

NHS TAYSIDE – AGENDA FOR CHANGE

### JOB DESCRIPTION

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| 1. Job Identification

Ref ICT503 | Job TitleI&CT Service Delivery Manager |
| ICT Service ManagerDepartment Management Level |  Department(s)/LocationDigital Directorate |
|  | Number of Job Holders 7 |
| 1. Job Purpose
* Operationally lead, manage and direct service delivery team providing services over a site, or multiple sites, with responsibility for IT systems, network infrastructure and technical support within NHS Tayside.
* Contribute extensively while assisting the Head of Service & Head of Operations in the delivery of both business and clinical solutions designed to improve and promote health care.
* Strategically plan projects/programmes accounting for the availability of resource from other Digital technical service departments.
* Ensure effective management of any current/future Digital support projects/programmes including departmental resource and training needs.
* Use expert technical knowledge & understanding to select and present to appropriate groups including senior management the most appropriate future technologies for highly complex projects in a constantly changing Digital environment.
* Ensure through negotiation with external contractors that all solutions are compatible with the strategic requirements for NHS Tayside.

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| 1. Organisational Position

ICT Service Delivery Manager reporting to Head Of Service Head of Operations Head of ServiceService Delivery Manager(This Position)Endpoint Services Team |
| 1. Scope and Range
* The post holder will have a major impact on strategic departmental decisions and will be required to contribute extensively whilst assisting the Head Of Service
* An advanced specialist, leading a department in a particular eHealth service area and expected to interpret both national NHS and recognised professional technical policies and provide expert guidance to senior management, departmental heads, suppliers and other NHS bodies.
* Personal initiative and innovative thinking key to achievement of objectives. Required to exercise a complete degree of autonomy in contributing to decision making and use problem solving skills to facilitate the optimum use of resources in a constructive and efficient manner.
* Expected to implement and develop policies and procedures within own area of expertise and communicate impact eHealth related policy issues to the clinical and business user community.
* Contribute to the overall management of the Digital Directorate department as an active member of the Digital Service Delivery Group.
* Manage departmental staff including Digital section managers and advanced technical specialists giving clear leadership and support within the department.
* Use specialist knowledge for the selection, planning, estimation/costing, design, quality assurance and project management functions of Digital Project/Programmes within the department.
* Operate as a technical consultant giving advice on technical standards and the use of emerging technologies for projects/programmes within own area of expertise.
* Ensure the production and support framework over multiple sites is appropriate to support critical national business/clinical systems in use throughout NHS Scotland.
* Manage the provision of a departmental service to include desktop management and support, systems management and support, network management including administration and support, computer operations and database administration.
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| 1. Main Duties/Responsibilities
* The post holder acts within minimal guidelines and defines and implements policies and procedures ensuring all activities within the department comply with audit, ISSG (Data Communications & IT Security Standards for NHS Scotland ) and NHSIA standards.
* Deputise for the Head of Service to ensure that the department meets all local and national IM & T objectives.
* Responsible for the strategic operation of the department ensuring the Digital section managers and advanced technical specialists achieve all objectives.
* Prepare, Issue and monitor departmental priorities to Digital section managers and advanced technical specialists.
* Lead, develop and empower staff in order to achieve team culture and maximise the potential of staff while ensuring efficiency and effectiveness to meet business requirements.
* Establish procedures for skills transfer and operation handovers to ensure robust ongoing maintenance and support of completed developments transferred into the operational environment.
* Responsible for the recruitment, training and development, work planning / evaluation and disciplinary procedures for all members of the department.
* Prepare cost proposals, budgets and monitor the expenditure on all projects/programmes and produce short, medium and long term project plans including cost projections, variance analysis, cost modelling etc.
* Research, evaluate and recommend technical architecture solutions to meet the needs of NHS Tayside and other partner agencies.
* Responsible for the provision of I.T. technical consultancy to a major site, or multiple sites, within NHS Tayside. Liaise with clinical and business user community to communicate local and national Digital strategies and ensure there is a standard, cohesive approach to all Digital projects.
* Ensure that appropriate Service Level Agreements are in place for all non NHS Tayside I.T. service provision, that service levels are maintained, reviewed and monitored on a regular basis.
* Manage IT services supplier activities and procurement including defining requirements, negotiation of supplier contracts, evaluation of supplier bids and management of contracts covering IT hardware maintenance, networks, desktops, servers, applications, systems and software.
* Monitor the effectiveness of the IT service on a regular basis, identifying and implementing measures to improve service where appropriate.
* Develop and maintain service delivery support protocols to ensure efficient use is made of centralised Help Desk services.
* Responsible for the provision of a technical consultancy service to NHS Tayside.
* Ensure objectives are obtainable within agreed timescale and budget and take full account of the constraints upon objectives and strategies.
* Assist in providing a Management response to computer audit reports, where appropriate, and manage the agreed action to the identified timetable.
* Review the current level of technology to ensure that it is still cost effective and meets the needs of all NHS users.

