



## GLPC Job Evaluation Scheme JOB ANALYSIS QUESTIONNAIRE

The purpose of this questionnaire is to record the key information and the post content, as ascertained by interviewing current jobholder(s) and their line manager or their representatives. Information contained in this document should relate to the post **not** the postholder.

An up to date job description and organisation chart must be attached.

The interviewed postholder(s) and their line manager must sign the completed form **before** assessment.

<b>Job Title: End User Solutions Manager</b> <b>Post No: R3005</b> <b>Department: Resources</b> <b>Section: Information and Support</b>	<b>Responsible to :</b> <b>Job Title: Head of Technology Services</b> <b>Post No:</b>
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<b>Job Analysis Interview undertaken by (print name):</b> <b>Signature:</b> <b>Date of Job Analysis Interview:</b>
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I consider that this questionnaire and the job description provide a fair and accurate representation of the job.	
Postholder: Print Name _____ Signed _____	<b>Date:</b>
Line Manager: Print Name _____ Signed _____	<b>Date:</b>

<b>JAQ verified by WPM (print name):</b> <b>Signature:</b> <b>Date JAQ verified:</b>
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**Brief description of the role**

*Include brief details which will help describe the key responsibilities of the role.*

The post is responsible for the provision of the cost effective and efficient delivery of all ICT technical user and device support across the organisation. The End User Solutions Manager will be responsible for the rollout of all apparatus and desktop configuration associated with the introduction of Lync 2010 software. The post is also responsible for the management of security (system patching, virus protection, desktop policies, personal firewalls and encryption), defining current standards of end user computing device, helpdesk and desktop support, commissioning of new equipment, and the rollout of application and systems by automated deployment and application packaging. The End User Solutions Manager will oversee the PC replacement programme and will be responsible for the deployment of new and revised applications, and the management and licence compliance of the Council's technology assets.

The post holder is also responsible for minimising the adverse effect on the business of incidents and problems and will use a variety of tools and techniques, together with trend analysis to diagnose ongoing incidents, to establish the underlying cause of incidents and recommend and put in place corrective measures to resolve the problem and to prevent further occurrence.

In partnership with other members of the Technology Service management team, the post holder will ensure that any major operational incident is effectively and efficiently managed; that user communications are effective and that lessons are learned.

## SUPERVISION & MANAGEMENT OF PEOPLE

### An organisation chart MUST be attached

Does the post holder have supervisory responsibility for staff (whether permanent, temporarily assigned, shared, contract or others)? **YES**

If yes, please indicate the total number of people over whom the post holder has some supervisory responsibility:

Council Employees	4 (29.5 in total)
Temporarily assigned staff	
Contract Staff	

### Dispersal

Are staff mobile or are they based at another location? **YES**

If yes, describe how

Up to 17 staff from the Desktop Support and Commissioning team are highly mobile at any time. These staff can be working at one of 800 sites including home workers and Elected Members. The Commissioning staff are based at Pilot House whereas the rest of the team are based at New Walk Centre

Explain the nature of supervision/management responsibility in relation to:

- Allocating, instructing, directing, organising and checking work
- Training and Appraisal:
- Disciplining and Implementing Council procedures e.g. health & safety, welfare, attendance management

Responsible for 29.5 staff with 4 Managers reporting directly to post holder:

- Translates Service Plan into work programmes for managers and their teams
- Sets targets and priorities for individual managers and their teams
- Sets performance measures to be consistent with agreed targets
- Monitors actual performance against targets. Directs and supports individual managers via 1:1 meetings
- Co-ordinates the work of all managers through team meetings, and project meetings
- Motivates and develops managers' competencies and capacities to deliver performance targets through the process of:
  - Appraisals
  - Training, coaching and education
  - Management skill development
  - Service Improvement Programmes
  - Opportunities for Continuous Professional Development
  - Valuing Managers and encouraging them to value their staff

Implementing all relevant Council procedures, including, Health and Safety, EMAS, Equal Opportunities, discipline, attendance management, staff welfare, financial and contract rules, security and probity for direct reports. Direct reports deal with disciplinary issues for the wider team and will make recommendations to the post holder. Post holder deals with disciplinary issues of direct reports. Handles serious issues for the whole of Technology Services in the absence of the Head of Technology Services

The post holder allocates major tasks and project work to the teams and prioritises Corporate work versus general day to day ICT support. Sets and monitors performance targets for all support calls raised and escalates to team outside the post holder responsibility.

Briefly explain the type(s) of work undertaken by the staff being supervised.

The teams are broken into four distinct areas, User Support, Desktop support, Delivery and Asset Management.

The Support team is responsible for first line ICT support to the Council and schools based staff totaling 14000 users supported over 800 sites, which include 400 single user sites and home workers such as Elected Members, Emergency Duty Offices, Housing Officers and Directors.

### **User Support**

- Communicating to senior managers requests for changes to the technical infrastructure, or when systems have become unavailable.
- Controlling remote access to ICT systems from suppliers, partners or other third parties where agreed with the Head Of Information Assurance and/or Infrastructure and Security Manager
- Ensuring user access to applications and systems is operating effectively and securely
- First line support call centre taking calls/queries/network problems from all users including schools, providing incident assessment, initial first level support if practicable. Redirection of issues to technical teams and second line support as appropriate.
- Implements desktop security- tests then delivers security patches to 7000 PCs.
- Assists with Forensic investigations by providing security and audit information
- Liaison with partner agencies as required to develop joint technical solutions where users are working at partner sites and facilitating access to ICT systems by partner staff at our sites
- Monitors and escalates failures in Service Level agreements
- Planning and carrying out project work
- Preparing user guides, working instructions and procedures
- Procurement and support of specialist tools and applications.
- Provide support and administration of Helpdesk system (VQSM) for internal users in Technology Service and FOIA & the Carefirst team
- Providing effective action in the event of disruptions to services
- Providing expert advice and technical solutions to users
- Provision and management of user accounts to enable use of ICT facilities by staff
- Remotely delivers and develops Corporate standard and non standard applications to LCC whole PC estate
- Second line support dealing with more complicated fixes, identifying and fixing problems remotely. Booking Desktop technicians to carry out site visits.
- Sourcing and testing new products and suppliers
- Training staff on new systems when required
- Visiting and supporting 400 Councils buildings and 400 Single user sites or Home working for example Elected Members

### **Desktop Support**

- Respond to and progress business requests for technical support received by the helpdesk
- Installation and commissioning of hardware and software
- Deliver technical support to ICT related projects

