PROPOSALS FOR CONSULTATION ON THE RESTRUCTURE OF IT SERVICES

School / Professional Service: IT Services

Academic Group / Department: IT Services

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Introduction

This document sets out proposals for consultation for the future structure of IT Services. Its content arises following significant staff engagement and from a combination of the formative points from a number of 'Vision' workshops held with IT Services staff over a period of 3 months. It also reflects input and feedback from key stakeholders including, the IT Services capability and investment plans and engagement with internal partners (Schools & Professional Services).

This document lays out a detailed proposal for improvements to the organisational structure of IT Services.

This paper has been based on feedback received from circulating the 'IT Services Vision Workshops Report' with IT Services staff and the BU ICE forum.

Background / Context

IT Services has developed a 5 year investment plan for IT that builds on the work started through the 2012/13 IT Capability programme.

IT Services has also undertaken a range of engagement processes with Schools and Professional Services to help to capture the IT needs of the organisation and to feed this into the investment plan and the new IT Strategy.

The Director of IT commissioned six 'vision' workshops between May and July 2013 (which were externally facilitated by Dr Charlie Wilkinson from the Business School) that invited all IT Services staff to reflect on our user's requirements and to provide ideas and suggestions with regard to how IT Services should position itself best to deliver these requirements and evolve as a Professional Service. These workshops produced a range of findings that were broken down into 5 main themes:

- Challenges
- Strengths
- Opportunities
- Issues
- Visions

The triangulation of these three key pieces of work (IT Capability, Internal Demand and IT Staff views) indicates that the structure of IT Services is not currently fit for purpose and is in itself a barrier to the efficient and effective delivery of high quality IT Services at BU.

A report has already been produced on the 'IT Services Vision Workshops' which has been circulated to all IT Services staff, ULT and to ICE Forum representatives for their awareness and communication of the formative ideas contained within it.

The key points from this proposal document are:

- That IT Services needs to be restructured as a matter of priority

- How the proposed new structure will address the issues raised as part of IT Capability, Engagement with IT Services partners at BU and the view of IT staff as part of the 'Vision' workshops

Rationale for Change

The change is required for four reasons which have become more apparent throughout the engagement events,

- Improve the overall department structure and enable teams to work better, more effectively and efficiently together
- Improve the management of the teams within the department to reduce conflict and reduce the barriers to effective decision making
- Re-profile IT Services to cope with new and upcoming technologies and challenges and to support BU 2018 and Fusion
- Reduce pay costs by 10% to meet the University target.

The key issues to be addressed by this change are as follows.

Improve the overall department structure/ improve the management of the teams within the department/ Re-profile IT Services to cope with new and upcoming technologies and challenges and to support BU 2018 and Fusion. The vision workshops highlighted a number of issues that are impacted by the current departmental structure. These were identified by the IT staff and include the following:

- Lack of flexibility within the current department structure. The structure is currently rigid, with a number of discrete silos. It is not easy for staff to work across those silos or move between them as and when there is a need to flex the capacity within certain teams, for example during projects. It also compounds the ability to make technical decisions as discussions go across boundaries and areas of responsibilities. This has led to a blurring of team responsibilities with development teams performing operational tasks and operational teams doing development tasks. This has resulted in processes being ignored, such as change control to production services. At times there has been degradation in the quality and reliability of services delivered in that they have not always been properly transitioned or there is inadequate support or documentation available.
- Lack of opportunities to develop and progress. The current structure, with a number of smaller teams, does not allow for a great deal of progression opportunities. There are also few teams that have any hierarchy of posts enabling an individual to progress when opportunities arise or develop their skills and experience by working more closely with senior technical colleagues.
- Current skills and expertise are not always in the right positions within the structure. Due to the split in teams there are often short falls in expertise in certain teams, e.g. operational teams not having an adequate number of the appropriate skills. This can become more acute when new technologies are introduced in the development teams that require handing over to the operational teams. This often leads to the development teams holding on to the new systems and supporting them operationally once they are in production.
- Confused management authority/chain of command. Due to the current structure where there are several managers with overlapping responsibilities (perceived or genuine), it is not always clear who has responsibility and authority to take decisions regarding any particular part of the service. This often then leads to decisions having to be escalated which can cause unnecessary delay. It was highlighted in the vision workshops that often when someone asks for a decision, if they get an answer they are not happy with they just ask another manager until they get the answer they want.
- Poorly defined roles with lack of clarity over responsibility and accountability. Due to the duplication of skills and knowledge in teams it is not always clear who is ultimately responsible for a particular technology or service, or the solution that needs to be implemented. This is partly due to poor job descriptions that have led to a lack of consistency with grades across the teams. Job descriptions do not always reflect what individuals actually do.
- There is particularly poor synergy and cohesion between the Enterprise Architects (to deliver high level designs, technology strategies and roadmaps), Development teams (to deliver detailed designs and implemented solutions), Operational teams (to deliver the day to day operational support for the solutions). Having each of these teams under different senior managers and team managers does not create an environment that encourages good inter team and personnel working. It has not created

good and effective working relationships between Enterprise Architecture, Development and Operational teams.

- Multiple teams cause delays and require duplication of skills and expertise across the department. To maintain the current split between development and operational teams there has been the need to build up, over time, duplicated skills and expertise so that new developments can be handed over to operational teams for on-going support. It has been challenging to recruit some of these personnel due to the competitive market. This approach is not the most efficient and sustainable model for a University of Bournemouth's size to try and support. It requires similarly skilled resources duplicated between teams, but often still leaving not enough cover or capacity within the individual teams resulting in single points of knowledge which can be lost when the individual becomes unavailable.
- Poor communications. Although communication has generally improved over the past 12 months or so it is still at times poor, confused or even contradictory. There is a great deal of inconsistency in the level and type of communication that takes place and who it goes to. This is partially caused by no clear owner for communications, and the number of teams who have similar roles and responsibilities. Externally users have said they do not always know whom to contact within IT.
- Training and staff development is not planned in line with our strategic goals and often given to staff working on new implementation projects. The quality of personal development plans for individuals vary depending on their line manager.

In addition to the above the services required by the University have and continue to change. The times the University now operates are not aligned to the time IT provides service, e.g. Service Desk closes at 5pm and transfers to NORMAN when lectures continue until at least 6pm if not later. Also cover outside of these hours is not formally recognised in all cases. Although there is a small on call team whom perform an excellent service the areas covered are focused on the infrastructure and large-scale issues. In today's environment we can expect our students to require a similar level of service outside our normal "office hours". Although some of our services, such as MyBU, are supported outside normal hours it is not formally recognised and is done using individuals' good will and on an ad hoc basis. The service needs to engage with the University to understand the level of service required and therefore ensure adequate support is provided.

Reduce pay budget by 10%. BU set a target to reduce costs by 10% across Professional Services and Administration. No progress within IT Service has been made to date to achieve this target and savings need to be started now to ensure they are achieved. The 5-year IT investment plan depends on a reduction in pay to ensure the overall funding is achievable. The current pay budget for 2013/14 includes a £303K vacancy factor which needs to be realised.

The following are the desired outcomes from the restructure:
- To implement a new department structure that will improve cohesion and synergy, reduce silos, make more effective use of the skills and expertise available, improve internal communications, create more flexibility and opportunities for staff to develop, and make roles and responsibilities clearer.
- To refine the management structure to ensure it is effective and efficient and ensures better chain of command and clear responsibility for the IT Leadership Team.
- To ensure the service delivered is provided in line with the University's needs.
- To reduce the pay budget by 10% to meet the University target.

It is anticipated that the following benefits will be realised:
- A service that is resourced in a way where it is more able to adapt to the ever-changing needs of BU, and its existing and potential future students and staff.
- An efficient and effective application, technology and service delivery and support structure, which provides value for money and is consistent.
- Making best use of individual's skills and knowledge and building on synergies whilst ensuring good processes from architecture design, development, implementation and operation are achieved.
- Better clarity, and therefore less confusion, over who is responsible for what.
- Less friction and challenge between teams.
- Quicker response to problems, incidents and new requests.
- Improved internal communications.
- Ensure IT budget is sustainable to enable the IT investment plan to be realised with all of its associated benefits for BU as defined in the IT Strategy 2013-2018.

- To enable the development of staff and the introduction of new posts to support new technologies required by BU in the future
- To improve the reliability of the services provided by IT by ensuring services are delivered effectively and supported operationally at the appropriate times using the most appropriate resources available to the department.
- To give communications and client engagement more focus and ensure it is more consistent and reliable.

The proposals support the BU Strategy by:

Creating:

(C1) - Deliver an outstanding and personalised student experience.
(C2) - Create a world-class learning community.
(C3) - Develop strategic local, regional, national and international partnerships.
(C4) - Build strong professional and academic networks worldwide.
(C5) - Ensure our graduates are culturally aware and internationally mobile by embedding the globalisation agenda within our student experience.

The proposals in this paper are designed to support the 'creating' element of the BU Strategy by providing the technology required by staff and students to work across international boundaries in an effective and secure way. IT Services is continuing to evolve its use of the ITIL framework (Information Technology Infrastructure Library) and a core element of this is 'availability'. By ensuring that the roles within IT Services are supporting the identification, procurement and roll out of the most appropriate technologies and that they are available (progressively on a 24/7/365 basis where required to support the globalisation agenda), staff and students will be able to deliver the creating elements of our corporate strategy.

Sharing:

(S1) - Fuse excellent education, research, and professional practice to create a unique academic experience where the sum is greater than the component parts.
(S2) - As part of that Fusion, undertake world-class research in recognized areas of academic excellence.
(S3) - Through our Fusion we will offer exceptional levels of relevant real-world learning opportunities and work placements.
(S4) - Our Fusion will deliver inspirational teaching using the latest technology in world-class facilities.
(S5) - Internationally recognized as a thought-leader through our research, education and professional practice in key areas of strength.

The proposals in this paper support the 'sharing' elements of the BU Strategy by facilitating the ability for staff and students in the exchange of data, information and collaborative working (worldwide) by providing the technologies and support that enable this. Further elements of Information Security are 'confidentiality' and 'integrity' and IT Services must provide constantly available technology and guidance that supports the safe sharing of academic and non-academic materials.

Inspiring:

(I1) - Prepare students for flexible futures with skills to meet the changing demands of the workplace.
(I2) - Build personal and professional development opportunities into all programmes.
(I3) - Create highly sought after employable graduates known for their intellectual rigor, critical thinking, professionalism and resilience.
(I4) - Support and inspire staff to realize their full potential.
(I5) - Inspire our staff and students to enrich the world.

The proposals in this paper also support 'Inspiring' by having the right roles to work with Students, Schools and Professional Support Services to understand their visions and work with them to deliver the technology based solutions that enable their aspirations. By working closer with our student body and colleagues we will be able to plan for the future in a more structured way that encourages creativity.

