

ICT Family

A job family is a method of defining jobs. The emphasis is on focusing on a group of similar roles rather than individual jobs. A job family considers how many levels of that type of work there are and describes the key factors that differentiate one level from the next. It can be used to provide a clear structure for defining how individuals may progress and develop, as well as providing a tool to allow managers to put the right people in the right job.

This document describes the ICT Job Family within Derbyshire County Council. Each level in this job family is differentiated by changes in accountabilities, technical knowledge and skills expected at each level. It can be used to identify and understand the work expected at each level and where individual roles fit against each level.

Each level describes expectations, if required, relating to: people management, equality and diversity, health and safety and risk management.

The family's key characteristics are:

- Championing the continuous drive for the improvement and modernisation of the Council's services
- Developing and delivering major ICT projects and programmes
- Leading the development of partnership work programmes and projects throughout the County
- Developing and supporting the Council's ICT infrastructure systems and services
- Technological innovation in support of the Council's objectives
- Focus on the Council's business and service infrastructure to ensure effective management and proper compliance
- Advice and services rendered will generally be accepted as authoritative and recommended practice
- Deploying specialist knowledge in an area of ICT or delivering operational ICT services
- Supporting users

Levels of work reflect the scale, breadth and complexity of the area or function being led or managed. They may also be dictated by the size of individual projects. At lower levels roles provide support to existing or new systems in a narrow area of expertise.

Members of the family include:

- Programme and project managers
- Partnership and service redesign managers.
- Specialist ICT Technicians and their Managers.
- ICT advisors and support staff.

Job Family: ICT

Code: TRA14

Grade: 14

Level Purpose:

To plan, organise and manage a functional area or lead a major programme within the ICT Service.

Overall:

Job holders at this level are managers. They must be proficient in a specialised field or a broad understanding of relationships between different fields. Both are gained through experience but built on concepts and principles. This level requires the ability to select, develop and assess the suitability of techniques, not just the application of those techniques. Typically job holders set priorities over the long term and manage relationships between parts of their organisation and associated functions.

Job holders have highly developed skills in persuading, inspiring, developing and motivating to interact with other people. The ability to set and create the right working climate is of critical importance: the majority of accountabilities are achieved through others. There is freedom to develop new methods, new procedures and approaches for solutions to solve problems.

People Management

Lead, organise, develop and motivate employees within assigned function/service area specifically undertaking: management of performance, discipline and grievance, training and development requirements, absence management, recruitment and selection.

Equality & Diversity

Promote and role model a culture that supports the authority's Equality and Diversity policy to generate a positive environment.

Health and Safety

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

Risk Management

Manage risk in relation to service delivery and contribute to the corporate risk management framework.

Job Family: ICT

Code: TRA14

Grade: 14

Representative Accountabilities & Responsibilities:

- Create and maintain a highly competent and participative work environment through visible leadership, promotion of professional standards, and the development of outcome focused teams that understand their contribution to the service and wider success of the authority
- Ensure the delivery of high quality, value for money, competitive and consistent services, some of which will operate under traded services conditions (e.g. schools), to customers in line with agreed service standards across a wide range of services and functions. Take a leading role where appropriate for the matrix management of resources from across other resource and functional areas, partners or external organisations.
- Work closely with colleagues within the ICT Service, service departments and partners to ensure that services are delivered in a seamless and cohesive manner and represent value for money
- Be responsible for delivering the authority's key programmes involving leading and managing large teams and budgets
- Create and manage long term infrastructure development plans to ensure appropriate capacity and availability
- Effectively balance and prioritise corporate, departmental and internal service requirements through consultation with service users
- Initiate, develop, recommend lead and implement policy and best practice working across the functional area in consultation with key stakeholders to ensure effective implementation
- Contribute to the development and implementation of the ICT Service strategy
- Build long term strategic relationships to enable participation in internal and external partnerships/ Boards/Groups/Committees to provide advice, guidance and input
- Develop annual service or project plans for the functional area/programme which clearly identify resource requirements to meet agreed objectives
- Lead and manage the commissioning of new business for internal and external customers, including assessment and management of risk
- Maintain up to date knowledge of external IT Industry trends and best practice