### **Delivery**

- Development, maintenance and management of the Council computer "desktop" configuration to ensure availability to staff delivering all Council Services
- Evaluating and implementing new methods and systems which are applied to the desktop PCs
- The commissioning and configuration of all user level computing equipment for the Council – PCs, laptops and other mobile devices, printers, specialist equipment specific to disabled users, to a value of approx £2.5 Million
- Monitoring suppliers tasked with the removal of obsolete equipment making sure data is secured at all times
- Visit user on site to discuss requirements and identifying any special tools or requirements on their new equipment
- Build PCs/Laptops to the user specification
- Deliver and set up new equipment for users
- Development and deployment of software application packages using scripted and application packaging for automated rollout methods

### **Asset Management**

- Produce and maintain an effective configuration management database (CMDB) recording details of all ICT assets, including hardware, software and licensing
- Regularly audit the information in the database against the installed configuration item to assure and verify the identification and recording process
- Ensure all approved change that affects configuration items is accurately recorded in the CMDB
- Manage the councils PC Replacement Programme and ensure that assets that are no longer required are disposed of securely in line with approved processes
- Contribute to ICT policies and strategies and to user groups and projects as required
- Maintaining the inventory of ICT assets and ensuring compliance with license entitlements
- Specification of new assets, and control of the PC replacement programme.
- Organizes disposal of obsolete ICT equipment, maintaining configuration database.

Does the post holder lead any project teams? If so, which ones and for how long?

Yes

For example:

The implementation of new help desk software, used by all staff across the division and critical to the smooth running of the business. Matrix managing teams from within ICT Services. 3-6 month in duration.

Leading the desktop and support aspects of corporate projects e.g. the Microsoft migration

Additional Notes:

N/A

## CREATIVITY & INNOVATION

### Degree of Creativity

To what extent does the job require creative/innovatory solutions to issues and problems faced?

Give examples of typical problems/situations a job holder will need to resolve. How often do these occur?

The post holder needs to apply considerable creativity to find best value technical solutions in a rapidly changing technology environment. The council's computing infrastructure is particularly complex as it needs to support a huge range of different systems, deliver services across hundreds of sites, including partner agencies. The solutions often demand 24/7 availability and minimisation of downtime to the organisation to reduce financial cost and loss of reputation as it directly affects the delivery of front line services.

- Develops Support strategy for the council, including data destruction arrangements, identifying requirements and determining how they can best be met. Costs options and makes recommendations for funding. Ensures plans are in place to maintain desktop integrity e.g. security is in place to prevent data being lost or removed.
- Manages staff resources to achieve balance between proactive project/ development work and reactive problem management. Identifies resource capacity required for new projects. Ensures the right skills are available to deliver the project on time to customer requirements. Takes major decisions on team projects.
- Manages third party support resources e.g. maintenance contracts. Negotiate changes to existing arrangements to accommodate our changing needs.
- Develops and maintains supplier relationships. Gives strategic direction to suppliers on the Council's future needs
- Leads on Support and Desktop aspects of corporate projects i.e. establishing project brief; planning delivery; providing documentation etc. Monitors progress and deals with issues.
- Determines the correct communication action to be taken when a major system is down, i.e. who to involve, how to communicate to the correct user base to prevent delay in them returning to operational status. Involved in the review of the incident to avoid recurrence of problems
- Provides technical advice and guidance to team in relation to customer issues and project work
- Liaises with stakeholders e.g. Heads of Service and Strategic Managers, to assess their project requirements.
- Determines training requirements of the team in relation to technologies, where team need to be, ICT strategic objectives
- Manages customer care, checking VQSM (call management software) surveys plus daily statistics. Assess results and ensures issues are addressed or deals with escalated issues
- Identifies and develops new management initiatives to deliver benefits to the operations, efficiency and effectiveness of the section
- Contributes to invitations to tender e.g. ensuring all Support and Desktop elements are met for new projects
- Works with the security manager to define, implement and maintain appropriate standards and procedures to ensure business continuity, improving efficiency and maintenance of secure systems. E.g. Post holder will be involved in dealing with any breaches of security within own area of responsibility (including council's e-mail system). Uses advice from security team to find a solution and prevent future security issues
- Manages complex problems that require input from multiple specialist IT teams, often under intense pressure from worried customers (including high public profile elected members, front line support services etc). Needs to ensure that system standards are not compromised whilst developing solutions as soon as possible.
- Understand, sometimes complex and poorly developed and expressed, customer requirements in order to give best advice
- Devises equipment selection criteria to support business needs of users
- Inputs into corporate policies and procedures, e.g. desktop standards, user management procedures.
- Creates a wide range of reports e.g. Service Level agreements, Key Performance Management, statistics etc. Carries out complex, multi -tiered analysis to get to the root of performance difficulties.
- Investigate, respond and deal with complaints regarding Councillors' requirements. Manages Councillors IT

equipment budget. Liaises with Member Support monthly to ensure continued ICT support for the elected Member.

- Devises and implements best value across support function e.g. driving down cost of PCs, and commissioning etc.
- Explores licensing models and recommends new licensing arrangements that deliver efficiency savings to the organisation.
- Explores efficient use of software licensing by reallocation of unused software applications and reconciliation of licenses.
- Develops and delivers ICT end user business continuity arrangements
- Analyses ongoing problems in the infrastructure, systems or applications in order to diagnose the root cause of the problem. Each problem will invariably be different and therefore the post holder will be required to devise and carry out testing, document findings and propose and implement solutions, through the creative and innovative use of toolsets, methodologies, and data analysis to discover the underlying root cause of ongoing and intermittent problems or issues

### **Range of Areas**

Give examples of areas where the post requires creativity and innovation.

Any support call may generate a raft of complex, potentially conflicting, issues - technical, business, financial, interpersonal e.g. an Elected Member may demand a non standard solution implemented out of hours, a system failure may require negotiations with another support team and a large user base being disrupted in order to take a system off line.

All project solutions must adhere to corporate standards, represent best value and be environmentally efficient.

Solution development – developing solutions to meet identified business needs. The work is rarely routine as each project is unique. Users are looking for speedy, best value, solutions that minimise any service disruption. Solutions are increasingly developed in partnership with other agencies or web based requiring some public access with all associated security implications. Different supplier options need to be quickly evaluated and costed within parameters of the council's procurement procedures.

Problem resolution – the team manages up to 12000 user and 7000 network devices and 400 varied applications

Work in partnership to develop business continuity solutions for users that are fully resilient for example Customer Service now have the ability to move to any Council building in case of evacuation of their current building and still be able to run a front line service

Strategic direction for the Support area, including contributing appropriate elements to ICT strategy

Identifying future technical knowledge required for LCC services

Resource management – budgets, both operational and project.

Customer liaison - providing advice and solutions for customers, negotiating costs, negotiating project timescales and system downtime, problem resolution and complaints management.