Through Strategic Enablers -

People:

(P1) - Recruit, retain, recognize, and develop a high performing workforce.
(P2) - Engage and inspire staff to deliver an outstanding student experience and to fulfil their potential.
(P3) - Be an excellent place to work.
(P4) - Embed a culture of excellent service.

The proposals in this paper are built primarily from the suggestions, views and feedback from staff within IT Services, in addition to the views and input of our stakeholders. These proposals aim to create a structure that enables a better flow of work within IT Services as well as having the right roles to enable more efficient and effective decision making. At the forefront of these proposals is the need to improve the experience of our students and staff, by reducing unnecessary layers and bureaucracy and therefore being able to respond to requests and issues promptly and in a timely manner.

It is expected that the new leaner structure will enable high performance designed to provide better engagement with all staff. The proposals also recognize the need for development opportunities within IT Services. There is an aspiration to introduce posts aimed at apprenticeships and the commitment to providing more opportunities for staff to develop themselves for opportunities in other roles across the structure to encourage staff to realise their potential.

Finance:

(F1) - Use resources efficiently to secure the Vision and key strategic priorities.
(F2) - Ensure financial sustainability.

The proposals in this paper deliver a structure that is more effective and able to meet the demands of stakeholders whilst being more efficient and a better return on investment for the organisation. The proposals also enable IT Services to provide better value for money in the long term in comparison to the current structure and enable the opportunity to invest in the future.

Environment:

(E1) - Provide world-class facilities to support world-class performance.
(E2) - Reduce our impact on the environment.

The proposals in this paper meet the environmental needs of the BU Strategy by ensuring that the technology demands of the organization are met with a carbon footprint that is appropriate and in line with corporate objectives. The procurement of technologies will always consider the environmental effects for the lifecycle of each product.

Service Excellence

The drive to create an environment that encourages, develops and delivers service excellence is a key goal for BU. To ensure service excellence is embedded into the IT service it is proposed, in cooperation with the Service Excellence lead, to implement a service excellence framework upon which IT service can assess itself and drive service excellence improvements. The following table gives the high level indicators and it would be expected for team leaders to develop specific indicators for their representative area.

		Strategic Enablers		
		People	Finance and value for money	Environment
Excellence Standards	Welcome	All IT Staff and users of IT Services feel valued and respected	Services from IT are available from a single transaction	Safe, clean, comfortable. Use of IT services is simple and easy with clear guidance and direction
	Efficiency	Processes and services designed to reflect the individual needs of IT Staff and users of IT Services	Quality standards in all services and processes reduce errors and are efficient to deliver VFM	Anticipating needs and managing work flow efficiently
	Knowledge	IT Staff are supported, developed and have access to the information they need.	Resources are not wasted in seeking information.	Users of IT services are able to access knowledge and information quickly and simply
	Ownership	We all own and resolve all issues	Internal IT teams work closely with each other and other BU departments, without boundaries and with seamless hand offs	We all take responsibility for our workspace, IT Services and the campus whether physical or virtual environments

Details of the Proposed Change

It is proposed that following a period of consultation at which time suggestions and input will be encouraged an appropriate new departmental structure will be implemented. The current structure and posts are shown in figure 1 below (Annex A). The new proposed structure and posts are shown in figure 2 (Annex B). Note that vacancies both current and any potential future roles identified in the IT delivery plan are not included to aid clarity. These are however listed below under the vacancies section with an indication of the future plans for these roles.

All posts will follow a new generic naming standard to ensure more clarity with individual roles and responsibilities. The standard is shown below. Inevitably there are a few roles where industry standards dictate a slightly different naming convention, e.g. ITIL roles, DBAs etc. These variations will be tolerated but generally limited.

Grade	Management	Technology	Application	Programme
11	Assistant Director			
10	Head of	Head of		Head of
9	Manager	Architect	Architect	Manager
8	Assistant Manager	Officer/Specialist	Lead Analyst/Developer	Manager
7	Team Leader	Principal Engineer	Principal Analyst/Developer	Manager
6	Supervisor	Senior Engineer	Senior Analyst/Developer	
5		Analyst	Analyst/Developer	
4		Support Analyst	Support Analyst/Developer	

In general terms the following changes will take place on a team-by-team basis:

IT Executive Team

The current IT Executive representation of Operations, Development and Architecture does not help to alleviate many of the issues identified above. It does not fit a new structure that needs focus in different areas and emphasis on the important aspects of the new service. It also puts too many management levels in

between the Director of IT and the service delivery posts. This leads to a lack of visibility around issues, staff feeling isolated and unheard, and delays in making decisions.   Challenge from the Board has supported the view that closer and more direct reporting to the Director is required. The Director of IT needs direct reporting access to roles that will be directly responsible for IT Service, Programmes, Information Security, Risk, Change and Problem management. This will ensure the Director is able to effectively and quickly direct those areas and make timely decisions. It will enable the Director to more effectively represent IT to the University and also to respond to issues raised and ensure IT is supporting BU2018 and Fusion.   These areas all have an important impact on the role of the department, the service it provides, and service excellence.
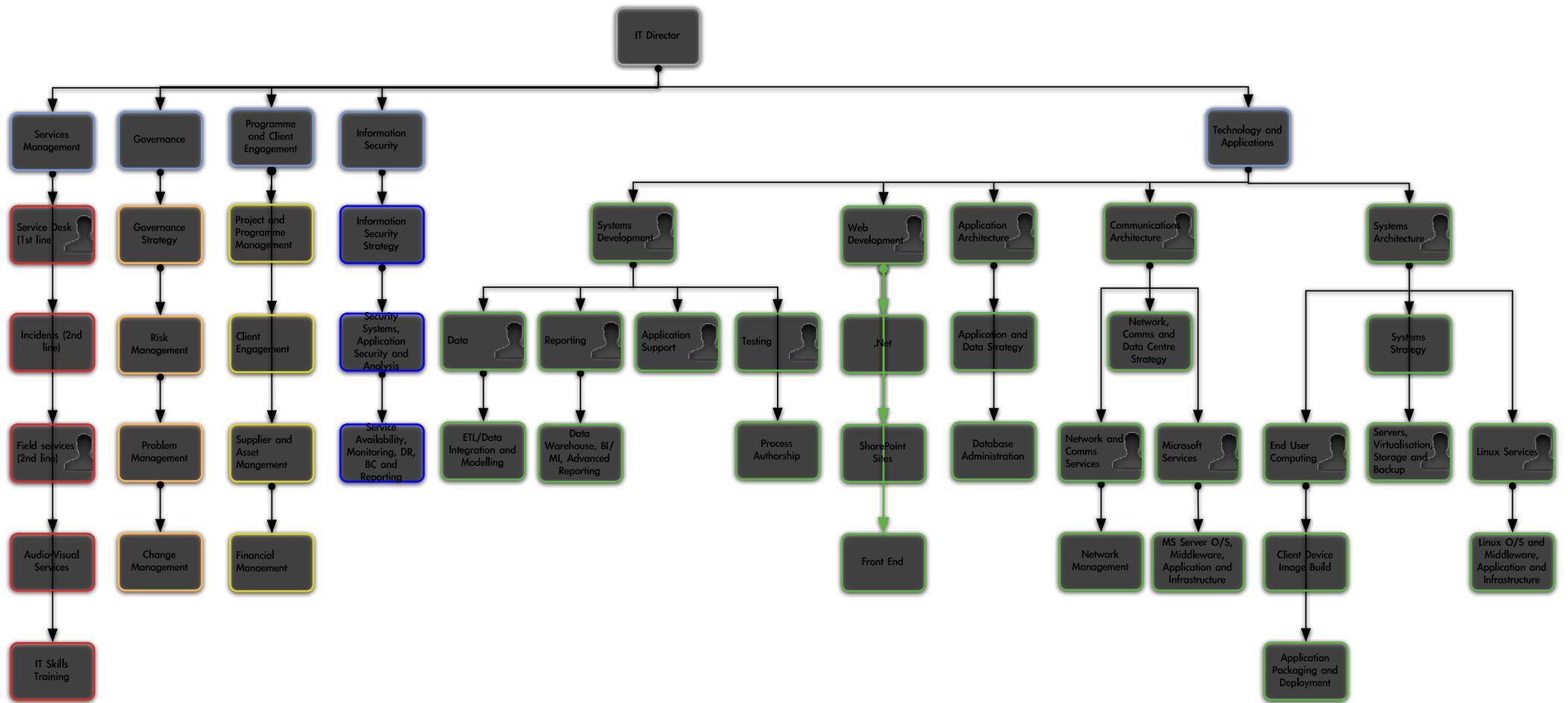
The current role of Head of IT Operations is vacant. Given the proposals for the future structure it is proposed that this post is no longer required and therefore removed from the future structure.

The structure proposed will result in the duties associated with the role of Head of IT Development diminishing, and/or ceasing to exist or being undertaken elsewhere. It is therefore proposed that this role be redundant.

The structure proposed will change the roles of the Enterprise Architects resulting in the duties of the Chief Technology Officer diminishing, and/or ceasing to exist or being undertaken elsewhere. It is therefore proposed that this role be redundant.

The proposed Technology and Applications aspects of the department will be a merger of the development teams with some of the operations teams, mainly the Infrastructure team.   Enterprise Architects will lead the new teams. This new group will be led by a new post, Assistant Director Technology and Applications, giving a single point of contact to direct those areas and lead on Operational and Development aspects and providing a broad technical knowledge, expertise and focus. This will result in changes to line management for some staff.

A new IT Executive team will be formed building a flatter department structure to cover the main areas of IT Service, Governance, Programmes, and Technology and Applications.   The roles of IT Service Manager, Governance Officer, Information Security Officer, Head of IT Programme and Client Engagement and the Assistant Director Technology and Applications will form a new IT Operations Executive team and report directly to the Director of IT.   The Assistant Director Technology and Applications and Head of IT Programme and Client Engagement will form a new IT Strategic Executive team with the Director of IT.   The following diagram shows this new structure in terms of function and areas of responsibility.