Job Family: ICT

Code: TRA14

Grade: 14

Typical Knowledge, Skills & Experience:

- Relevant professional qualification/degree or equivalent specialist qualifications; and
- Significant experience in managing critical operational or programme management or very specialist and expert technical understanding and experience of a particular discipline along with experience of the business operations of a large complex organisation
- Excellent leadership skills to inspire, motivate and develop team members to high levels of performance
- The experience and skills necessary to select, develop and assess the suitability of solutions and analyse and mitigate risk
- Skilled to communicate and negotiate with and influence colleagues, partners and stakeholders
- The ability to think and act strategically in problem solving and decision making in a complex political and business environment with experience of producing long term plans which seek to satisfy the organisations strategic objectives
- Ability to plan and manage service and departmental budgets
- Proven ability to manage a complex workload and deliver to timescales and budgets
- Significant experience of managing change effectively in a variety of functional and business environments
- Have a good understanding of the implications of emerging developments within the scope of the ICT Service and the wider implications and potential business benefits for the authority
- Maturity of judgement, sensitivity and diplomacy

Job Family: ICT

Code: TRA13

Grade: 13

Level Purpose:

To plan, organise and manage a complex service area / small programme or large projects within the ICT service. Or to be the lead technical expert in a particular specialism.

Overall:

Jobs at this level require professional knowledge about theoretical concepts and principles within a technical or specialised field. A combination of applied and theoretical knowledge is needed. Job holders will typically be technical experts in their specialism and must have the ability to handle situations by working out problems from first principles.

Jobs at this level involve organising and managing others, dealing with escalated issues. They require highly developed skills for motivating and influencing people to achieve end results.

The job holder is given some direction; thinks about further implications of activities over a longer period of time. Thinking at this level is about knowing your way around a wide range of procedures in a specific area which may have a significant degree of complexity. Job holders aim to make improvements within their area of work.

People Management

Lead, organise, develop and motivate employees within assigned function/service area specifically undertaking: management of performance, discipline and grievance, training and development requirements, absence management, recruitment and selection.

Equality and Diversity

Promote and role model a culture that supports the authority's Equality and Diversity policy to generate a positive environment.

Health and Safety

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

Risk Management

Manage risk in relation to service delivery and contribute to the corporate risk management framework.

Job Family: ICT

Code: TRA13

Grade: 13

Representative Accountabilities & Responsibilities:

- Manage and motivate a team of staff maintaining a highly competent, creative and participative culture through visibly effective leadership.
- Manage a function within a specific area of the ICT Service or a major project or programme ensuring that work is delivered to agreed service levels and within budget
- Ensure IT Systems support Business ICT and Service Redesign plans and objectives
- Research, analyse and identify appropriate solutions to fulfil business and ICT needs, in agreement with customers and stakeholders
- Create and maintain a highly competent and participative work environment through visible leadership, promotion of professional standards, and the development of outcome focused teams, that understand their contribution to the ICT service and wider success of the authority
- Deliver high quality and consistent services to customers in line with agreed service standards across a wide range of ICTal services, ensuring infrastructure capacity is sufficient to meet future requirements
- Lead, evaluate and manage improvements to project or service practices and initiatives in line with best practice to ensure that services/projects are delivered effectively with continuous improvement and a clear customer focus
- Lead on a range of initiatives on behalf of the authority with external bodies
- Manage and control devolved budgets within own area
- Work closely with colleagues within the ICT Service, service departments and partners to enable services and projects to be delivered in a seamless and cohesive manner and represent value for money
- Set targets and monitor performance to: ensure training needs are identified and addressed, high quality standards are maintained, legislation/regulations and procedures are adhered to and that work is delivered on schedule to enable the business to be effective
- Contribute to the development and implementation of the ICT Service Plan
- Liaise with internal and external bodies/organisations/suppliers in developing and maintaining services/projects

Job Family: ICT

Code: TRA13

Grade: 13

Typical Knowledge, Skills & Experience:

- Relevant professional qualification/degree or equivalent specialist qualifications; and
- Significant operational or project management experience or very specialist and expert technical understanding and experience of a particular discipline, along with experience of the business operations of a large complex organisation
- Ability to manage, and develop a large team or a number of smaller teams, ensuring that all team members are valued and understand their contribution to the Service
- The experience and skills necessary to select, develop and assess the suitability of solutions and analyse and mitigate risk
- Skilled to communicate and negotiate with and influence colleagues, partners and stakeholders
- The ability to think and act strategically in problem solving and decision making in a complex political and business environment with experience of producing long term plans which seek to satisfy the organisations strategic objectives
- The experience and skills to manage budgets
- The proven ability to manage highly complex workloads or large teams that deliver to agreed timescales and budgets
- Experience of managing change effectively in a business environment
- Have a good understanding of the implications of emerging developments within the scope of the ICT Service and the wider implications and potential business benefits for the authority
- Maturity of judgement, sensitivity and diplomacy
- Customer focus and a commitment to service improvement and enhanced organisational effectiveness

Job Family: ICT

Code: TRA12

Grade: 12

Level Purpose:

To manage a defined service area or project within the ICT service and / or provide an expert reference point for a particular specialism.

Overall:

Jobs at this level require professional knowledge about theoretical concepts and principles within a technical or specialised field. A combination of applied and theoretical knowledge is needed. Job holders will typically be technical experts in their specialism. They must have the ability to handle situations by working out problems from first principles.

Jobs typically involve organising and managing others, dealing with escalated issues. Interaction with other people is aimed at understanding, supporting and / or influencing them. Professional reasoning and social skills are required. The job holder is given some direction; thinks about further implications of activities over a longer period of time. Thinking at this level is about knowing your way around a wide range of procedures in a specific area which may have a significant degree of complexity.

Job holders are required to make improvements within their division.

People Management

Lead, organise, develop and motivate employees within assigned function/service area specifically undertaking: management of performance, discipline and grievance, training and development requirements, absence management, recruitment and selection.

Equality and Diversity

Promote and role model a culture that supports the authority's Equality and Diversity policy to generate a positive environment.

Health and Safety

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

Risk Management

Manage risk in relation to service delivery and contribute to the corporate risk management framework.

Job Family: ICT

Code: TRA12

Grade: 12

Representative Accountabilities & Responsibilities:

- Manage and motivate a team of staff taking responsibility for monitoring and feedback on their performance, recruitment and selection, guidance and advice and ensuring their development
- Manage a function within a specific sub division or geographical area
- Work flexibly across the ICT service functions to ensure effective delivery of the agreed ICT work programme and contribute to the development and implementation of ICT policy and procedures.
- Lead on the development of security standards, policies and procedures and provide a technical expert reference point in a particular specialism
- Identify, map and design complex business processes and technical solutions including highly complex software applications
- Undertake medium term to long term planning, to ensure that services/projects are delivered effectively
- Set targets and monitor performance (including providing results and information) in order to ensure service/project delivery
- Negotiate contracts with strategic suppliers, ensuring they are structured to provide high levels of standards and operability
- Manage and control devolved budgets within own area
- Develop working relationships and communicate effectively with internal/external bodies/organisations and stakeholders as appropriate
- Co-ordinate complex activities and/or project work and the handover between functions of project documentation, policies and procedures
- Analyse, design, plan, execute and evaluate work to time, cost and quality targets
- Provide effective and efficient support and incident management service for users within the organisation

Job Family: ICT

Code: TRA12

Grade: 12

Typical Knowledge, Skills & Experience:

- Professionally qualified, a relevant degree or hold equivalent specialist qualifications
- Significant operational or project management experience or very specialist and expert technical understanding and experience of a particular discipline, along with experience of the business operations of a large complex organisation
- Experience of managing and motivating staff to achieve organisational objectives
- Understanding of the role and its relationship with other function, departments and external bodies
- The ability to build positive relationships and negotiate and influence stakeholders across the authority & affiliated organisations
- Experience of medium to long term planning and the ability to work independently and flexibly to plan and deliver work programmes within agreed timescales
- Analytical skills and problem solving experience with the ability to apply creativity and innovation in applying solutions for the benefit of customers
- The skills and ability to manage budgets
- Experience of contract management and target setting within a performance management framework
- The ability to research, analyse and adapt practice and procedures
- In depth understanding of the organisations technical architecture
- Commitment to service improvement and enhanced organisational effectiveness

Job Family: ICT

Code: TRA11

Grade: 11

Level Purpose:

To provide a specialist technical service within a specific area or project in the ICT service.

Overall:

Jobs at this level fall into one of two categories: a deep technical specialist, requiring full conceptual understanding, planning and organisation of work within a specific area; OR roles that have operational management responsibility with in depth practical understanding and a working knowledge of theoretical methods and techniques.

Interaction with other people is aimed at understanding, supporting and / or influencing them. Professional reasoning is required and social skills are important. The job holder thinks within substantially diversified but established procedures: not only about the central problem, but further implications. The 'right' solution will exist.

People Management

Supervise, organise, advise and motivate a team, specifically undertaking: management of performance, discipline and grievance, training and development support, absence management.

Equality and Diversity

Actively support the authority's Equality and Diversity policy.

Health and Safety

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

Risk Management

Identify opportunities and risks associated with the service and escalate/report to management.

Job Family: ICT

Code: TRA11

Grade: 11

Representative Accountabilities & Responsibilities:

- Supervision or management of a defined team providing clear organisation, direction and development and/or, manage specialist teams, providing a technical overview guidance and direction where appropriate to the role
- Select appropriately from a broad range of available systems, tools and processes the most appropriate to meet business requirements and carry out technical checks and balances to ensure proposed works comply with all organisational and statutory requirements
- Work flexibly across the ICT Service to ensure effective delivery of the agreed work programme and deliver agreed work programme/activities to agreed service levels
- Planning and delivery of major projects/programmes, providing technical assistance to ensure effective delivery and oversee and manage designated areas of work and ensure that they are delivered on time and within budget, working within agreed standards
Prepare reports and provide information
- Monitor performance and spend to ensure contract compliance
- Develop working relationships and communicate effectively with internal/external bodies/organisations and stakeholders as appropriate.
- Assist in the development, implementation and promotion of ICT Strategy and ICT Service plan through working closely with all colleagues in the ICT Service
- Provide technical advice and support to managers and employees on their specific area of expertise
- Research and maintain a thorough knowledge of developments in the IT industry and their application in the public sector
- Manage incidents through to a satisfactory conclusion, or escalate appropriately
- Coach and mentor colleagues within the technical area of expertise

Job Family: ICT

Code: TRA11

Grade: 11

Typical Knowledge, Skills & Experience:

- Relevant degree or specialist qualification
- Some relevant experience
- Significant relevant and practical experience either in a specific technical discipline or of working on complex technical projects
- Where appropriate, experience of and ability to manage, motivate and develop a team
- Up to date knowledge of a specialist functional area
- The ability to guide, coach and influence effectively at all levels of the organisation
- Good interpersonal skills and the ability to communicate effectively verbally and in writing
- The ability to build positive relationships across the authority and other relevant organisations
- A very good understanding of the technical infrastructure required to manage a large organisation and their relationships with the services provided
- Experience of researching, analysing and diagnosing problems and issues and presenting solutions/recommendations
- Experience of negotiating and strategic sourcing of services in a large organisation
- The ability to work independently to plan and deliver work programmes within agreed timescales
- Financial experience or training sufficient to manage budgets where appropriate

Job Family: ICT

Code: TRA 09/10

Grade: 9 / 10

Level Purpose:

To provide technical advice and support to the organisation within a specific area of expertise

Overall:

Jobs at this level require knowledge of specialised (generally non-theoretical) methods, techniques and processes, gained by 'on the job' experience or through part-professional qualification. Emphasis lies on practical, applied knowledge. Appropriate awareness of related activities in other areas is required. Interaction with other people is aimed at understanding, supporting and / or influencing them. Professional reasoning is required. The job holder analyses and interprets differing situations and must identify, search and select solutions from partial solutions through experience and the application of acquired knowledge.