Security – all solutions must be mindful of security threats from within and outside the council

Procedures - reviewing and revising work procedures to find improved ways of working

Problem Management - can be in any area of the ICT service where there are ongoing or intermittent but reoccurring problems or issues. These situations are invariably unique in how they present themselves, the systems affected, the constraints for investigation (such as the system having to be available continuously), and the severity and impact the problem is causing. Each situation will require creativity in devising a method of approach, appropriate tools to use, and the possible solutions which can be used.

License Management – need to constantly reviewing the way that LCC uses software licenses to ensure all methods of creating and delivering efficiency savings are explored, such as consolidation of standalone licences into corporate or site licence when this becomes cost effective.

### **Controls/Limits**

**What guidelines, procedures and systems exist to assist or determine the work undertaken?**

Post holder is governed by the following, but has the scope to interpret procedures and legislation and make decisions relevant to LCC:

- Central Government directives
- Legislative, political and social contexts within which Local Government IT operates
- Corporate Strategy
- Divisional Strategy
- Corporate ICT Strategy
- LCC policies and procedures, Audit, Finance Regulations, ICT-specific policies including Security policies, Health and Safety, EMAS, Equal Opportunity, etc
- Legal frameworks including DPA, FoIA, RIPA, Computer Misuse Act etc. as pertain to security or where their requirements are delivered through security controls
- Project briefs

Problem management will be in regard to ad-hoc situations that will be appraised individually on each situation and may result in investigations and processes that have not already be defined or documented, but the post holder will use their expert judgement to fully comply with policies and standards that may apply, whilst minimising disruption and delivering a solution as early as possible.

**Additional information**

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## CONTACTS & RELATIONSHIPS

### Type of Contact

Indicate the TYPE(S) of contact the postholder has with other people. Explain the reasons for the contacts and their frequency

<b>Who</b>	<b>Purpose of Contact</b>	<b>Frequency</b>
Head of Technology Services	1-1 meeting, Team briefings, project meetings, Appraisal etc	Daily
Service Director	Prepares and presents reports on specific threats, risks, issues Proposes, develops and brings forward for the Service Director to take to Ops Board for endorsement new policies and procedures in light of assessed changes internally and externally to LCC.  (influencing, advising and recommending, persuading)	As required
Heads of ICT and Strategic Managers	Involves Heads of IT and Strategic Managers in the development of new policy and process to ensure buy-in. Advises and gives instructions as appropriate to Departments and Centrally regarding the support arrangements and measures required for new services  (influencing, advising and recommending, persuading)	As required – average monthly
Head of Information Assurance	Delivery of security arrangements across the user base, investigation support and agreement of BCP arrangements	As required – average monthly
Senior Management Team	Provides security advice, guidance and general input to developments across the Division Oversees the implementation of recommendations of Internal Audit within the Division  (influencing, advising on highly complex areas and recommending, persuading)	Fortnightly
Users including the Mayoral team, Elected Members & their support staff	To provide support and guidance Deal with complaints/particularly sensitive or difficult issues	Daily
Suppliers	Ensures that LCC requirements are made known to suppliers and are delivered. Advises LCC negotiators with Suppliers (influencing, advising and recommending, persuading)	Monthly or as required
Agencies	Contract Staff	As required
Peers/colleagues	To progress issues in relation to system down, escalation, support and complaints. Briefing, review meeting	Daily
LCC Staff (All)	Communicating system, application and networks currently offline. Change request communication	As required
Internal Audit	Advise, advice, security audit and issues	As required
Quality & Performance Manager	Discussing support budgets, Service level agreements(SLA) and complaints, survey responses, delivery issues and performance statistics	2-3 times per week
External Partners – NHS, Police, other Councils, PCT	Partnership working	As required.
Service Users	Investigation and information gathering in response to problem management.	As required
Suppliers	To understand normal and designed operation of infrastructure component / system / application and assist in diagnosing ongoing problem.	As required
Senior ICT staff	Presentation of findings and options appraisal following problem investigation.	As required

Own Staff	Strategy direction,1-1, team brief, advices and guidance, escalation, security, health and safety	Hourly
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### **Complexity/Contentiousness**

Give examples of the complexity and/or contentious issues that have to be communicated. Indicate how often these issues occur and who is involved.

On a daily on-going basis the postholder is involved in the following types of complex / contentious issues:

#### **Home worker support and High profile user**

Users, and members (who have council supplied PCs in their homes), are often reluctant to accept that the council PC is not their personal property, but is a business resource. On a daily basis calls are escalated to the post holder to explain/ justify/ negotiate and sometimes simply refuse requests for access rights/ software/ hardware that could compromise the council's business. Requests are often complex and will come from staff at all levels of the organisation. It is critical that the post holder handles them fairly, and can evidence consistency in decision-making. The post holder has absolute authority to take immediate/critical decisions within their area of work as required by the service.

#### **Complaints resolution**

Contacting the relevant users, technical teams or member of staff informing them of the reason for the failure or perceived failure and explaining the decisions made or taken. Changing procedures or creating new procedures following failures in the service provision. Technology Services receive over a 100 user survey response daily, most of the survey are in the post holder responsibility and they can receive a number of complaints

#### **Escalation and chase**

Escalate to relevant Head of Services, technical team or business managers on behalf of the user. On the Helpdesk system we currently have 1280 active support calls these are monitored by the post holder.

#### **Budget and resource management**

The post holder manages non-traded and traded budgets so has to make decisions on when to resource staff to get a project completed. Managing resources for over 36000 support and advice calls every year. The post holder has to negotiate with the users at all levels to agree resources available

#### **Project management.**

Managing resources for 13 priority one projects and manage the day to day IT support. The Support team has a number of projects waiting to be prioritised and allocated. The post holder has to negotiate a change to the timescale with all level from Directors to elected member etc

#### **Poor performance of 3rd party suppliers**

The post holder will monitor service levels agreement with the 3<sup>rd</sup> party suppliers and will meet , discuss and resolve any poor performance (When required)

#### **Contract negotiations**

(when required)

#### **Negotiate desktop support arrangements for public access**

Manages the complex configuration of PCs for access from the public arena making sure that citizens of Leicester can use the PCs but we do not compromise the security of the council.

#### **Managing major system and network failures.**

Post holder has to update the service directors, elected members and users regarding time frames required to repair and return the system or network to an operational status. Such failures have an impact on other departments and key services and it is always contentious when setting priorities of which services are dealt with first, or have greater importance.

#### **IT Systems down(alerts)**

The post holder has to act quickly and identify system and networks down as they come into the 1st line support team, then alert the relevant Server or Infrastructure team of the potential problems, then communicating out to the user via email or telephone cascade. This often requires the communication of complex problems and issues in an 'easy to understand' manner suitable for all levels in the organization.