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Services Management	Governance	Programme and Client Engagement	Information Security
Service Desk (1st line)	Governance Strategy	Project and Programme Management	Information Security Strategy
Incidents (2nd line)	Risk Management	Client Engagement	Security Systems, Application Security and Analysis
Field services (2nd line)	Problem Management	Supplier and Asset Mangement	Service Availability, Monitoring, DR, BC and Reporting
Audio-Visual Services	Change Management	Financial Manaement	
IT Skills Training			

Technology and Applications

Systems Development	Web Development	Application Architecture	Communications Architecture	Systems Architecture
Data	.Net	Application and Data Strategy	Network, Comms and Data Centre Strategy	Systems Strategy
Reporting				
Application Support				
Testing				

Systems Development children:
- Data → ETL/Data Integration and Modelling
- Reporting → Data Warehouse, BI/ MI, Advanced Reporting
- Testing → Process Authorship

Web Development:
- .Net → SharePoint Sites → Front End

Application Architecture:
- Application and Data Strategy → Database Administration

Communications Architecture:
- Network, Comms and Data Centre Strategy → Network and Comms Services → Network Management
- Network, Comms and Data Centre Strategy → Microsoft Services → MS Server O/S, Middleware, Application and Infrastructure

Systems Architecture:
- End User Computing → Client Device Image Build → Application Packaging and Deployment
- Systems Strategy → Servers, Virtualisation, Storage and Backup
- Linux Services → Linux O/S and Middleware, Application and Infrastructure

Enterprise Architecture

It is proposed that this team in its current composition and structure be disbanded. However the role of Architect is essential to the future success of IT Services and the engagement with the University and the future strategic plans for IT. It is essential though that there is effective and transparent engagement with the other technical posts in the department with the Architects giving leadership and direction to solution delivery. It is therefore proposed that a new group is created called Technology and Applications group headed by the Assistant Director Technology and Applications containing technology based teams. These teams will consist of Communications, Systems, and Applications. Each of these teams will be managed and led by one of the Enterprise Architects. There will be two additional teams in this group due to their need to fully engage with the other technology and application areas. These are the Business Systems team and the Web Development team. Due to the importance of Information Security and Governance both of these roles it is proposed will report to the Director of IT. This will raise the profile of these areas, ensure they are given adequate focus and gain the full support of the Director.

Infrastructure Team

This team it is proposed will be merged with the platform development team and moved to a new Technology and Applications group headed by the Assistant Director Technology and Applications. The group will be organised as technology based teams under the leadership of Enterprise Architects covering Applications, Communications, and Systems. It is expected that the merging of the teams will allow roles to be supported more efficiently through the removal of unnecessary duplication of skills and expertise. It will also allow the removal of the managers/team leaders as technical leadership will be provided by the Enterprise Architect and other technical specialists. The new teams will be flatter with management support provided by the Enterprise Architect. The roles of the Infrastructure Team will remain broadly the same but there will be recognition of the development tasks undertaken on a regular basis and therefore the roles will become more flexible and able to perform operational and development tasks depending on their level of knowledge and expertise. A review of on call arrangements will take place once the new structure is in place and there will be an expectation that all members of the new Technology and Applications group may have to participate on an on call rota depending on which services are required to be formally supported outside of normal office hours. Bringing similar knowledge and skills together at the different levels that exist will create a structure able to encourage development and career opportunities.

Platform Development

This team it is proposed will be merged with the Infrastructure team and moved to a new Technology and Applications group headed by the Assistant Director Technology and Applications. The group will be organised as technology based teams under the leadership of Enterprise Architects covering Applications, Communications, and Systems. It is expected that the merging of the teams will allow roles to be supported more efficiently through the removal of unnecessary duplication of skills and expertise. It will also allow the removal of the team's current management post. The new teams will be flatter with management support provided by the Enterprise Architect. The roles of the Platform Development Team will remain broadly the same but there will be recognition that they do perform operational tasks regularly and therefore the roles will become more flexible and able to perform operational and development tasks depending on their level of knowledge and expertise. A review of on call arrangements will take place once the new structure is in place and there will be an expectation that all members of the new Technology and Applications group may have to participate on an on call rota depending on which services are required to be formally supported outside of normal office hours. Bringing similar knowledge and skills together at the different levels that exist will create a structure able to encourage development and career opportunities.

Service Desk

This team it is proposed will remain but will increase in size by 1 post in order to provide capacity to accommodate a slight change in role. Team members will be supported to increase their capability in order to be able to resolve more incidents and requests at first point of contact without the need to refer the incident on to other teams within IT. This will be achieved by ensuring available tools are properly implemented and provided to the Service Desk team and team members are given adequate training and support to ensure they are able to use the tools. Where appropriate and required, investment in further tool support will be made. The aim is for 90% of all calls to the Service Desk to be resolved by the Service Desk team and a new User

Support team without having to pass the incident or request onto other parts of the IT service. To achieve this they will be supported by changes that will be made to the Incident and Field Services teams as described below. Because of these changes to these three teams the current post responsible for the service desk and incident team will no longer be required. The times that the Service Desk will operate will change to reflect the operating times of the University. The new operating times will be from 08:00 until 18:00 Mon-Fri, excluding bank holidays. Team members will be expected to operate a rota to ensure there is adequate cover during these times. Outside of these times the Service Desk will remain covered by the "Norman" service and the IT on call service. Due to the importance of the Service Desk and its close links with the main users of the IT Service it is proposed that the manager responsible for this team will report directly to the Director of IT.

Incident Team

This team it is proposed will be merged with the Field Services Team. The team will form part of a new team called User Support. The role of the team will change. It will provide second line support to the Service Desk for all incidents and requests that the Service Desk is unable to handle.   Where they are unable to resolve the issue they will still be able to pass over to the third line support teams under the new Technology and Applications group. They will contribute to the aim of 90% of all calls to the Service Desk being resolved by the Service Desk and the User Support teams. Members of this new team will be expected to participate in a rota and regularly cover the Service Desk and ensure there is adequate cover to meet the new Service Desk open times as described above.   They will also support the existing role of the Field Services team providing user support for desktop computing issues and audio visual issues of on-site users, but also home workers and where appropriate partner organisations sites. They will also provide end point network support including patching of network ports as required.   They will be trained as DSE assessors so that when new equipment is installed they will be able to support the user with their DSE assessments. This will improve efficiency, provide a single contact and allow a prompt assessment to take place. With the introduction of newer technologies and modern tools there will be a move towards more remote support being provided reducing the need to physically visit users in their location. With the merging of the teams there will no longer be the requirement for a dedicated Incident Team manager but a role will be required to coordinate Incident response across the whole department and also the management of major incident reviews and action improvement plans. This role will also act as a deputy and backup to the remaining management positions. Due to the merging of the teams it is expected that 7 posts can removed from the combined team size, this will therefore place 7 posts from these two teams at risk of redundancy. It is proposed to create a new more generic job description covering the support of Windows, Linux and Macintosh desktop computing along with AV support.   There will therefore be the need for all current team members to be given prior consideration for these new posts. Selection may require competitive interviews as detailed below. Where required, appropriate additional training and support will be provided to ensure team members have the adequate knowledge to support these different systems.   Due to the importance of the User Support Team and its close links with the main users of the IT Service it is proposed that the manager responsible for this team will report directly to the Director of IT.

Field Services Team

This team it is proposed will be merged with the Incident Team. The team will form part of a new team called User Support. The role of the team will change. It will provide second line support to the Service Desk for all incidents and requests that the Service Desk is unable to handle.   Where they are unable to resolve the issue they will still be able to pass over to the third line support teams under the new Technology and Applications group. They will contribute to the aim of 90% of all calls to the Service Desk being resolved by the Service Desk and the User Support teams. Members of this new team will be expected to participate in a rota and regularly cover the Service Desk and ensure there is adequate cover to meet the new Service Desk open times as described above.   They will continue to support the existing role of the Field Services team providing user support for desktop computing issues and audio visual issues of on-site users, but also home workers and where appropriate partner organisations sites. They will also provide end point network support including patching of network ports as required. They will be trained as DSE assessors so that when new equipment is installed they will be able to support the user with their DSE assessments. This will improve efficiency, provide a single contact and allow a prompt assessment to take place. With the introduction of newer technologies and modern tools there will be a move towards more remote support being provided reducing the need to physically visit users in their location. With the merging of the teams there will no longer be the requirement for a dedicated Field Services Manager. There will still need to be a post to cover the design and development of audio visual technologies and also for apple products. It is proposed the current post of Principal Field

Service Analyst (Audio Visual Specialist) will move to the Technology and Applications group and will report to the Systems Architect and undertake the role of subject matter expert. This post will no longer provide direct user support and will focus on design and development of AV facilities. They will however act as a 3rd line support escalation point. It is proposed the current post of Senior IT Support Analyst with specific expertise of Apple products will move to the Technology and Applications group and will report to the Systems Architect and undertake the role of subject matter expert. The post will no longer provide direct user support and will focus on design and development of Apple products. They will however act as a 3rd line support escalation point. Due to the merging of the teams it is expected that 7 posts can removed from the combined team size, this will therefore place 7 posts from these two teams at risk of redundancy. It is proposed to create a new more generic job description covering the support of Windows, Linux and Macintosh desktop computing along with AV support. There will therefore be the need for all current team members to be given prior consideration for these new posts. Selection may require competitive interviews as detailed below. Where required, appropriate additional training and support will be provided to ensure team members have the adequate knowledge to support these different systems. Due to the importance of the User Support Team and its close links with the main users of the IT Service it is proposed that the manager responsible for this team will report directly to the Director of IT.

Service Planning team

It is no longer felt to be beneficial or cost effective to have a separate service planning team. The majority of its roles are better distributed across the whole department or embedded into other teams where there are benefits to be gained from closer working and synergy. All in IT Services should be concerned with Service Planning and better results and outcomes will be achieved with all managers playing a more direct role in this area. Specifically it is proposed the Supplier Manager and Asset and Configuration Analyst will move to report to the Head of IT Programme and Client Engagement to provide better early engagement to support new projects and programmes and to align with the client engagement posts. It is proposed the Problem Manager will move to report to the Governance Officer where there is strong synergy with risk management as service problems can be related to risks and where many of our risks can and do create problems. This will then have a closer reporting line to the Director of IT, via the Governance Officer to enable quicker senior support for issues. It is proposed the Availability Manager will move to report to the Information Security Officer as availability, capacity, business continuity and disaster recovery are closely aligned and part of any Information Security management role. Service planning more generally should be part of everyone's role and will be a focus for the Technology and Applications group and the IT Service group. Service Management will be managed through the Service Desk and through the client engagement team. With the disbanding of this team there will no longer be the requirement for a dedicated Service Planning Manager.

Web Development Team

It is proposed this team will remain as current. There will be some changes to job titles to align with the new generic job title structure. With the exception of some changes to job titles to align with the new generic job title structure. The future role of the team will be reviewed as part of the Digital strategy project and therefore no changes will be made at this time but the team will move to report to the Assistant Director Technology and Applications due to the need to work closely with the other technology and application teams and to ensure future developments are in line with the strategic direction of the service.

Business Systems Team

It is proposed this team will remain as current. There will be some changes to job titles to align with the new generic job title structure. The future role of the team will continue to be reviewed as part of the Student Journey Programme. The team will move to report to the Assistant Director Technology and Applications due to its links with BU's main application systems and the need to work closely with the other technology and application teams.