Band 10:

People Management

Supervise, organise, advise and motivate a team, specifically undertaking: management of performance, discipline and grievance, training and development support, absence management.

Equality and Diversity

Actively support the authority's Equality and Diversity policy.

Health and Safety

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

Risk Management

Identify opportunities and risks associated with the service and escalate/report to management.

Band 9:

People Management

Allocate work and monitor the standard of team performance and ensure resolution of any issues.

Equality and Diversity

Actively support the authority's Equality and Diversity policy.

Health and Safety

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

Risk Management

Identify opportunities and risks associated with the service and escalate/report to management.

Job Family: ICT

Code: TRA 09/10

Grade: 9 / 10

Representative Accountabilities & Responsibilities:

- Carry out skilled and complicated activities to deliver services to the authority and affiliated organisations to agreed service levels
- Liaise with internal and external colleagues/contractor/suppliers/partners to ensure project and service delivery
- Apply specialist technical knowledge and expertise to assess technical situations, develop a solution and arrange work to be carried out
- Where appropriate, management of staff including absence monitoring, appraisal, training, recruitment & selection
- Supervise the work of subordinates/technicians/contractors where appropriate to the role
- Provide advice and support and work on projects to implement practical solutions within area of expertise
- Negotiate with external contractors/suppliers to ensure best value for money for the organisation
- Produce information, reports and analyses to ensure all internal and external parties are kept up to date on projects/work plans
- Provide advice and technical support to other areas and technicians as required
- Contribute to projects and service initiatives (service specific and Authority wide)
- Research ICT developments and initiatives, and maintain a professional knowledge of current developments
- Work flexibly across the ICT functions to ensure effective delivery of the agreed work programme

Typical Knowledge, Skills & Experience:

- Newly or part qualified in a relevant discipline or significant practical experience in a specific discipline or service
- Comprehensive understanding of relevant methods, systems and procedures and experience in a relevant area of work
- Proven ability to supervise and allocate work to others, monitor their performance, and if necessary, to take corrective action
- Ability to work autonomously and with initiative
- Highly developed interpersonal, communication skills: able to communicate effectively with non-technical customers, colleagues
- A good understanding of the technical infrastructure required to manage a large organisation and their relationships with the services provided
- Good problem solving, numeric and literacy skills
- Experience of building and maintaining effective relationships with service recipients at all levels of the organisation
- Proven research, analytical, negotiation and presentation skills
- Demonstrable experience of working flexibly within a team to meet service standards, targets and deadlines

LEVEL 2 (band 9)

- Top level of practical skill required.
- Job holders need to be authoritative on methods, systems and procedures used though not requiring the conceptual understanding to change or create them.
- Thinking is governed by precedents, methods and systematic procedures that specify how to perform and resolve problems.
- Although procedures allow flexibility and scope for some initiative, they are well established. Decisions are generally based on established precedents.

Typical Knowledge, Skills & Experience:

LEVEL 1 (band 10)

- Requires some conceptual understanding.
- Job holders need to be authoritative on methods, systems and procedures used where insights could be provided to change methods, systems and processes on the basis of practical knowledge.
- Thinking with diversified, established organisational procedures and standards. The function has specific rules and regulations that determine the scope for thinking.
- Whilst jobs at this level may be substantially covered by practices and procedures, there is considerable latitude for discretion in taking actions. This level is working with given resources, but contributing to the longer term annual determination of what those will be in the future.

Job Family: ICT

Code: TRA 06/07/08

Grade: 6 / 7 / 8

Level Purpose:

To provide an ICT support service within a specific area of the ICT service. Job holders are responsible for their own 'patch', providing advice and support on a specific technical area. This is an entry level role.