#### **License Redistribution**

Software licenses are an asset of LCC and the usage of licenses traditionally changes over time, for example software being used for a specific project and then scarcely used afterwards. The postholder must liaise with license holders for the redistribution of software licenses where monitoring has shown the software is no longer used, and the license can be used elsewhere in the organisation. This can be highly contentious as the current license holder sees the license as an asset of their service as it may have been procured from their budget, but the use of the license elsewhere that saves the purchase of a further license must be conveyed by the postholder.

### **Problem Management**

Problem management and investigation can uncover complex or contentious issues, such as lack of planning or poor quality in the design of the infrastructure / system / application, lack of training of service users, using the infrastructure / system / application outside of its design parameters. This requires the post holder to be objective and firm in presenting the results of the investigation, ensuring that options for resolving the problem are easily understood and unequivocal.

### **Implications of Contact**

What are the implications of the contacts? Give examples of who or what is affected

The outcomes of the various contacts are:

Problems can quickly escalate if not recognised and dealt with. The post holder communicates to the main stakeholders and the user community changes in system/network and any breaks in the service provision. This enables users to implement their disaster recovery plan if required

Adequate information gathering can take place to assist in diagnosis and replication of reported ongoing or intermittent problems. This will reduce the time taken to diagnose the problem and lead to earlier restoration of service or resolution of problem. Options for resolution of problems can be appropriately discussed such that the implications of each option are fully understood before a decision is made on preferred option. Possible requirement for supplier or 3<sup>rd</sup> party to deliver or develop component or product. This may involve additional cost to the council or be provided under existing contractual obligation. If the discussion with such supplier or 3<sup>rd</sup> party 'breaks down' then this could lead to litigation.

If partnership negotiations are not handled carefully projects can be severely delayed and/or partnership relationships badly damaged. Partnership projects are often working to ambitious timescales to secure government funding – smooth IT solutions are vital.

Joining up with other agencies has huge implications for ICT security and partners will withdraw access to their ICT if they believe our security is flawed. We must maintain an effective dialogue with partners to maintain confidence. ICT Services is responsible for a number of 24/7 critical systems e.g. child protection, and the council's reputation will be damaged if front line services are affected. Even if the problem is caused by third party incompetence, our reputation will still be damaged, so good supplier relations are key.

The post holder has the authority to deliver security patches, applications upgrade and desktop fixes. If not fully tested these could damage the council's entire PC estate in moments

Misunderstandings with staff that are not dealt with can quickly impact staff morale in a highly pressurised area. Recruitment and retention of staff in ICT can be difficult – maintaining a positive office environment is key to maintaining staff morale.

Better use of corporate licences and redistribution of individual licences ensures that the organisation makes most efficient use of its resources.

Does the postholder formally represent or negotiate on behalf of the Council? **YES**

In what circumstances and how often?

This post represents the Council in many ways. The post is currently working with the NHS on the public health transfer from the NHS Leicester City to Leicester City Council. Part of the work evolved is the scoping out the practical implications of the transition of functions from NHS to Local Authorities, making sure the appropriate arrangements are in place to improve joined up working relationships and that this does not impact on the service.

At the recent 2011 elections this post made sure there was provisioning for IT equipment to enable the count and its results to be captured for the City Mayor election, the local Council election and the AV election. Plus ran an IT awareness demo for the newly elected Councillors and City Mayor.

Previously this post has worked alongside the Leicester police IT to setup the 101 function. The PCs were supplied by Leicester City, but negotiation took place by the post holder to enable staff to access Police systems.

Negotiated with Hewlett Packard and arranged loan PCs and laptop for the Special Olympics plus arranged the IT support for this high profile event without any additional cost to the council.

The post holder will be required to liaise directly with suppliers and 3<sup>rd</sup> parties in respect of supplied goods and services that are involved in an ongoing problem investigation. The post holder will be required to represent the

Council in negotiations for the successful resolution of such problems, including the discussion of contractual obligations.

**Additional information**

N/A

**DECISIONS - DISCRETION**

**Areas of discretion:** Indicate the areas where the post holder can make recommendations/take decisions. Give examples of typical decisions taken about own job and recommendations/decisions affecting others

**Freedom to act:** Explain how recommendations/decision making is limited

<b>Nature of Decision/ Recommendation</b>	<b>Who/what is affected</b>	<b>Do any guidelines/limits affect this decision? e.g. policies, procedures, working standards</b>
<b>Day to day support issues</b> Incident and problem management: - Action to be taken in future to avoid recurrence of problem- Monitors SLAs, escalates and chases where needed to relevant manager and alerts senior managers/teams if system or network is down	Up to a maximum of 12000 users/Continuous service provision	Service Level Agreements (SLA)
<b>Projects</b> Manages and leads projects to advise and review budgets and timescales. Making sure of best value	Users/prioritise, more resources	Policies in relation to security
<b>Staffing Issues</b> Working priorities, managing resources of break fix versus project work.	Priorities/resources/contract staff	HR policies
<b>Stock</b> £500,000 PCs and Laptops stock is secured at Pilot house.	Levels/budget. Impacts on availability	Procurement procedures
<b>Obsolete equipment</b> Responsible for the secure removal of Council data	Secure data provision	Security procedures
<b>Alerts (system down)</b> Action to be taken when major system is down i.e. who to contact and involve. Communication to the whole of LCC when a system, application or network down	Users/time scales, advice	Service Level Agreement
<b>Change Control (Updates)</b> Communication to the whole of LCC when a system, application or network is being upgraded or changed	Alerting users	Service Level Agreement
<b>Desktop Policy</b> Develops a security policy on	Security/availability	Security procedures

PCs/Laptops devices that stop any Malware, viruses or illegal software installs		
<b>Team training requirements</b> e.g. which new technologies; where team need to be on technical knowledge	Team and Service delivery	Financial procedures HR policies Procurement procedures
<b>Third Party Management</b> Action taken regarding supplier performance issues	Suppliers Customers/service delivery	LCC policies & procedures Divisional procedures and Supplier contracts
<b>License Redistribution</b> Reallocation of existing software licenses that are being underused to address requirements of the business	Software license users	Software usage reports Software entitlement reports
<b>Problem Management</b> Recommendation of options to resolve problem following investigation	Service users Supplier / 3 <sup>rd</sup> party ICT Services	Contractual obligations of contracts Working practices of element of ICT service affected. Capacity to deliver additional training

What decisions / recommendations are referred to a line manager or other sources for approval?

To the Head of Technology Services:

- Significant strategic or cost/budget issues
- Complex policy guidance/interpretation/direction
- Desktop security – will also take advice from Infrastructure and Security Manger where systems security has been compromised.
- Any where there will be severe or major impact, but has discretion to take action in their absence

Additional information

N/A

### **DECISIONS - CONSEQUENCES**

What is the impact or outcome of decisions made by the postholder? (Use list of decisions listed under Decisions - Discretion) These should be considered in terms of the effect upon people, property, finance, budgets, policies, objectives, targets, etc both inside and outside the department or authority.