IT Programme and Client Engagement Team

It is proposed this team will remain but will include posts from other parts of the department specifically Supplier Manager and Asset and Configuration Analyst. The Business Relationship Managers will also move to report to this team and help to develop client engagement. It is proposed that a new role included in the IT

Investment plan of IT Client Manager will be created reporting to the Head of IT Programme and Client Engagement to lead on client engagement with a focus on students and external stakeholders, and to lead on communications for the service setting approach, standards, and methods for communicating with the organisation and external stakeholders. The Head of IT Programme and Client Engagement will consider the number of project managers required, and whether or not they are substantive or fixed term to support the IT programme of work. The team will develop financial management in terms of project management, delivery planning through the BRMs and through supplier management and the management of contracts and assets.

General Service Changes

As mentioned above the on call service will be reviewed and all posts within the Technology and Applications group may need to participate in an on call rota to support the critical services for the University.

To ensure resources are available to meet the University's requirements the operating hours of IT service will change to 08.00 until 18:00. Post holders across the department will need to work hours that ensure there is adequate cover across all services.

Similarly all existing flexible working arrangements will be reviewed to ensure they are still required by post holders and that they meet the needs of the service. This does not include post holders who are currently part time. New arrangements will be accepted for consideration without prejudice and will be reviewed in line with the needs of the service. Existing working patterns that are being used to accrue time in lieu will cease and lieu time will only be approved in line with the University policy and only for staff at grades approved by the policy. Lieu time will only be accrued if approved in advance, unless it has arisen as part of a response to a critical service issue, an out of hour's service failure, or a major incident.

By its nature IT is complex and the staff required to support and develop IT have specialist knowledge and expertise. It is therefore not possible to review all of the current department's job descriptions in detail and amend them to meet the new structures without taking a considerable amount of time to fully understand the roles in explicit detail. The structure and roles that have been proposed give the high-level framework and responsibilities. Once the structure and posts are in place there will be a commitment that during the next 12 months each post holder will review their job description in detail with their line manager and ensure it accurately describes their role. If the job description requires substantial changes to be made it will be evaluated in accordance with BU job evaluation processes. In the future the review of individual's job descriptions will take place on an annual basis as part of appraisal and agreeing professional development plans.

It is proposed the following posts be excluded from the restructure, as generally they are not being changed apart from some job title changes.

IT Services Administrator. This is an existing post. This is the only administration post in IT. The post is currently fixed term. There is no cause at present to review this post.

Head of IT Programme and Client Engagement. This is a new post required to support the Delivery plan and the 5-year IT investment plan. The post is aimed at improving the way IT delivers projects and engages with the University. This was identified as an area of weakness during the vision workshops.

Project Manager. This is an existing post. Project Management has been identified as an area of weakness in terms of capacity and therefore this post must be maintained.

Senior .NET Developer. This is an existing post. There is currently no need for this post to be changed.

Senior Front End Web Developer. This is an existing post. There is currently no need for this post to be changed.

Principal Application Analyst (2 posts). These are existing posts. There is currently no need for these posts to be changed.

Senior Application Analyst (1 posts). This is an existing post. There is currently no need for this post to be changed.

Application Analyst (2 posts). These are existing posts. There is currently no need for these posts to be changed.

Test Manager. This is a new post implemented as part of the capability programme and required to support the Delivery plan and the 5 year IT investment plan. The post is aimed at improving the way IT delivers new solutions and ensures they are tested effectively and efficiently.

Senior Test Analyst. This is a new post implemented as part of the capability programme and required to support the Delivery plan and the 5 year IT investment plan. The post is aimed at improving the way IT delivers new solutions and ensures they are tested effectively and efficiently.

Placement students. There are currently 2 placement students with the department and these will not be changed as part of this restructure. It is the intention to retain these posts in future years.

It is proposed the following posts will also be excluded as there is no need for them to change at this time but the post name will change as indicated in brackets to bring in line with the proposed generic job title naming convention:

Lead .NET Developer (Principal .NET Developer) (2 posts)
Principal Developer/Tester (Web Applications) (Principal .NET Developer)
Senior Web Developer (Senior .NET Developer)
Application Analyst (Application Developer)
Service Desk Shift Leader (Service Desk Supervisor)
Design and Development Technical Specialist (Technical Author) (Technical Author)
Lead Design and Development Specialist (Extract/Transform/Load and Development) (Lead ETL Design and Development Analyst)
Principal Application Analyst (Principal Application Developer)
Lead Design and Development Specialist (Systems Analysis and Data Modelling) (Lead Systems Analysis and Data Modelling Analyst)

Impact of the Proposed Change

The following table details the changes that are being proposed for each post impacted by the change.

Current post job title	Current FTE	Grade	Proposed change	Proposed FTE	Grade
Current Enterprise Architecture Team					
Chief Technology Officer	1 fte	Grade N10	The structure proposed will result in the duties associated with the role of Chief Technology Officer diminishing and being undertaken elsewhere. It is proposed to disband the Enterprise Architecture team and the roles and responsibilities it provided will be provided through Enterprise Architect led technology aligned teams under the Technology and Application Group. It is therefore proposed that this role be redundant. The post of Assistant Director Technology and Applications will therefore incorporate the remaining responsibilities of this post. - Current post holder potentially at risk of redundancy.		
Enterprise Architect (Applications)	1 fte	Grade N8	Applications Architect - It is proposed the post will report to the Assistant Director of Technology and Applications. In addition to current responsibilities this post will also be responsible for Database Administration. This will include design, development, implementation and operational support for databases. The proposed job description reflects these duties and has been evaluated accordingly. - As duties of the current role and proposed role significantly match and it seems there are no individuals at risk who have the skills and experience to undertake this role, exceptionally it is proposed that the current role holder be slotted into this post.	1 fte	Grade N9
Information Security Officer	1 fte	Grade N8	Information Security Officer - It is proposed the post will report to the Director of IT to ensure governance is given appropriate visibility and director level support. In addition to current responsibilities this post will be responsible for Availability, Capacity and Service Continuity as these are closely and intrinsically linked to Information Security. The post will be accountable for operational security. The post will ensure there are appropriate operational IT security governance frameworks in place to identify and mange IT security vulnerabilities. They will ensure Service Continuity procedures are defined and regularly tested. The proposed job description reflects these duties and has been evaluated accordingly. - As duties of the current role and proposed role significantly match, it is proposed that the current role holder be slotted into this post.	1 fte	Grade N8
Enterprise Architect (Communications	1 fte	Grade N8	Communications Architect - It is proposed the post will report to the Assistant Director of Technology and Applications. In addition to existing responsibilities this post will be responsible for the design, development, implementation and operational support for communication technologies and Microsoft Infrastructure including networks, telephony, Email, Lync and Data centre infrastructure. The proposed job description reflects these duties and has been evaluated accordingly.	1 fte	Grade N9

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			- As duties of the current role and proposed role significantly match and it seems there are no individuals at risk who have the skills and experience to undertake this role, exceptionally it is proposed that the current role holder be slotted into this post.		
Governance Officer	1 fte	Grade N8	Governance Officer - It is proposed the post will report to the Director of IT to ensure governance is given appropriate visibility and director level support. In addition to their current responsibilities this post will be responsible for Problem Management. They will also take on responsibility for Change Management to ensure that governance is defined and adhered to. The proposed job description reflects these new duties aligned to both the structure and the requirements of the role and has been evaluated accordingly. The evaluation has reflected the breadth of knowledge and responsibility resulting in a higher grade. - As duties of the current role and proposed role significantly match and it seems there are no individuals at risk who have the skills and experience to undertake this role, exceptionally it is proposed that the current role holder be slotted into this post.	1 fte	Grade N9
Enterprise Architect (Information and Infrastructure)	1 fte	Grade N8	Systems Architect - It is proposed the post will report to the Assistant Director of Technology and Applications. In addition to current responsibilities this post will be responsible for the design, development, implementation and operational support for Systems and Infrastructure technologies including End User Computing, Virtual Environments, Storage, and Desktops. The proposed job description reflects these duties and has been evaluated accordingly. - As duties of the current role and proposed role significantly match and it seems there are no individuals at risk who have the skills and experience to undertake this role, exceptionally it is proposed that the current role holder be slotted into this post.	1 fte	Grade N9
Current Development Team					
Head of IT Development	1 fte	Grade N10	The structure proposed will result in the duties associated with the role of Head of IT Development diminishing and being undertaken elsewhere. It is proposed to disband the Platform Development team and the roles and responsibilities it provided will be provided through Enterprise Architect led technology aligned teams under the Technology and Application Group. The Web Development team is proposed to report to the Assistant Director Technology and Applications as it needs to continue to work closely with the other technology and application teams. The Business Systems team is proposed to report to the Assistant Director Technology and Applications under the Technology and Application Group to align it with the technology teams and to ensure applications and systems are developed and supported in a complementary and compatible way with the other components of the IT service and infrastructure. It is therefore proposed that this role be redundant. The posts of Assistant Director Technology and Applications will therefore take on the remaining responsibilities of this post. - Current post holder potentially at risk of redundancy		
Current Platform Development Team					
Platform Development Manager	1 fte	Grade N9	It is proposed to disband the Platform Development team and merge with the Infrastructure team and move to a new Technology and Applications group headed by the Assistant Director Technology and Applications. This will result in the duties associated with		

			the role of Platform Development Manager diminishing and being undertaken elsewhere. It is therefore proposed that this role be redundant. The posts of Application Architect, Communications Architect, Systems Architect, and Infrastructure Operations Manager will therefore take on the remaining responsibilities of this post. - Current post holder potentially at risk of redundancy		
Lead IT Design and Development Technology Specialist (VMware, Linux, SAN - storage)	2 fte	Grade N8	Linux Specialist - It is proposed these posts will report to the Systems Architect. The posts will maintain current Linux responsibilities but the job descriptions have been updated to reflect the need to provide operational support for Linux operating systems. - Proposed that post holders to be slotted into post	2 fte	Grade N8
Application Support Technical Specialist	1 fte	Grade N7	Application Security Principal Engineer - It is proposed this post will report to the Information Security Officer. The post will maintain current responsibilities but the job descriptions have been updated to reflect the need to be responsible for the security systems and applications. - Proposed that post holder to be slotted into post	1 fte	Grade N7
Lead IT Design and Development Technology Specialist (LAN, WAN, Voice, Security - Networks)	1 fte	Grade N8	Network Specialist - It is proposed this post will report to the Communications Architect. The post will maintain current responsibilities but the job descriptions have been updated to reflect the need to provide operational support for the networks and telephony. - Proposed that post holder to be slotted into post	1 fte	Grade N8
Design and Development Technical Specialist (LAN, WAN, Voice, Security - Networks)	1 fte	Grade N8	Network Specialist - It is proposed this post will report to the Communications Architect. The post will maintain current responsibilities but the job descriptions have been updated to reflect the need to provide operational support for the networks and telephony. - Proposed that post holder to be slotted into post	1 fte	Grade N8
Lead IT Design and Development Technology Specialist (Exchange, Active Directory, Sharepoint. Identity Lifecycle Management).	1 fte	Grade N8	Microsoft Specialist 1 - It is proposed this post will report to the Communications Architect. The post will maintain current responsibilities but the job descriptions have been updated to reflect the need to provide operational support for the systems and technologies within their responsibility. - Proposed that post holder to be slotted into post	1 fte	Grade N8
Lead IT Design and Development Technology Specialist (Microsoft Server, VMware, Web Technologies, MS SQL server, Application Deployment)	1 fte	Grade N8	Microsoft Specialist 2 - It is proposed this post will report to the Systems Architect (leading on virtual desktop developments). The post will maintain current responsibilities but the job description has been updated to reflect the need to provide operational support for the systems and technologies within their responsibility. - Proposed that post holder to be slotted into post	1 fte	Grade N8