Overall:

Jobs at this level require a thorough understanding of methods used and a developed skill appropriate to the job discipline. Job holders will operate within a technical discipline. Elements will require a deeper technical understanding of methods and technical experience in specific activities. Job holders carry out a range of works within their specific area. Interaction with co-workers and others, and an appropriate awareness of related activities, is required. Thinking is within well defined but somewhat diversified procedures. These roles are subject to supervision. The nature of problems is clear, and to an extent how they should be resolved.

Band 8:

People Management

Instruct and guide colleagues in the distribution and conduct of work in the team.

Equality and Diversity

Act in accordance with the authority's Equality and Diversity policy.

Health and Safety

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

Risk Management

Contribute to risk awareness in carrying out your duties and raise issues where appropriate.

Band 7:

People Management

Allocate routine or basic work to team colleagues and co-ordinate the work tasks, under instruction.

Equality and Diversity

Act in accordance with the authority's Equality and Diversity policy.

Health and Safety

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

Risk Management

Contribute to risk awareness through carrying out of duties and raise issues where appropriate.

Band 6:**People Management**

Allocate routine activities to team colleagues and co-ordinate the work tasks, under instruction.

Equality and Diversity

Act in accordance with the authority's Equality and Diversity policy.

Health and Safety

Ensure own compliance with authority's Health & Safety policy/procedures and that of any resources you have responsibility for.

Risk Management

Contribute to risk awareness through carrying out of duties and raise issues where appropriate.

Job Family: ICT

Code: TRA 06/07/08

Grade: 6 / 7 / 8

Representative Accountabilities & Responsibilities:

- Provide operational support services within area of expertise working with Senior Technicians and Project Managers to provide support to defined standards contributing to projects and initiatives as required
- Assess, investigate and deal with enquiries within technical area promptly and effectively
- Update and maintain records documentation and systems to ensure all relevant information is recorded and kept up to date including management reports and appropriate manipulation, analysis and evaluation of specialised information or processes
- Visit user locations to assess and resolve technical issues when necessary
- Day to day management and monitoring of systems
- Assist in researching technical developments and issues and relating this to current public sector issues, and build and maintain a professional knowledge
- Undertake/operate tasks/systems within particular services/projects, the complexity of which varying dependent on the level of the role
- Develop a sound understanding of the ICT Service and its contribution to the success of the organisation
- Work flexibly across ICT Services to ensure effective delivery of the agreed Services and projects and meet changing service requirements
- Work with others including customer representatives, senior managers and contractors to plan schedule and supervise maintenance associated with systems ensuring procedures are followed particularly those related to safety and security
- Liaise with internal and external colleagues/contractor/suppliers to ensure agreed criteria within projects and area are met
- If relevant to role supervise and support staff, ensuring their development and provision of effective services
- Design, code, configure, test and correct simple systems

Typical Knowledge, Skills & Experience:

- A Level or equivalent/part qualified or part completed relevant degree or specialist qualification and/or
- Relevant experience working in an ICT environment, and considerable knowledge of processes/systems, work standards and specifications in particular specialism
- Experience of/ability to supervise staff to meet organisational objectives
- Effective communication/interpersonal skills, able to explain technical issues in a way that non-technical users can understand
- Understanding of the IT Infrastructure required in a large organisation
- Ability to follow established processes and procedures
- Initiative and judgement to resolve problems independently
- Experience of working flexibly within a team
- Ability to research, analyse and present information
- Experience of basic project work and software configuration

LEVEL 3 (band 6)

- Require skills and knowledge gained through significant experience, to carry out skilled, complicated works. There is a requirement to regularly interact with co-workers and others in the organisation, primarily concerned with requesting and providing information.

LEVEL 2 (band 7)

- Thorough understanding of techniques and procedures used to carry out skilled complicated works. Regular interaction with

others, demands understanding, providing support and/or influencing.

LEVEL 1 (band 8)

- In depth understanding of methods used. Parts of the role will require a broader deeper technical understanding through considerable experience with an emphasis on applied practical knowledge. Interaction with others is aimed at understanding supporting and/or influencing. Professional reasoning is required.
- Thinking often involves differing situations requiring the identification and selection of solutions within the area of expertise