Identify the impact of any decisions or recommendations made for:

- Individual clients
- The general public
- Other staff
- The service

General comment: A wrong decision could impact the entire council's PC user base (12000 staff) and/ or the increasing numbers of council owned public access PCs e.g. within Libraries. Any incident that affects a large group of users will quickly generate a large number of support calls. Automated responses can field a number of the callers to give the post holder and the team capacity to plan how to respond to the incident, but if user confidence is shaken the consequences are long lasting. Additional resources need to be pulled in to resource the additional workload, with all the consequential cost/ training/ security implications.

An example of a poor decision with devastating consequences is that if PCs are not properly security patched and our systems are infected the virus could damage the councils entire PC estate in moments.

The Post holder is empowered to shut down services if systems are infected with a virus/worm or spyware that could damage the council's entire PC estate or leak information to a third party.

- Individual users – affect availability, continuity, functionality and security e.g. Resource link, Home Care, Financial systems etc.
- General Public – PC availability in libraries and Adult Learning service. Decisions affect service's ability to provide a service to the public. Council reputation.
- Frontline Services - affect e.g. Customer Service Line, Neighbourhood housing office, Emergency duty offices
- Other Staff – decisions with peer managers regarding sharing staff resources, the level of service and security provided. Most staff depend on the availability of systems in order to carry out their job. If such systems are unavailable, many processes and procedures can not continue.
- The Service – levels of security, possibility of loss of evidence or data ensuring the right level of skills to resolve problems

Consequences of correct and timely decisions are that projects are delivered on time. The service is improved or business benefit is delivered resulting in greater efficiency, productivity and with identified cost savings. It is essential and underpins the One Leicester strategy delivery, which in turns drives improvement and efficiency for the citizens of Leicester.

A complaint not properly handled can generate more work for the service is escalated further; it can also undermine corporate confidence in ICT Services.

Redistribution of hardware assets and licenses has to be handled diplomatically as services may see that they are 'losing' an asset that they have paid for, rather than seeing the efficiency saving of not having to procure more licenses, and this can give rise to difficult situations.. The postholder must assess whether the license is suitable for redistribution and then be assertive in reallocating its use elsewhere in the organization.

The impact of recommendations following problem investigation can include financial, political and legal implications. For example the underlying cause of a problem could be an underlying fault that was not identified or addressed at the development / procurement stage. If this is covered under a contractual obligation to fix, then there is a legal impact upon ensuring that the problem is properly rectified under the contract. If it could not have been foreseen and therefore its rectification is unlikely to be included within a contract, then there could be legal impact in arguing whether it should have been foreseen, or financial impact in procuring or developing a solution. Depending upon the infrastructure / system / application involved the problem and its resolution may have a wide ranging impact, including general public, members, council officers, service provision, and council reputation

#### Additional information

N/A

### **RESOURCES**

#### **Cash/Financial Recourses**

Does the post holder handle cash and/or cheques **NO**

If yes, indicate the typical amount of cash / cheques accrued before banking and / or normally handled:

£.....

Is this: \* **DAILY (most days)**

\* **WEEKLY (once/twice a week)**

\* **Less frequently (please specify) .....**

\* delete as appropriate

#### **Plant/Equipment**

Does the post holder use plant/equipment **YES**

If yes, indicate the scale of plant/equipment, e.g. small hand tools, small plant, van or lorry, and the type of accountability.

The post-holder is personally responsible for a PDA and/or laptop due to the need to be able to keep in contact during outages/whilst visiting other locations/working away from the base office

The post-holder is personally responsible for evaluation items, such as new types of laptop, slate, mobile phone or PDAs, whilst these are being studied for suitability for use in the business areas they cover.

### **Stock/Materials**

Does the post holder handle materials/items of stock? **YES**

If yes, indicate the scale of the materials/stock involved. Consider the value of the stock and the nature of accountability.

The Post holder has budget responsibility for the £500,000 of stock PCs, Laptops, Printers, Scanners etc. located at Pilot House, but the operational day to day responsibility for the management of such stock will be with the Delivery Manager.

### **Data systems**

Does the post require the use, manipulation and safekeeping of data systems (whether manual or computerised)? **NO**

Consider the implications of loss of the data and the potential cost of retrieval, financially, commercially and politically and the nature of accountability.

Individual business areas own and manage risk within the parameters set by the organisation, and this is supported by the postholder and team.

All corporate data including financial transactions are carried across the data network to the desktop. Corruption, loss or interception of data during transit can have very serious consequences for the Council. It is the Post holder responsibility to ensure the Desktop is secure and operates efficiently and is free from malicious attack.

The Post holder is responsible for the network account access and disposal of obsolete equipment and the safe disposal of all council data on PCS, Laptops, Memory sticks etc

The post holder is responsible for user access to GroupWise, Home directories, shared drives and some applications. Tight procedures and practices need to be in place to prevent unauthorised access to data

Loss of data would have extensive consequences including legal, political, reputation, financial, regulatory for Leicester City Council

### **Buildings**

Is the post responsible for the proper use and safekeeping of buildings? **NO**

If yes, indicate the type and size of buildings involved and the nature of accountability.

The post holder has overall managerial responsibility and accountability for Unit 7 Pilot House. Pilot House also has units occupied by external companies. In this unit there is over £500,000 of ICT equipment, and at any one time there could be over 150 obsolete PCs with confidential data. The day to day operational responsibility will be delegated to the Delivery Manager who will requisition repairs and work to the unit, referring all higher value issues to the post holder.

### **Additional information**

N/A

### **WORK DEMANDS**

How is the postholder's work planned? What is the typical cycle of work?

**Planned work:**

Develop the strategic plan for the team  
 Corporate project work  
 Project prioritisation; resource allocation  
 Providing advice to customers and team  
 Reports – projects, senior management  
 Supplier meetings, reviews  
 Calls resolution: Weekly monitoring  
 Statistics: Performance indicators monthly

Also managing ad hoc issues e.g. system failures; staff management; projects; complaint resolution

**Typical work cycle:**

70% reactive. 30% planned/structured  
 Project review meetings – bi-weekly  
 Technology Services Management meeting – weekly  
 Team briefings – weekly  
 Staff appraisals – annually  
 Supplier meetings – quarterly  
 1:1 with direct reports – monthly

Problem management work will be addressed depending upon the severity and impact of the problem. The post holder will be expected to use their own judgement to plan their time between problem investigation and management, and other duties

**Interruptions & deadlines**

How often is the planned work of the post subject to interruptions and / or changes? Give examples, identifying the cause of the interruption and the frequency with which it occurs.