Lead IT Design and Development Technology Specialist (Microsoft Server, VMware, Web Technologies, MS SQL server, Application Deployment)	1 fte	Grade N8	Microsoft Specialist 3 - It is proposed post will report to the Communications Architect (leading on Lync developments). The post will maintain current responsibilities but the job description has been updated to reflect the need to provide operational support for the systems and technologies within their responsibility. Proposed that post holder to be slotted into post	1 fte	Grade N8
Lead Infrastructure Designer (IT Services)	1 fte	Grade N8	Infrastructure Specialist - It is proposed this post will report to the Assistant Director Technology and Applications. The post will maintain current responsibilities but provide design expertise across the whole Technology and Applications group and help to coordinate solution designs. The job description has been updated accordingly. - Proposed that post holder to be slotted into post	1 fte	Grade N8
Lead DBA	2 fte	Grade N8	Lead DBA - It is proposed these posts will report to the Applications Architect. They will maintain their current responsibilities. - Proposed that post holders to be slotted into posts	2 fte	Grade N8
Current Business Systems Team					
Business Systems Manager	1 fte	Grade N9	Business Systems Manager - It is proposed this post will report to the Assistant Director Technology and Applications. They will maintain their current responsibilities. - Proposed that post holder to be slotted into post	1 fte	Grade N9
Senior Application Analyst	1 fte	Grade N6	Senior Application Analyst - This post will report to the Lead Systems Analysis and Data Modelling Analyst. This change reflects current project demand and will involve a change in focus of role towards systems analysis and away from support and configuration. - Proposed that post holder to be slotted into post	1 fte	Grade N6
Senior Test Analyst	1 fte	Grade N6	Senior Test Analyst - This post will remain as current defined. - Proposal that the currently seconded post holder is made substantive in this post	1 fte	Grade N6
Current Web Development Team					
Web Development Manager	1 fte	Grade N9	Web Development Manager - This post will report to the Assistant Director Technology and Applications. They will maintain their current responsibilities and there is no change to the job description. - Proposed that post holder to be slotted into post	1 fte	Grade N9
Current Operations Team					

Head of IT Operations	1 fte	Grade N11	The structure proposed will result in the duties associated with the role of Head of IT Operations diminishing and being undertaken elsewhere. It is proposed to disband the Service Planning team and the roles and responsibilities it provided will be provided through various other teams and posts within the department and team members moving to other teams. The Field Services team will be moved under the IT Services Manager, who along with the service desk will report directly to the Director of IT. The Infrastructure team will be disbanded and the roles and responsibilities it provided will be provided through Enterprise Architect led technology aligned teams under the Technology and Application Group. It is therefore proposed that this role be redundant. The posts of Director of IT, Assistant Director Technology and Applications and Head of IT Programme and Client will therefore take on the remaining responsibilities of this post. Vacant post so no impact		
Current Infrastructure Team					
Technical Support Manager (Infrastructure)	1 fte	Grade N9	It is proposed to disband the Infrastructure team and merge with the Platform Development team and move to a new Technology and Applications group headed by the Assistant Director Technology and Applications. This will result in the duties associated with the role of Technical Support Manager (Infrastructure) diminishing and being undertaken elsewhere. It is therefore proposed that this role be redundant. The posts of Application Architect, Communications Architect, Systems Architect, and Infrastructure Operations Manager will therefore take on the remaining responsibilities of this post. Current post holder potentially at risk of redundancy		
Technical Specialist (Linux)	1 fte	Grade N7	Linux Principal Engineer - It is proposed this post will report to the Systems Architect. The post will maintain current responsibilities but the job description has been updated to reflect the need to provide support for designing and implementing new Linux operating systems working with the Linux Specialist. - Proposed that post holder to be slotted into post	1 fte	Grade N7
Principal Technical Analyst (Linux)	1 fte	Grade N6	Linux Senior Engineer - It is proposed this post will report to the Systems Architect. The post will maintain current responsibilities but the job description has been updated to reflect the need to provide support for designing and implementing new Linux operating systems working with the Linux Specialist and the Linux Principal Engineer. - Proposed that post holder to be slotted into post	1 fte	Grade N6
Network and Systems Security Manager	1 fte	Grade N7	The structure proposed means team under this post will move under the Communications Architect and Information Security Officer who will perform line management and technical leadership. This will make more efficient use of resource and provide better alignment with other technical groups and the security team. This will result in the duties associated with the role of Network and Systems Security Manager diminishing and being undertaken elsewhere. It is therefore proposed that this role be redundant. The posts of Information Security Officer, Security Analyst, Communications Architect, Network Engineer, and Network Specialists will therefore take on the remaining responsibilities of this post. Current post holder potentially at risk of redundancy		
IT Security Analyst (Operations)	1 fte	Grade N6	Security Senior Engineer - It is proposed this post will report to the Information Security Officer. The post will maintain current responsibilities but the job description has been updated to reflect the need to support the Information Security Officer in the design and implementation of Information security solutions	1 fte	Grade N6

			working with the other technology teams. - Proposed that post holder to be slotted into post		
Principal Technical Analyst	1 fte	Grade N6	Microsoft Principal Engineer - It is proposed this post will report to the Communications Architect. In light of the new structure, the level of expertise and leadership required the job description for this role has been updated to more accurately reflect the role of this post. The job description has also been updated to reflect the need to support the Microsoft Specialist in the design and implementation of Microsoft dependant solutions within the responsibility of that post. - Proposed that post holder to be slotted into post	1 fte	Grade N7
Principal Technical Analyst	1 fte	Grade N6	Network Senior Engineer - It is proposed this post will report to the Communications Architect. The post will maintain current responsibilities but the job description has been updated to reflect the need to support the Network Specialists in the design and implementation of new systems within the responsibility of that post. - Proposed that post holder to be slotted into post	1 fte	Grade N6
Technical specialist (Storage)	1 fte	Grade N7	Storage Principal Engineer - It is proposed this post will report to the Systems Architect. The post will maintain current responsibilities but the job description has been updated to reflect the need to include design, development and implementation of any new storage solutions working with the Systems Architect and other Specialists. This post will also be the backup to the VMware Principal Engineer. - Proposed that post holder to be slotted into post	1 fte	Grade N7
Technical specialist: VMware	1 fte	Grade N7	VMware Principal Engineer - It is proposed this post will report to the Systems Architect. The post will maintain current responsibilities but the job description has been updated to reflect the need to include design, development and implementation of any new VMware infrastructure and systems working with the Systems Architect and other Specialists. This post will also be the backup to the Storage Principal Engineer. - Proposed that post holder to be slotted into post	1 fte	Grade N7
Principal Tech Analyst	1 fte	Grade N6	Microsoft Senior Engineer - It is proposed this post will report to the Communications Architect. The post will maintain current responsibilities but the job description has been updated to reflect the need to include design, development and implementation of Microsoft dependant solutions working with the Systems Architect. - Proposed that post holder to be slotted into post	1 fte	Grade N6
Desktop Deployment Manager (Currently seconded to Desktop Deployment Specialist – Feb 2014)	1 fte	Grade N7	The structure proposed means the team under this post will move under the Systems Architect. This will provide better alignment and synergy with other related technologies within the team. This will result in the duties associated with the role of Desktop Deployment Manager diminishing and being undertaken elsewhere. It is therefore proposed that this role be redundant. The post of Systems Architect will therefore take on the remaining responsibilities of this post. The secondment role will be ended as it will no longer be required in the new proposed structure. Moving the team under the Systems Architect will provide additional expertise from other roles in that team to assist with desktop support and deployment and enable the implementation of more		

			automated tools to reduce the amount of resource required performing these roles. The management of the SCCM/MDT tools will move under the Communications Architect. Current post holder potentially at risk of redundancy**.**		
IT Team Leader (Field Services) (Currently seconded to Principal Desktop Infrastructure Analyst – Feb 2014)	1 fte	Grade N6	Desktop Senior Engineer - The IT Team Leader (Field Services) role is no longer required as there is adequate capacity within the new proposed structure to cover this role. The seconded post is still required and it is proposed will report to the Systems Architect. This will provide alignment and synergy with the other technology roles in that team, providing better support and assistance with desktop support and software deployment. It will also help to enable the implementation of new tools to increase automation and efficiencies in the deployment of software. The role will maintain current responsibilities but the job description has been updated to reflect the need to support application packaging and use of the SCCM/MDT environment. - Proposed that post holder to be slotted into post and post holder made substantive in this post.	1 fte	Grade N6
Senior Operations Support Analyst (Currently seconded to Principal Desktop Infrastructure Analyst – Feb 2014)	1 fte	Grade N6	Desktop Senior Engineer - The Senior Operations Support Analyst role is no longer required as these roles are no longer included in the proposed structure. The seconded post is still required and it is proposed will report to the Systems Architect. This will provide alignment and synergy with the other technology roles in that team, providing better support and assistance with desktop support and software deployment. It will also help to enable the implementation of new tools to increase automation and efficiencies in the deployment of software. The role will maintain current responsibilities but the job description has been updated to reflect the need to support application packaging and use of the SCCM/MDT environment. - Proposed that post holders to be slotted into post and post holder made substantive in this post.	1 fte	Grade N6
Principal Desktop Infrastructure Analyst – IT Services	1 fte	Grade N6	It is proposed to reduce the desktop support team's size from 4 down to 3 as the demand on the team will be better supported embedded in the team under the Systems Architect. This will also enable the implementation of better tool support to allow automation and efficiencies to be realised in the area of software deployment. This post is therefore no longer required. The role will be covered by the other Desktop Senior Engineer and the wider Systems group under the Systems Architect. Vacant post will be lost with no impact.		
Senior Operations Support Analyst (Currently seconded to Principal Application Packaging Analyst – Feb 2014)	1 fte	Grade N6	Desktop Senior Engineer - The Senior Operations Support Analyst role is no longer required as these roles are no longer included in the proposed structure. The seconded post is still required and it is proposed will report to the Systems Architect. This will provide alignment and synergy with the other technology roles in that team, providing better support and assistance with desktop support and software deployment. It will also help to enable the implementation of new tools to increase automation and efficiencies in the deployment of software. The role will maintain current responsibilities but the job description has been updated to reflect the need to support application packaging and use of the SCCM/MDT environment. - Proposed that post holder to be slotted into post and post holder made substantive in this post.	1 fte	Grade N6
Data Centre Manager	1 fte	Grade	The structure proposed means the management of the data centre will move under the Communications Architect and		

