assists clients in the formation of IT strategies, and acts to ensure that they are offered products and services aligned to these strategies. Negotiates at senior level on technical and commercial issues. Influences the development and enhancement of services, products and systems, and oversees the management and planning of business opportunities. Oversees monitoring of relationships and acts on relevant feedback.	influence and inform stakeholders at all levels Ability to influence and engage senior stakeholders and practitioners in architecture and strategic planning activities Experience of conducting negotiations on delivery issues/failures	✓	✓
Representing the Council, Directorate or Service at agreed internal/external meetings, producing strategic and management reports and delivering presentations to all Council levels and to ICT/public sector forums.	Report writing skills Presentation skills / confident delivery style Ability to use a variety of channels and methods to influence and inform stakeholders at all levels SFIA Level 6 (Initiate, Influence) - Relationship Management	✓ ✓ ✓ ✓	
Lead discussions with key external suppliers, partners and other	Experience defining, negotiating and operating complex	✓	

Task or Responsibility - For this role, there is an expectation that all, or a combination, of the following will be undertaken:		Person Specification: Skills, Knowledge, Qualifications or Experience - Criteria can apply to more than one task or responsibility	E	D
stakeholders to identify opportunities and assure on-going delivery and development of Strategic Platforms.		ICT supply contracts		
		Experience conducting negotiations on complex contractual issues/failures		✓
		Ability to recognise and communicate process, information or technology opportunities and assess their fit to business objectives	✓	
		SFIA Level 6 (Initiate, influence) - Innovation	✓	
		- Emerging Technology Opportunities	✓	
Contributing to and representing the Council on relevant national public and private sector bodies which develop and share policy, national standards and best practice. (Scottish Councils SOCITM, COSLA, Improvement Service and Scottish Government, ICT professional bodies).		Experience of actively contributing outside organisational boundaries in national or multi-national ICT forums and organisations	✓	
Working with elected members on a regular basis, to respond to queries, support policy development, and improve the customer experience or reputation of the Council. This includes supporting the work of, or contributing to, Scrutiny Committees and Standards and Audit.		Evidence of working with elected members or senior policy makers	✓	

Additional tasks or responsibilities – this is a generic role, however this particular job may also require you to undertake the following:			
Task or Responsibility - For this role, there is an expectation that all, or a combination, of the following will be undertaken:	**Person Specification: Skills, Knowledge, Qualifications or Experience -** Criteria can apply to more than one task or responsibility	**E**	**D**

Type of Protection of Vulnerable Groups Scheme (PVG Scheme) or Disclosure Check required			
Type of Protection of Vulnerable Groups (PVG) or other Disclosure check (choose only one).	PVG Children ☐	PVG Protected Adults ☐	PVG Both ☐	None ☐
	Basic Disclosure ☒	Standard Disclosure ☐	Enhanced Disclosure ☐

Additional Information – the following information is available:	Expected Behaviours – It is essential that you display the following behaviours as they are expected of all our employees:
- Skills Framework (if applicable) **How** we work matters	- Take Ownership - Focus on Customers - Work Together - Embrace Technology & Information - Deliver Results

E = Essential Criteria D = Desirable Criteria