- E mails: 50 per day varied from request for information or guidance to complaints about a support call or project failure
- Phones: staff needing advice, Manager/Director over contentious issues, and suppliers representatives
- Unplanned meetings for example review meeting following a major system failure.
- Urgent systems problems: investigation of what the problem is and who can resolve it. Communication with the users of the system, and informing Heads of Services and Head of Information Assurance if appropriate.
- Security impacts: Audit requests
- Dealing with new requests: urgent work from line manager in relation to strategic, staff or user issues or demands from Elected Members, and Senior Management.
- Providing advice to users for example Member Support which may require detailed investigation and or research

May occur on a weekly basis

- Managing changes in direction of projects; dealing with unexpected project issues.

The post holder will be interrupted in order to address serious or high impact problems on an ad-hoc basis. Less severe problems can be scheduled into the planned workload and addressed at an appropriate time.

What deadlines affect the job? Give examples of the nature and the frequency with which they occur.

Complaint resolution - asap

System failure – communication strategy to commence immediately; resolution asap

Support Service Level Agreements: e.g. % of calls resolved at first point of contact/ within two hours/ within four hours etc.

Outstanding problems to Divisional management team - fortnightly

Corporate, Divisional, Information and Support & Technology Projects to target dates

Tender deadlines – when providing technical support on invitations to tender

Audit requests or Head of Information Assurance requests– deadlines for response on information e.g. following misconduct, including deadlines for providing information to the Police for escalated incidents resulting in Court



Orders

Monthly statistics produced to show achievements on Performance Indicators and Services Level Agreements

Weekly budget checking to feed into monthly monitoring

Staff appraisals - annually.

Problem investigation takes place whenever capacity permits or when the severity and impact of the problem forces the problem to become a priority

**Conflicting priorities/resource needs**

Give examples of typical situations encountered in the job and explain how the post holder must resolve issues of conflicting priorities/resource needs. Indicate how frequently these situations occur.

Clashes in deadlines of corporate projects and managing user' expectations. Post holder has to determine the implications of user needs and prioritise accordingly. - Frequency will vary depending on the number/priority of ongoing projects

Managing limited resources available for a project. For example, skilled staff required may be absent, already working on other projects. Post holder reallocates resource or negotiates with user - Occurs approx weekly

Dealing with a system failure requiring urgent attention versus project delivery versus general support. Post holder has to reprioritise team work and manage user expectations to ensure service disruption is minimal - Frequency relates to number of system failures within a year and is therefore variable

Income: other people's spend – conflicts with resources available

Changing priorities: Resources 'v' demands; 300 support calls per day + 13 projects (buy in staff as and when necessary; determining how this is resourced)

The post holder is often presented with conflicts firstly between daily tasks and problem management, and secondly due to conflicts in problem prioritisation. The method of resolving conflicts between project and problem management work can sometimes be resolved by establishing a priority based on the impact of the work. For example if the project is a major benefit to the organisation, then this will take priority over a problem affecting a minor function within a system that does not prevent delivery of service.

With regard to conflicts between problem management priorities, this requires the post holder to communicate with the parties involved, explaining the rationale for their prioritising of problems, but responsive to any changes in the problems that increase their severity, impact or sensitivity, and therefore change the priority of that problem

**Additional information**

N/A

**PHYSICAL DEMANDS**

Indicate the type, frequency and duration of the physical demands/activities required by the job. Give examples

Type of activity	Frequency and duration

None	
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Is there a requirement for the use of IT equipment? **YES**

If yes, please indicate the nature, frequency and duration of usage.

Nature of usage	Frequency and duration
Office-based facilities e.g. e-mail, word processing packages, and specialised systems	Approx 25 hours weekly, allowing for meetings and discussion

Additional information

N/A
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## **WORKING CONDITIONS**

### **Workplace**

What is the normal workplace(s) of the post? Is it indoors in an office (or similar) environment? Is it some other indoor environment, such as a kitchen or a greenhouse, or is the work generally outdoors?

Where more than one place is specified please indicate the proportion of time typically spent in each.

Normal Office environment and travel to other site e.g. pilot house, user offices and staff/ Elected Members home address when needed
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### **Disagreeable Conditions**

Is the post subject to disagreeable or unpleasant working conditions? **NO**

If YES, indicate the nature of the conditions, the frequency with which they occur and the duration of exposure.

Examples of disagreeable conditions to be considered are:

- ♦ exposure to heat or cold (such as in kitchens or cold stores)
- ♦ exposure to the weather - consider whether the postholder is readily able to take shelter or if, by doing so, they would compromise service delivery
- ♦ dirt and dust
- ♦ noise
- ♦ vibration from machinery such as drills or heavy plant/vehicles such as tractors
- ♦ exposure to chemical and biological substances

Nature of Condition	Level of exposure (frequency and duration)
N/A	

Additional information

N/A
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## **WORK CONTEXT**

### **Exposure to risk**

Give examples of the potential risks to personal safety, injury, illness or health problems, indicating who or what poses the potential risk and the degree and frequency of exposure.

(Assume that appropriate assessments of risk have been undertaken and hazardous conditions avoided or reduced as far as practicable).

Nature of risk	Degree and Frequency of exposure
The environment can be stressful, particularly during major implementations e.g. the Microsoft roll out or service failures	

If the post involves contact with the public or clients can the post holder call on the immediate support of other members of staff if required? Please give examples.

Yes
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Additional information

N/A
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## **KNOWLEDGE AND SKILLS**

### **Type of work undertaken**

Explain the type and range of knowledge and skills required. Consider the minimum knowledge required and what areas of work are involved.

(Although the scheme does not assess formal qualifications it may be appropriate to consider whether there are statutory requirements for the post).