		N7	Infrastructure Operations Manager under the leadership of the Assistant Director Technology and Applications. This will provide better alignment and synergy with other related technologies within the Technology and Application teams. This will result in the duties associated with the role of Data Centre Manager diminishing and being undertaken elsewhere. It is therefore proposed that this role be redundant. The post of Communications Architect, Infrastructure Operations Manager and Assistant Director Technology and Applications will therefore take on the remaining responsibilities of this post. Current post holder potentially at risk of redundancy**.**		
Current Service Planning Team					
Service Planning Manager	1 fte	Grade N9	The structure proposed means the roles in the Service Planning team will be moved elsewhere. The main reason being to ensure better alignment of certain roles with other parts of the service, but to also ensure some of the roles become the responsibility of multiple members of the department enabling wider ownership of these responsibilities. The Availability Manager will move to report to the Information Security Manager where there is strong alignment with Information Security. The role of Problem Manager will move to report to the Governance Officer who will report to the Director of IT aligning with the other governance responsibilities and giving appropriate level of authority across the department. The roles of IT Supplier Manager and Asset and Configuration Analyst will move to report to the Head of IT Programme and Client engagement to ensure they are fully engaged with new projects and are also able to support the BRMs within their role. This will result in the duties associated with the role of Service Planning Manager diminishing and being undertaken elsewhere. It is therefore proposed that this role be redundant. The post of IT Service Manager, Assistant Director of IT, Head of IT Programme and Client Engagement, Information Security Officer and Governance Officer will therefore take on the remaining responsibilities of this post. Current post holder potentially at risk of redundancy**.**		
IT Supplier Manager	1 fte	Grade N8	IT Supplier Manager**.** - It is proposed this post will report to the Head of IT Programme and Client Engagement. The post will maintain current responsibilities but the job description has been updated to reflect the increased involvement in the early part of new projects and with a clear remit for financial management of contracts and suppliers. - Proposed that post holder to be slotted into post	1 fte	Grade N8
Asset and Configuration Analyst	1 fte	Grade N6	Asset and Configuration Senior Analyst - It is proposed this post will report to the Head of IT Programme and Client Engagement. The post will maintain current responsibilities but the job description has been updated to reflect the increased emphasis on supporting new projects and the Business Relationship Managers with Client Engagement with regards to software licensing. - Proposed that post holder to be slotted into post	1 fte	Grade N6
IT Availability Manager	1 fte	Grade N7	IT Availability Manager - It is proposed this post will report to the Information Security Officer. They will maintain their current responsibilities. - Proposed that post holder to be slotted into post	1 fte	Grade N7
IT Problem Manager	1 fte	Grade N8	IT Problem and Change Manager - It is proposed this post will report to the Governance Officer. They will maintain their current responsibilities.	1 fte	Grade N8

			- Proposed that post holder to be slotted into post		
Current Service Desk Team					
Service Operations Manager	1 fte	Grade N8	The structure proposed will result in the duties associated with the role of Service Operations Manager diminishing and /or ceasing to exist or being undertaken elsewhere. The current incident team will be merged with the field services team to create a new team. Along with the IT Skills posts and the existing expanded service desk team a new management post needs to be created taking over the main responsibilities of this post. It is therefore proposed that this role be redundant. The new posts of IT Service Manager will therefore take on the remaining responsibilities of this post. Current post holder potentially at risk of redundancy**.**		
Incident Manager	1 fte	Grade N7	Incident Manager - The structure proposed means the incident team will be disbanded and merged with the Field Services Team. This will result in the duties associated with the role of Incident Manager diminishing but there is still a need for a deputy for the Service Desk Supervisor and User Support Leads as required. It is proposed the post will continue to be responsible across IT Services for the appropriate response to any incidents or requests that are logged. The post will continue to conduct reviews and report on major incidents. The post will work closely with the Infrastructure Operations Manager to ensure a coordinated and prompt response to incidents. The job description has been updated to reflect these changes. - Proposed that post holder to be slotted into post.	1 fte	Grade N7
Service Desk Support Analyst	6 fte	Grade N4	Service Desk Support Analyst - It is proposed the posts will maintain current responsibilities but the job description has been updated to reflect the need to increase their knowledge and expertise to increase the percentage of calls resolved at first point of contact. The team size will increase by 1 to reflect this increased target and ensure there is adequate capacity and cover to enable the Service Desk to be effective and efficient. - Proposed that post holders to be slotted into post.	7 fte	Grade N4
Senior Operations Support Analyst	4 fte	Grade N5	The structure proposed recommends that the current Incident Team and Field Service Teams be merged into a new team that will provide second line support, and desktop support at user's locations. The aim is to create a more flexible team that has the knowledge and expertise to provide a wide range of support to improve the service to the users. The role of these posts will therefore be performed by roles in the new team. It is therefore proposed that these roles are redundant. Current post holders potentially at risk of redundancy**.**		
Customer Relationship Manager	1 fte	Grade N6	Business Relationship Manager - It is proposed this post will report to the Head of IT Programme and Client Engagement. The post will maintain current responsibilities but the job description has been updated to reflect the need to take a stronger lead in client engagement and will work with the University schools and professional services to understand future plans and IT needs and to advise on the strategic direction of IT in the University. The post will be the main communication path for new developments. - Proposed that post holder to be slotted into post as current post holder is already performing at the higher-grade level in the current post.	1 fte	Grade N7

Business Relationship Manager	1 fte	Grade N6	Business Relationship Manager - It is proposed this post will report to the Head of IT Programme and Client Engagement. The post will maintain current responsibilities but the job description has been updated to reflect the need to take a stronger lead in client engagement and will work with the University schools and professional services to understand future plans and IT needs and to advise on the strategic direction of IT in the University. The post will be the main communication path for new developments. - Proposed that post holder to be slotted into post as current post holder is already performing at the higher-grade level in the current post.	1 fte	Grade N7
Current Field Services Team					
IT Operations Manager (Field Services)	1 fte	Grade N8	The structure proposed will result in the duties associated with the role of IT Operations Manager (Field Services) diminishing and being undertaken elsewhere. It is proposed to disband the Field Services team and the roles and responsibilities it provided will be provided through a new team merged with the Incident team. This will provide a wider experience team and better support to the end user with more flexibility. It is therefore proposed that this role be redundant. The posts of IT Service Manager, Assistant Director Technology and Applications, User Support Team Leader and user Support Supervisor will therefore take on the remaining responsibilities of this post. Current post holder potentially at risk of redundancy**.**		
Audio Visual Team Leader (Currently seconded to Audio Visual Project Manager and Field Service Campus Lead until Feb 2014)	1 fte	Grade N7	User Support Team Leader - It is proposed this post will report to the IT Service Manager. The post of Audio Visual Team Leader is no longer required as all members of the new User Support Team will support Audio Visual and development responsibility will be moved into the Technology and Applications Group. The current post holder's seconded role is still required and this post will be made substantive. - Proposed that the post holder to be slotted into post and position made substantive.	1 fte	Grade N7
Field Services Lead (Lansdowne)	1 fte	Grade N6	User Support Supervisor - It is proposed this post will report to the User Support Team Leader. The post will maintain current responsibilities. - Proposed that the post holder to be slotted into post.	1 fte	Grade N6
Principal Field Services Analyst (Audio Visual Specialist)	1 fte	Grade N5	Audio Visual Senior Engineer - It is propose this post will report to the Communications Architect. The post will lead on the design and development of Audio Visual Technology in the University and be the subject matter expert working with the Network and Microsoft Specialists and the Desktop technology engineers. The post will continue to work closely with the User Support Team Leader and Supervisor to ensure Audio Visual technologies are effectively supported. In light of the new structure and the level of expertise required the job description for this role has been updated to more accurately reflect the role of this post. The proposed job description reflects these duties and has been evaluated accordingly. - As duties of the current role and proposed role significantly match and it seems there are no individuals at risk who have the skills and experience to undertake this role, exceptionally it is proposed that the current role holder be slotted into this post.	1 fte	Grade N6
Senior IT Service Analyst	1 fte	Grade	Apple Systems Senior Engineer	1 fte	Grade

		5	- It is proposed this post will report to the Systems Architect. The post will lead on the design and development of Apple Technology in the University and be the subject matter expert working with the other Desktop technology engineers. The post will continue to work closely with the User Support Team Leader and Supervisor to ensure Apple technologies are effectively supported. In light of the new structure and the level of expertise required the job description for this role has been updated to more accurately reflect the role of this post. The proposed job description reflects these duties and has been evaluated accordingly. - As duties of the current role and proposed role significantly match and it seems there are no individuals at risk who have the skills and experience to undertake this role, exceptionally it is proposed that the current role holder be slotted into this post.		N6
Senior Audio Visual Technician	1 fte	Grade N4	The structure proposed recommends that the current Field Service Teams and Incident Team be merged into a new team that will provide second line support, and desktop support at users locations. The aim is to create a more flexible team that has the knowledge and expertise to provide a wide range of support to improve the service to the users. The role of this post will therefore be performed by roles in the new team. It is therefore proposed that this role is redundant. Current post holder potentially at risk of redundancy**.**		
IT Support Analyst	1 fte	Grade N4	The structure proposed recommends that the current Field Service Teams and Incident Team be merged into a new team that will provide second line support, and desktop support at user's locations. The aim is to create a more flexible team that has the knowledge and expertise to provide a wide range of support to improve the service to the users. The role of this post will therefore be performed by roles in the new team. It is therefore proposed that this role is redundant. Current post holder potentially at risk of redundancy**.**		
IT Service Analyst (Field Engineer)	2 fte	Grade N4	The structure proposed recommends that the current Field Service Teams and Incident Team be merged into a new team that will provide second line support, and desktop support at user's locations. The aim is to create a more flexible team that has the knowledge and expertise to provide a wide range of support to improve the service to the users. The role of these posts will therefore be performed by roles in the new team. It is therefore proposed that these roles are redundant. Current post holder potentially at risk of redundancy**.**		
Senior IT Support Analyst	1 fte	Grade N5	The structure proposed recommends that the current Field Service Teams and Incident Team be merged into a new team that will provide second line support, and desktop support at user's locations. The aim is to create a more flexible team that has the knowledge and expertise to provide a wide range of support to improve the service to the users. The role of this post will therefore be performed by roles in the new team. It is therefore proposed that this role is redundant. Current post holder potentially at risk of redundancy**.**		
IT Service Analyst	2 fte	Grade N4	The structure proposed recommends that the current Field Service Teams and Incident Team be merged into a new team that will provide second line support, and desktop support at user's locations. The aim is to create a more flexible team that has the knowledge and expertise to provide a wide range of support to improve the service to the users. The role of these posts will therefore be performed by roles in the new team. It is therefore proposed that these roles are redundant. Current post holder potentially at risk of redundancy**.**		
Senior IT Support Analyst	1 fte	Grade N5	The structure proposed recommends that the current Field Service Teams and Incident Team be merged into a new team that will provide second line support, and desktop support at user's locations. The aim is to create a more flexible team that has the knowledge and expertise to provide a wide range of support to improve the service to the users. The role of this post will therefore be performed by roles in the new team. It is therefore proposed that this role is redundant.		