Your performance must comply with the national “Mandatory Induction Standards for Healthcare Support Workers 2009” and with the Code of Conduct for Healthcare Support Workers. |
| 1. Communications and Relationships

Within organisation* + Consults with and advises senior managers up to Director Level over technical issues, persuading them to a certain course of action, including an awareness of any political or highly contentious sensitivities.
	+ Advises Corporate Directors and Senior Management Teams on highly complex technical matters, persuading them to a certain course of action and decisions that may have far reaching consequences.
	+ Devises, develops and delivers formal presentations to Corporate Directors, Senior Management Teams, Business and Clinical user groups on a range of highly complex Digital Technology issues with the aim of persuading management to take a course of action.
	+ Regular contact with other senior members of the Digital function within Tayside to ensure that a high quality of service is delivered and staff resources are deployed in an effective way.
	+ Regular contact with clinical and non-clinical senior managers on a wide range Digital Technology matters.

 * + Involvement with internal audit function and responsible for expediting Digital audit recommendations where appropriate.
	+ Provide verbal and written reports through immediate line manager identifying all progress in relation to multi-threaded project plans plus communicate any known problems or issues.
	+ Report through immediate line manager any new issues and or trends that are liable to have an impact on the department meeting its objectives in the future.
	+ Obtain and analyse information from both business and clinical end-users relating to highly complicated or highly complex technical and system problems and deliver feedback to resolve issues in a non-technical manner.
	+ Discuss highly detailed and highly complex requirements, communicate available options, estimate time-scales and prepare cost models to meet end-user and end-user department expectations and contribute to building a professional and positive impression of the organisation .
	+ Lead for your department in service delivery group meetings and technical workshops to encourage and promote best practice within NHS Tayside.
	+ Ensure the department follows all NHS Scotland data protection, Caldicott, Freedom of information Digital Good Practices Guidance, policies and procedures when accessing or communicating sensitive information.
	+ Manage training programme, and provide mentoring and support in your own area of expertise to other members of staff.

 * + Have the ability to lead and persuade team members to achieve common goals and objectives.

External* + Negotiates with senior Digital staff of other NHS and external organisations (e.g. Universities, Local Authorities, voluntary sector, private sector) over service levels and technical solutions, including negotiation of service agreements where no precedents may exist.
	+ Involvement with external audit function and responsible for expediting audit recommendations where appropriate.
	+ Participate in informal and formal discussions with any other IT professional within NHS Scotland covering highly complex technical areas and play an active lead role, representing NHS Tayside, in appropriate NHS Scotland technical working groups.
	+ Liaise and negotiate with external service and product suppliers in order to specify complex NHS requirements, provide solutions and monitor service level agreements
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| 1. Knowledge, Training and Experience Required to do the Job
* A qualified IT professional, holding a University degree, the post holder must have extensive specialist technical knowledge in the IT arena, be competent to BS 6079 (Project Management) requirements and should hold an internationally recognised project management professional qualification or have equivalent proven practical experience.

Equivalent practical experience should include :-* Extensive experience in large scale, complex IT environments.
* Extensive experience in project management including leading technical IT projects/programmes.
* Successfully delivering business initiatives through large scale projects/programmes.
* Exposure to projects/programmes within a healthcare environment.
* Must be adept at managing complex multi disciplinary projects/programmes requiring the application of specialist project management methods and techniques.
* The ability to strategically plan long term IT Support projects/programmes, which have implications over large areas off the organisation, to meet the expectations of a large and diverse user base.
* Ability to delegate effectively and manage multiple diverse project teams comprised of individuals with a broad range of skills covering differing technical backgrounds.
* Extremely well developed theoretical and practical knowledge of IT support and project management procedures and extensive specialist knowledge of NHS IM&T policies acquired over a significant period.
* Ability to remain calm under pressure, provide guidance and make objective decisions in high pressure situations whilst subjected to conflicting opinions from other associated technical experts.
* Well developed communication and interpersonal skills with experience in presenting complex project information at a senior management, including director, level.
* Practical experience of the complexities involved within the NHS in balancing multiple project and programme priorities with limited resources.
* Excellence in solutions provision, analytical thinking, problem solving and negotiation techniques whilst working with extremely difficult and diverse client groups.
* Highly competent time planning and management skills
* Highly developed skills in communicating with clinical and non-clinical service managers to create a clear IT project management contact for constructive project progression
* Keen desire to stimulate innovation in self and others in order to identify/introduce more effective ways of working.
* Ability to apply sensitivity to the needs of others while achieving co-operation on difficult or contentious I.T project initiatives.
* Strong leadership qualities with the ability to take difficult decisions and give strong and consistent direction to team managers.
* Strong ability to persuade others through well-informed and well-presented argument.
* Must be responsible for the entire Project Management process, including Risk Management, Quality Management, Configuration Management and Change, including budgetary, Control.
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| 1. Systems and Equipment