<p><b>Technical Knowledge</b></p> <ul style="list-style-type: none"> <li>• Knowledge of system architecture e.g. integration</li> <li>• Technical knowledge in several of the following: Microsoft, Novell Netware, Zen works, Zen Asset Management, Citrix, Help Desk System (VQSM), Automatic Call Distributor, Kaspersky Anti Virus, Window Desktop Patching System</li> <li>• Extensive knowledge of desktop support and commissioning, including remote deployment and configuration, and automated software application deployment using scripting and application packaging methods.</li> <li>• In depth IT knowledge of ICT usage in a large complex organisation – software, hardware, infrastructure, networking.</li> <li>• Provision of support for users – helpdesk, call management systems, remote management solutions, self service e-solutions</li> <li>• Knowledge of software licensing models and agreements, including volume, academic and enterprise licensing, and compliance and enforcement regimes</li> <li>• Excellent understanding of desktop security</li> <li>• Expert knowledge of the security implication in a ICT Support environment</li> <li>• Ability to communicate well at all levels, both written and verbal. Ability to explain complex technical issues to non-technical staff and to influence and persuade key Board level decision makers and educate all levels of Staff. Ability to create clear and concise technical reports and project plans</li> <li>• Awareness of Freedom of Information Act, Data Protection Act, and Regulation of Investigatory Powers Act.</li> <li>• Ability to deal skilfully and tactfully with suppliers to ensure procurement benefits and savings for the authority.</li> <li>• Practical experience in developing delivering and managing business continuity arrangements including disaster recovery.</li> <li>• Flexible approach to working hours, including occasional out of hours, weekend work</li> <li>• Extensive knowledge and practical experience of problem management, including methods, techniques, and toolsets used to diagnose root cause.</li> <li>• Trend analysis, including extraction of pertinent data to highlight and proactively prevent problems and errors in the infrastructure.</li> </ul> <p><b>Managerial Skills and Knowledge</b></p> <ul style="list-style-type: none"> <li>• Ability to work under pressure ensuring that, in the event of systems failure are communicated quickly and clearly</li> <li>• Results orientated</li> </ul>
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- Highly customer focussed
- Staff & team management skills
- Negotiations skills and business acumen.
- Strong interpersonal skills.
- Innovation and the ability to gain consensus.
- Must be a strong team player as well as an individual contributor
- Extensive experience working in a large and complex budget management environment, including traded services
- Corporate & operational policies & procedures, including their application
- Political awareness
- Project management experience, involving the implementation of major systems using formal methodologies (e.g. Prince2)
- Extensive experience of staff management, team development and mentoring covering technical and non technical areas in a senior ICT role within a large organisation.
- Experience of working in ITIL framework managing incident, problem resolution, Change Control and asset management
- Experience of tender management, contract negotiation, maintenance and support contracts, licence management etc
- Ability to bring practical judgement to bear in recommending a particular course of action to higher management.
- Knowledge, understanding and practical experience of delivering security as a holistic business solution and not just an ICT solution.

### **Depth and Breadth of knowledge**

Describe the type of experience required to do the job

(Although the scheme does not assess formal qualifications it may be appropriate to consider whether there are statutory requirements for the post).

- Degree level or equivalent
- Project management skills (PRINCE2) or equivalent
- ITIL V. 3 foundation or equivalent
- Professional Technical Qualifications e.g. Certified Novell Administrator (CNA), Microsoft Certified Desktop Support Technician (MCDST)
- Extensive experience managing and supporting complex ICT support and Desktop delivery in large multi-functional organisations
- Measurable experience of managing and developing an ICT support function to a large and diverse customer base
- Considerable experience of IT technical support within a large, diverse (non-homogenous) organisation
- Advance skills in Budgetary control – trading and non-trading.
- Advanced skills in Supplier negotiation.
- Previous Risk Management role.
- Policy and procedure development
- Delivery of business continuity service
- Experience of using different methodologies, techniques and toolsets to investigate and diagnose underlying root cause of ongoing and intermittent problems

### **Budgets**

Does the job entail cost centre management or other budgetary controls? **YES**

Indicate the value of budgets and level of responsibility

Cost centre manager for the following accounts:

Desktop Support Budget = £1.5m

Support Centre Budget = £607k

PC Replacement budget - £1.15m

Additional information

N/A

**Further Observations** - Any other points not adequately covered elsewhere in this profile

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# Jobs and Careers

## Job Description

<b>Post Title:</b>  END USER SOLUTIONS MANAGER		<b>Post Number:</b>  R3005
		<b>Date:</b> 26/10/11
<b>Department:</b> RESOURCES	<b>Division / Branch:</b> Information & Support	
<b>Section:</b> TECHNOLOGY SERVICES	<b>Responsible to:</b> HEAD OF TECHNOLOGY SERVICES	

### Overall Purpose of this Post:

To deliver a cost effective and efficient end user ICT support service, including service desk and hardware and software commissioning.

### Major Objectives:

These will include, as appropriate, those that reflect key corporate priorities, for example, Cultural Diversity, Social Justice, Environmental Quality and Economic Prosperity.

1. To ensure the highest possible levels of customer care, service delivery and security.
2. To ensure that all work proposed and undertaken can be delivered on time, within budget and to specification.
3. To maximise the council's investment in end user computing and investigate how emerging technologies can be used to the council's benefit and to contribute to the ICT strategy plan.
4. To keep abreast of relevant technological development and advise on the suitability of potential IT solutions.
5. To ensure that projects are planned and implemented within available and agreed resources.
6. To build and sustain an effective team with appropriate skills which will enhance the objectives of the division.
7. To manage the collection and storage of configuration information to maintain a configuration management database.

8. To act as focal point for expert technical advice with regard to user support, hardware and software commissioning, and modernisation / development of alternative and flexible working mechanisms.
9. To implement and promote Leicester City Council's policies and procedures relating to all areas of employment and service delivery.

**Summary of job tasks:** The tasks listed are, generally, only those taking at least 10% of the postholder's time.

1. Manages allocated human, material and financial resources
2. Provides technical and business advice on the most suitable equipment or application for customer and corporate requirements. Provides expert level technical guidance on the development of application deployment mechanisms, including scripting, application packaging, and end user device security.
3. Provides technical and business advice on the transformation of processes, working methods, and physical resources such as hardware and software, to achieve flexible and alternative methods of working.
4. Develops and monitors policies and procedures appropriate to the support environment, working with the Infrastructure & Security Manager and Server Manager to define, implement and maintain appropriate standards and procedures to ensure business continuity, improve efficiency and the maintenance of secure systems to BS7799 standards.
5. Manages the end-user element of any ICT projects, reducing business impact and delivering business benefit where possible.
6. Identifies and develops new management initiatives that will bring benefit to the operations, efficiency and effectiveness of the section, devising improvement plans to deliver continuous improvement to services offered.
7. Manages any major incidents to ensure service is resumed in a timely manner.
8. Monitors and manages the procurement and commissioning process for new equipment to provide an efficient and cost effective service to customers, and monitors and audits the collection and storage of configuration information and specifications of all ICT assets in the configuration management database (CMDB), to ensure it is accurate and appropriate and can be used effectively in the decision making process, including but not limited to capital replacement programme, license consolidation, application upgrade programmes.
9. Devises and monitors performance data and provides required management information to report on system and team performance against agreed service level targets, including using inventory reports from the CMDB to report on performance and financial value of the ICT asset estate, and to support licence compliance statements.

Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, because the post holder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council?

Yes                      **No**

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974?