			Current post holder potentially at risk of redundancy.		
Senior IT Services Analyst	1 fte	Grade N5	The structure proposed recommends that the current Field Service Teams and Incident Team be merged into a new team that will provide second line support, and desktop support at user's locations. The aim is to create a more flexible team that has the knowledge and expertise to provide a wide range of support to improve the service to the users. The role of this post will therefore be performed by roles in the new team. It is therefore proposed that this role is redundant. Current post holder potentially at risk of redundancy.		
IT Service Analyst	1 fte	Grade N5	The structure proposed recommends that the current Field Service Teams and Incident Team be merged into a new team that will provide second line support, and desktop support at user's locations. The aim is to create a more flexible team that has the knowledge and expertise to provide a wide range of support to improve the service to the users. The role of this post will therefore be performed by roles in the new team. It is therefore proposed that this role is redundant. Current post holder potentially at risk of redundancy.		
Senior AV Technician	1 fte	Grade N4	The structure proposed recommends that the current Field Service Teams and Incident Team be merged into a new team that will provide second line support, and desktop support at user's locations. The aim is to create a more flexible team that has the knowledge and expertise to provide a wide range of support to improve the service to the users. The role of this post will therefore be performed by roles in the new team. It is therefore proposed that this role is redundant. Current post holder potentially at risk of redundancy.		
IT Skills Analyst	1.5 fte	Grade N5	IT Skills Analyst - It is proposed these posts will report to the IT Services Manager. Following the restructure the posts will be reviewed in relation to other training posts in the University to see if there is better synergy and other benefits to be realised by these posts being relocated with similar teams. - Proposed that the post holders to be slotted into the posts.	1.5 fte	Grade N5

Posts currently vacant and will be advertised

IT Client Manager	1 fte	Grade N9	Delivery plan post. This post will be advertised for recruitment and current post holders at risk of redundancy who meet the person specifications will be given prior consideration.
Lead DBA (30481)	1 fte	Grade N8	This post will be advertised for recruitment.
Principal Applications Analyst	1 fte	Grade N7	Post still open for recruitment.

Posts currently vacant and no longer required

Head of IT Operations (30152)	1 fte	Grade N11	Post no longer required.
Principal Desktop Infrastructure Analyst (3340)	1 fte	Grade N5	Post no longer required.
Senior Operations Support Analyst (3984)	1 fte	Grade N5	Post no longer required.

Posts currently vacant and on hold pending review of future requirements and demands

Project Manager (30014) (30403)	2 fte	Grade N7	Posts will be reviewed when Head of IT Programme and Client Engagement is in place to consider how this post is resourced in the future.
Systems Analyst	2 fte	Grade TBC	Delivery plan post. These posts are required within the Systems Development Team to enhance the systems analysis capability and capacity.
Lead Front End Developer	1 fte	Grade TBC	Delivery plan post. This post will be held until the Digital Strategy project has reported.
IT Programme Manager	2 fte	Grade TBC	Delivery plan post. These posts will be held until the Head of IT Programme and Client Engagement has reviewed the most appropriate and cost effective way of providing Project Management resource. One post currently being covered by a contractor to support the Data Centre 2018 implementation.
PMO Support and MI Manager	1 fte	Grade TBC	Delivery plan post. This post will be held until the Head of IT Programme and Client Engagement has reviewed the most appropriate and cost effective way of providing Project Management resource.
Enterprise Architecture Information Manager	1 fte	Grade TBC	Delivery plan post. This is a project post linked to the Information Management investment stream. A review of how this resource is best filled will be undertaken when that project commences.
Enterprise Architecture R&D	1 fte	Grade TBC	Delivery plan post. This is a project post linked to the R&D investment stream. A review of how this resource is best filled will be undertaken when that project commences. Unlikely to be a substantive post but used to fund internal resource on short term basis or to bring in expertise at required times.

Principal Testing Analyst	1 fte	Grade 7		IT Capability Post. This post will be held while the resource capacity for the QA is fully assessed in light of a review of the IT Programme of work, which the Head of IT Programme and Client Engagement will lead.
Principal Test and Configuration Manager	1 fte	Grade 7		IT Capability Post. This post will be held while the resource capacity for the QA is fully assessed in light of a review of the IT Programme of work, which the Head of IT Programme and Client Engagement will lead.

New posts under this Proposal

Post	FTE	Grade	Note	Posts identified for prior consideration.
Assistant Director Technology and Applications	1 fte	Grade N11	This is a new post that will be responsible for leading and managing the new Technology and Applications group. The post will take on the majority of the roles previously covered by the Chief Technology Officer, the Head of IT Development, and the Head of IT Operations. The post will perform the role of Chief Technology Officer but also be responsible for the operation, support and development of the IT technologies and applications. The role will not be responsible for the IT Service Desk and User Support Teams, Information Security, or Governance.	Chief Technology Officer, Head of IT Development
Infrastructure Operations Manager	1 fte	Grade N9	This is a new post that will report to the Assistant Director Technology and Applications. The role is to deputise for them and be responsible for the day-to-day operations of the Infrastructure and Systems under the Assistant Director Technology and Applications responsibility including the Data Centres. The post will ensure responses to any incident or problem is coordinated across the Technology Team. The post will be the main point of contact and escalation point for the Service Desk.	Technical Support Manager (Infrastructure), Platform Development Manager.
IT Service Manager	1 fte	Grade N8	This is a new post that will report to the Director of IT. The post will be responsible for the IT Service Desk Team, the new User Support Team and the IT skills team. The post will also be responsible for ensuring new services are planned and transitioned into live appropriately and therefore are able to be provided to users and supported via the Service Desk. The post holder will ensure all services have appropriate SLAs that are managed and maintained. The post holder will ensure all incidents and requests are responded to in line with SLAs across the whole IT Services department. The post holder will be responsible for managing a new Service Desk team providing first line support with the aim to increase the capability of this team with the support of better automation and tool support to enable	IT Operations Manager (Field Services) Service Operations Manager

			the team to close more calls at first point of contact. This will be supported where appropriate with training and development. The post will also ensure that the User Support team and the Service Desk team are integrated and work together and allow staff to move between teams on a regular basis to broaden experience and knowledge.	
User Support Analyst	10 fte	Grade N5	These posts will be the new combined Incident and Field Service team posts.	Senior IT Support Analyst (2 posts) IT Service Analyst (Field Engineer) (2 posts) Senior Audio Visual Technician IT Support Analyst IT Service Analyst (3 posts) Senior IT Service Analyst Senior AV Technician Senior Operations Support Analyst (3 posts)

Posts no longer required and therefore at risk of redundancy under this proposal

Post
Chief Technology Officer
Head of IT Development
Platform Development Manager
Senior Operations Support Analyst (3 posts)
Technical Support Manager (Infrastructure)
Data Centre Manager
Desktop Deployment Manager
Network and Systems Security Manager
Service Planning Manager
Service Operations Manager
IT Operations Manager Field Services
Senior Audio Visual Technician
IT Support Analyst
IT Service Analyst (Field Engineer) (2 posts)
Senior IT Support Analyst (2 posts)
IT Service Analyst (3 posts)
Senior IT Service Analyst
Senior AV Technician

Total 24 posts

Questions and Answers

The following are questions that may come up as part of the consultation with responses. This does not prevent any similar or new questions being raised as part of consultation.

Why are the EA roles being developed to include more management responsibilities?

There is currently poor and inconsistent alignment between the Enterprise Architects, Development, and Operations. This is something that was made clear during the Vision workshops. There is also at times a confused chain of command with regards to development and operational issues resulting in delays in response and delivery. Both of these issues were identified a number of times across all the vision workshops by the participants. The net effect is a lack of coordination with solutions from inception, strategic and high level design, detailed design, and implementation, go live and on-going support. To resolve this, a number of changes need to be made. Firstly all the technical posts need to be moved into a new single group. This will help to break down barriers and silos and clarify and simplify responsibilities. People will be able to work more collaboratively within the group and also when required move between the teams. The Enterprise Architects should be leading on the high level design solutions to ensure we deliver and support both the IT Strategy and the BU strategy but also deliver technology roadmaps that will support these strategies. To ensure everything is aligned to these it makes sense for them to act as the team leaders for the new technology focused teams and for them to lead and guide technology developments and operations. It will also ensure they have good technical input and engagement from the people within their teams to contribute and advise on technical issues and solutions which may be available to realise our strategies. Finally it starts to create a clear technical career progression opportunity within the department.

Will the EAs have time to perform their EA tasks and management tasks?

The design of the roles is to provide the opportunity for the teams to become more efficient with the removal of the silos and barriers and therefore become more effective as well. It should be possible across this group to share processes to ensure management time is efficient. With the introduction of the Head of IT Programme and Client Engagement role there should be greater capacity over the next few months to support programme and project management reducing the need for technical staff to also have to perform Project Management tasks. Resources will be more easily and quickly deployed as they will all be located within the same overall line management structure. The introduction of the Infrastructure Operations Manager will ensure operational issues and support issues are managed, monitored and coordinated across the whole group. The Infrastructure Specialist will report directly to the Assistant Director Technology and Applications and will work across all the teams providing technical support for solution design across all team members.

The Assistant Director Technology and Applications will be able to support the EAs with management issues and tasks, but again, in a more efficient way by ensuring there is less duplication and more common processes across the group. It is certainly possible that with better alignment and engagement across the technical resources more time can be spent on the EA tasks rather than less.

Why has change and problem management moved under the Governance Officer?

The governance of the department is an area that has been developing over the past year. The Governance Officer has taken on the responsibility for managing risk. Risk, change and problems are related to varying degrees and do have an impact on each other. They are also three areas that need very careful control and monitoring. They are also areas that all need further development. There are potentially other places this role could reside but I feel this is the place it will get the best support to ensure it succeeds in improving the department's ability to manage change and resolve problems. To give it the required level of focus and support the proposed structure moves the Governance Officer to report direct to the Director of IT.

Why has the Web Development Team moved under the Assistant Director Technology and Applications?