As one of the key roles of this post is to deliver technical services to support the delivery of both clinical and business applications the post holder must have a detailed understanding of I.T. & Communications technologies , Hardware, Operating Systems, Database, applications development technologies and both Business and Clinical application software. This must also include understanding and knowledge of all current and emerging industry standards in relation to equipment and systems e.g. World Wide Web Consortium (W3C), e-Goverment Interoperability Framework (eGIF), OpenScotland Information Age Framework (OSIAF) , IEEE standards . **Responsibility for Records Management**All records created in the course of the business of NHS Tayside are corporate records and are public records under the terms of the Public Records (Scotland) Act 2011. This includes email messages and other electronic records. It is your responsibility to ensure that you keep appropriate records of your work in NHS Tayside and manage those records in keeping with the NHS Tayside Records Management Policy and with any guidance produced by NHS Tayside specific to your employment. |
| 1. Physical Demands of the Job
* This post demands extensive use of I.T. equipment and advanced ability in PC operations. Systems such as support packages and project management applications will require advanced keyboard skills and a detailed knowledge of computer graphical user interfaces in addition to manipulation / usage of fine tools and materials while working on the management of IM&T systems development
* Digital impacts on every area of NHS Tayside and the post holder may be expected to travel extensively at a local and national level to represent projects at various national focus groups. The nature of this specialty means there are always emerging technologies and standards that requires the post holder to continually keep abreast on complex technical matters.
* Frequent requirement for sustained concentration across several complex technical matters and throughout interruptions from staff, clinicians and other project stakeholders.
* Concentration when work pattern is unpredictable and involves emergency situations.
* Prolonged, continuous VDU equipment usage.
* Occasional unpleasant conditions, direct exposure to dirt, dust, smell noise e.g. server rooms, installing/maintaining electronic equipment and software.
* Effective questioning and listening skills to provide responses to queries across all levels of user sophistication.
* The post holder’s area of responsibility impacts on the provision of essential clinical and business I.T. services which require 24x7x365 or extended availability and the post holder will require to participate in an on-call duty roster subject to agreement.
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| 1. Decisions and Judgements

The post holder plays a major role in decisions relating to the day to day operational management of the department. The post holder must interpret policies and guidelines and make recommendations on the development of I.T. systems ensuring compliance with the Board’s Code of Corporate Governance Standing Financial Instructions.* Day to day decisions & judgements relating to the running of the department without reference to line manager.
* Monitor progress on all allocated projects/programmes and review risks, time scale and budgets and take appropriate action as required.
* Control support and infrastructure projects/programmes by giving technical and procedural direction.
* Assessment of IT risks in relation to software maintenance, upgrades malicious attacks (virus, denial of service).
* Formulation of necessary action plans to ensure maximal system availability.
* Complete autonomy to make decisions and use problem solving skills to facilitate the optimum use of resources within the department in a constructive manner.
* Analyse complex problems and analysis involving making judgements on the allocation resources and exercising judgement on project risk
* Regular meetings with senior management to review priorities and progress but expected to achieve objectives without reference to line manager
* Devise and implement solutions to solve complicated issues within other services.
* Ensure policies and plans are in place that will impact across the department, and all ICT/CTC delivered software developments.
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| 1. Most Challenging /Difficult Parts of the Job
* Responsible for ensuring all projects/programmes within the department are delivered to agreed time scales, quality and budgets.
* Keeping abreast of all the latest technologies, understanding the implications of change, and making appropriate recommendations/decisions for change.
* Responsible for ensuring all solutions, including those supplied from commercial suppliers, are consolidated within the NHS Tayside Area IM & T Strategy
* Conveying the complexities and interactions of intricate systems solutions to non technical senior management individuals or groups.
* Responsible for ensuring Service Levels are maintained according to agreed standards.
* Prioritisation of resource required for project/programmes within the department.
* Motivation of staff to continue to provide a high quality service in light of the challenges posed.
* Influencing the decision making of senior management to adopt a certain course of action including challenging senior management including directors on difficult and contentious decisions.
* Managing the expectations of senior management including directors.
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| 1. Job Description Agreement
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The job description will need to be signed off using the attached sheet by each post holder to whom the job description applies.

JOB DESCRIPTION AND ESSENTIAL ADDITIONAL INFORMATION FORM – SIGNATURE OF AGREEMENT

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| Post Title |  |
| Reference Number |  |
| The attached job description and essential additional information will be used as part of the Agenda for Change assimilation exercise and therefore the job matching panel may wish to seek further clarification on any issues contained within the documents. Should this be necessary please identify an appropriate Manager and Postholder representative who can be contacted to provide this clarification. (This may be one of the undernoted postholders or a staff side representative who has been involved in agreeing the job description) |
| Responsible Manager |  |
| Contact No. |  |
|  |  |
| Postholder Representative |  |
| Contact No. |  |