Yes                      **No**

	<b>Job Requirements:</b> Essential (E) or Desirable (D).	<b>E/D</b>	
<b>A. Training &amp; Education</b>	Educated to degree level or equivalent knowledge gained through experience	E	
	Professional Technical Qualifications e.g. Microsoft Certified Systems Engineer (MCSE), or Microsoft Certified Desktop Support Technician (MCDST).	E	
	Management or supervisory qualification or able to demonstrate equivalent experience.	E	
	Knowledge of software licensing models and agreements, including Volume, Enterprise and Academic, and compliance and enforcement techniques.	D	
	ITIL v3 Foundation qualification	E	
	Project management qualification or equivalent practical experience.	E	
	Extensive knowledge of desktop security in a large organisation	E	
	Knowledge of Data Protection Act, Freedom of Information Act, and Regulation of Investigatory Powers Act.	E	
	<b>B. Experience</b>	Experience of managing or supervising an ICT team in a multi-site large user base organisation.	E
		Experience of installing, maintaining and procuring ICT systems, equipment and software, including remote deployment and configuration.	E
	Experience of managing formal projects in a medium to large organisation.	E	
	Experience of working in ITIL framework managing incident, problem resolution, Change Control and asset management	E	
	Experience of tender management, contract negotiation, maintenance and support contracts, licence management etc.	E	
	In-depth technical knowledge of end user devices and operating systems	E	
	Experience of supporting the following applications/systems or their equivalent: <ul style="list-style-type: none"> <li>▪ Microsoft OS (Windows XP, 7)</li> <li>▪ Office 2010</li> <li>▪ ZenWorks / Asset Management</li> <li>▪ Citrix</li> <li>▪ Enterprise Level Help desk</li> <li>▪ Kaspersky AV or equivalent</li> <li>▪ Virtual Desktop Infrastructure (Thin Client)</li> </ul>	E	
	Experience of monitoring budgets	E	
	Experience of using MS Office and of using E-mail and the Internet	E	
	Experience of communicating management and technical information in reports.	E	



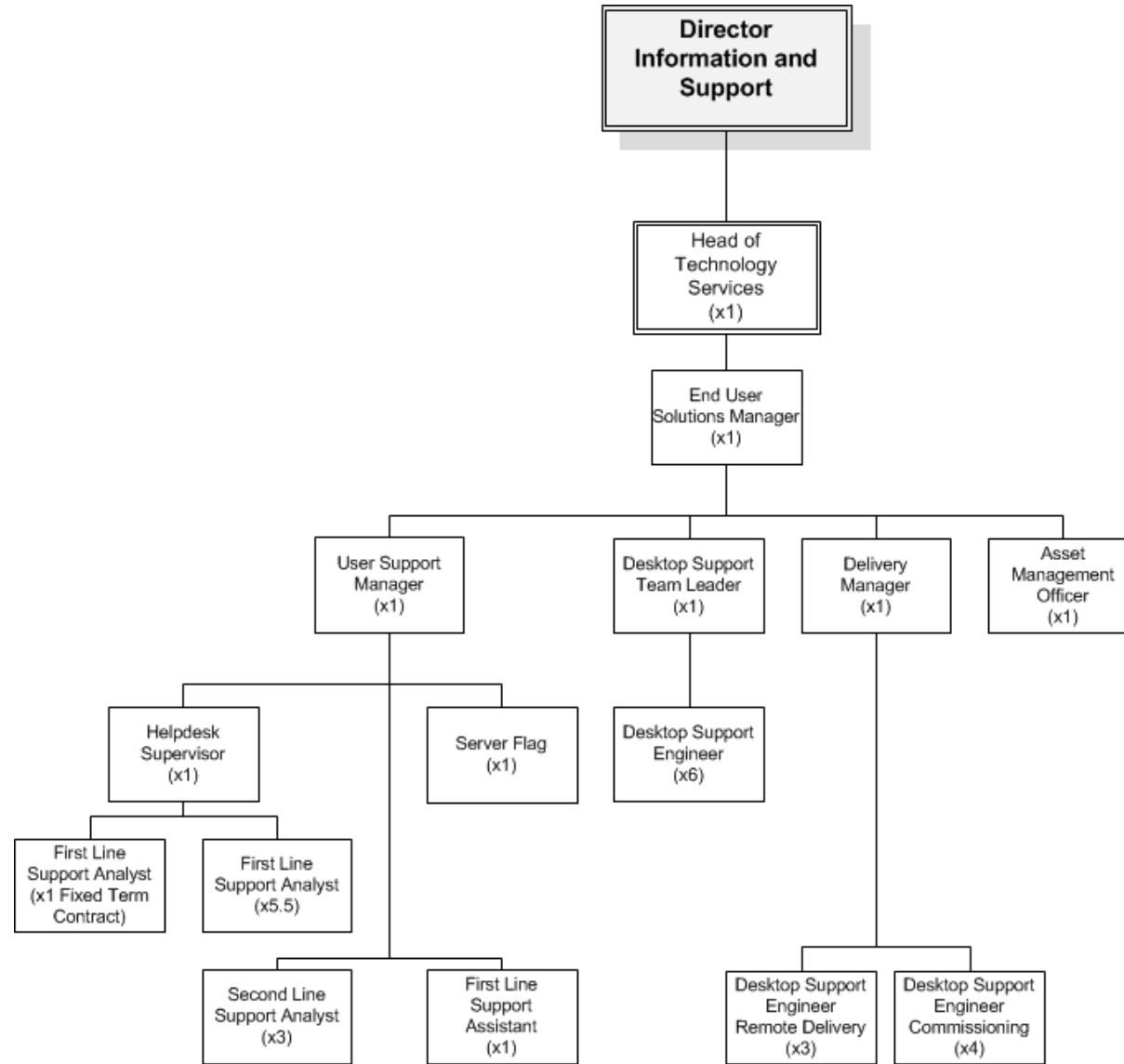
<b>C. Equal Opportunity</b>	<p>Must be able to recognise discrimination in its many forms and willing to put the Council's Equality Policies into practice.</p> <p>To be aware of how ICT can be of benefit to disadvantaged groups</p>	<p>E</p> <p>D</p>
<b>D. Other Skills</b>	<p>Ability to demonstrate an understanding of, and commitment towards, the principles of customer care.</p> <p>Ability to communicate to staff/customers effectively.</p> <p>People orientated.</p> <p>Good written and verbal communications skills</p> <p>Ability to plan and manage priorities of self and supervised staff.</p> <p>Good understanding of ICT</p> <p>Ability to work on projects with initiative and creativity.</p> <p>Able to prioritise own workload and to work unsupervised if necessary.</p> <p>Willing and able to keep up-to-date with legislation and best practice techniques as they change or train for further skills and qualifications need for the role.</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p>
<b>E. Other Conditions</b> Including any hazardous or environmentally adverse conditions	<p>Must satisfy relevant pre-employment checks</p> <p>Willing and able to work occasionally outside normal office hours, and be on call for emergencies.</p>	<p>E</p> <p>E</p>

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Note: Team of 16 Desktop Support Engineer Posts will be assigned as shown in the structure chart between User Support / Desktop Support / Delivery