The team needs to report into a group lead following the removal of the Head of Development post.   The team will also need to be involved with the Digital Strategy project and contribute to the review of how BU will support website development and support in the future.   It is recognised that team does more than website developments and this requirement needs to continue to be supported.   It is also recognised that the team does more than new developments and they have to undertake support and maintenance work and on-going changes as requested by the University.   Therefore at this time the most logical group for the team to reside within is the Technology and Applications group as they currently have to work closely with other members of this group.

Why has the Business Systems team moved under the Assistant Director Technology and Applications*?*

The team needs to report into a group lead following the removal of the Head of Development post.   Some of the team will also need to be involved with the Student Journey Programme part of which will also have to consider how the new SRS is supported and developed in the future.   This will inform the future structure and role of this team.   There is also the work being undertaken looking at how IT should support and administer business systems more generally.   Again these finding will help inform how a team should be formed to perform that role.   Therefore at this time the most logical group for the team to reside within is the Technology and Applications group as they currently have to work closely with other members of this group and due to the criticality of the systems they support it is important that they receive good support from the other Technology and Applications teams but equally they are involved and aligned to the overall strategic direction of development across the other systems.

Is this just creating new silos?

The vision workshops identified a number of issues that related to there being silos and therefore barriers to interoperability between teams.   These issues were mainly between the Service Desk and Field Services and between Infrastructure and Platform Development.   The main change proposed therefore is to merge these four teams into two groups.   Inevitably there will always need to be teams and it is important to ensure that teams are not too large in case they become too unwieldy and therefore difficult to manage and coordinate. What can make a difference though is ensuring these smaller teams report through to the same line management structure and are also agile in that there is the opportunity to move relatively easily between teams as required and when opportunities arise.   This also increases the opportunities around career development.   The proposal therefore ensures that these two new groups report through to two posts on the IT Executive that should ensure there is better coordination within the groups.   Any issues can be addressed directly by the IT Executive member.   There should be increased alignment of roles and posts within the group that will allow posts to be moved between teams more easily and as required and when development opportunities arise. It is expected that the teams will work more closely under the single leadership.

There seems to be the same number of managers?

The current department structure has 21 posts that are managers, supervisors, or team leaders. The proposal removes 10 of these posts from the new structure or removes their line management responsibilities.   The 5 EAs are given line management responsibility but without creating new posts.   A new post of Infrastructure Operations Manager is created but with no direct line management responsibilities.   Similarly the IT Client Manager.   One senior post of Assistant Director Technology and Applications is created with management responsibilities. Overall the number of people in line management positions will reduce to 17.

Will this structure not reduce opportunities for development?

Technology type roles are being grouped together so there will be more opportunities to share information and develop personal knowledge.   The teams have been set up as groups so there will always be the potential to move to other teams as demands require but also to provide development opportunities.   There will still be the opportunities for people from other groups to move across to other groups as part of their development. It is hoped that during the next year I will be able to encourage job shadowing and secondments to improve

development opportunities. I also believe the new structures start to create more opportunities in terms of career development by group like skilled posts together but with the opportunities to move up through the grades.

Can we afford to reduce staff numbers at this time?

As part of BU2018 the University has set a target for Professional Services and Administration staff costs to be reduced by 10%, IT Services therefore needs to reduce its pay budget by at least 10%. The University has agreed a substantial investment in IT over the next 5 years, but that investment is dependent on the realisation of savings. Newer technologies and new tools on the whole should help IT operate more efficiently. In addition to this the current structure, level of management, and duplication of skills and expertise actually works against the department operating efficiently and effectively. A number of investments have already taken place over the past 12 months that should have realised efficiency benefits, but this has not always been delivered. These areas will be addressed quickly to ensure places like the Service Desk has the tools and knowledge to add significant benefit to the department. The new structure I believe will operate more efficiently and enable better solutions to be delivered and decisions to be made more quickly and issues resolved more promptly. The demands on the IT Service are changing but the department has not changed to reflect these changes. It is also very important that IT contributes to delivering savings to ensure the University can support the capital investment it plans both in IT and also in Estates. The main posts that are being removed are mostly management/supervisor/team leader type posts whilst where possible I have tried to protect numbers around posts that deliver and support the service.

Why is desktop support not being addressed?

There are many facets to desktop support that have not been adequately addressed as part of the IT capability programme. However to look at these issues now will significantly delay moving forward with the new structure. There is a need to better understand the demands with regards to Windows, Linux and Macintosh and also the future requirements. The IT investment plan will change the environment, particularly for Windows systems, with the introduction of more virtual environments. Until all of these needs and opportunities are better understood it is not possible to anticipate the type of support required for desktop systems. Under the new structure I would expect there to be more opportunity to look into the support aspects under the Service Desk structure and the technology side under the Technology and Applications Group. There should be better alignment on the technology side with those posts being grouped together.

How will operational issues be handled under the new structure?

The new Service Desk will continue to be the main point of contact. The aim will be to ensure those posts have the knowledge and experience to move towards being able to resolve 90% of all calls at first contact. The introduction of new self-help tools, such as user self-service for password resets, will also assist with this. The Incident Manager will take a stronger role in ensuring all incidents are managed within SLA and all major incidents are appropriately reviewed and action plans drawn up and implemented to remove the risk of reoccurrence. The new User Services Team will over time move to a more desk based operation and will rotate on Service Desk shifts as well to ensure knowledge and experience is developed. More remote support tools will be implemented to ensure this is achievable. Fewer incidents should need to be transferred across to the Technology and Applications group but when needed; the new Infrastructure Operations Manager will act as a single point of contact for the Service Desk to escalate issues. They will coordinate across the Technology and Applications group the response to any incidents. They will work very closely with the Incident Manager to ensure Incidents are resolved promptly and appropriately and with SLA. The Service Desk will be empowered to actively chase incidents that have been transferred but are in danger of breaching SLA. They will continue to act as the main contact point and communication point with the end users.

How will operational and development workloads be managed under the new structure?

To begin with we shall be implementing strong and more robust project management processes including stronger/enhanced planning and resource management. This will also include appropriate prioritisation. This work will be led by the IT Programme and Client Engagement group. Responsibilities within the technology and applications group will be better defined to highlight who is responsible for what level of operational/BAU type work. There will be resource models highlighting the amount of project time is available across the various teams. It is expected that combining the technology and application teams will reduce the level of duplication that is currently invested in the department and therefore make more time available. Every project will have a project manager who will be responsible for ensuring there are appropriate plans and resource commitments. Where there are operational issues these will take priority over project work, as they do today. So this will not change. However I would expect our response to operational issues to be more coordinated, involve the appropriate resources and ultimately be resolved more efficiently. The Infrastructure Operations Manager will coordinate these responses and will liaise with IT Programme and Client Engagement team to ensure there is an early assessment of any project impact.

The new structure does not follow ITIL best practice?

As you will know ITIL does not dictate a department structure to support ITIL implementation. Although it defines roles it does not dictate that these roles need to be fulfilled by individuals. It is possible to implement ITIL in very small teams as successfully as in very large teams with individuals having multiple responsibilities, such as change, problem, incident management etc. The key to ITIL is to adopt and adapt to suit the needs and requirements of the organisation. The University is expecting to make savings across professional services so we have to adapt our implementation of ITIL to fit into a new structure. The key elements of ITIL will still be present, and actually better aligned and coordinated within the new teams. Roles such as Incident Management, Problem Management, and Change Management are still present. Areas where we have struggled to implement fully such as configuration management will hopefully be taken forward more strongly in the new structures.

Will this be the final restructure?

If there is one constant in the IT industry that is change is inevitable. Technology is constantly moving and developing. There are always new ways of delivering IT services. There will be continued pressure on budgets and the need to ensure IT is efficient and gives value for money. There will always be the pressure to consider outsourced and shared service solutions as alternatives to a wholly internally resourced service. But this will only be considered where there is a real and quantifiable benefit to the University. As newer technologies are implemented it is very likely that the department will need to continue to develop and evolve. This will hopefully be achieved through retraining and development of existing staff but there may at times be a need to bring in people with experience and knowledge of new developments. It will be good practice to ensure that we continue to review our structure in line with emerging technologies, the demands of our business and the development needs of our staff. We will at some point in the future need to evolve further but this proposal is designed to meet our requirements, as we know them.

Indicative Implementation Process

<u>Introduction</u>

As a result of the proposal presented for consultation, a number of posts are potentially at risk of redundancy. These have been identified within the table listing all current and proposed future posts within the structure. Within the proposal are also a number of new posts; job descriptions and grades are included. There are also a number of roles which it is proposed require a slight re-focussing of the role in order to ensure a flexible workforce is created which fits the needs of IT Services into the future. When conducting the slotting in and prior consideration process, where appropriate, reasonable adjustments will be made for individuals who are subject to a protected characteristic under the Equality Act.

It should be noted that the principles apply to substantive roles as opposed to roles that staff may be currently acting up, or seconded into.

The following process will apply.

<u>General Principles</u>
Job descriptions have been updated to reflect the requirements of the roles in accordance with BU2018, the needs of the service, feedback from the Vision workshops and the IT Services strategy. Where the duties of the current roles closely match those of the new roles, it is proposed that post holders be slotted in. These have been highlighted in the table.

Following the consideration of any feedback received during the consultation process, subject to final approval, and depending upon the nature of the final proposals, staff will (as appropriate) be notified that they are either formally at risk from redundancy or slotted into a new role.
At the same time the new job opportunities (where there is no slotting) created by the proposal will proceed to recruitment on a prior consideration basis.

<u>2. What is slotting?</u>

This means that there is a close match (that is the clear majority of the existing role aligns with the duties in the new role) <u>and</u> the post is normally at the same grade. In these cases post holders (who will have been previously notified) will be automatically 'slotted in' to a specified role.
Slotting in to a higher grade may be possible in exceptional circumstances. Where there is significant overlap in the duties and responsibilities of existing roles at adjacent grades. It may also be appropriate where the existing job description has become significantly out of date and not corrected to reflect the duties that are required in the role and that have been performed by the job holder for some time.

<u>3. When will slotting occur?</u>

Slotting will only occur after the final proposals have been decided and the timing of which will be agreed on an individual basis but taking account of the proposed recruitment process that may affect the slotted post.

<u>4. What is Prior consideration?</u>

Where a member(s) of staff is at risk from redundancy, suitable vacancies (posts at the same grade or one grade below) will be made known to them. If the staff member(s) meets (or appears very close to meeting) the essential criteria of the person specification then they will be given prior consideration for interview and a decision made on their application(s) first. Specifically this will refer to the vacant posts in IT Services but equally applies to any other vacancies which may exist across the University.
You will be invited to express interest in any vacant posts normally at the same grade or one grade below your existing substantive post on a prior consideration basis. If your knowledge, skills and attributes appear to meet the essential criteria of the person specification then you will be invited to interview.

5. How will prior consideration work?

As a general principle the following will apply;

Prior Consideration for IT Services vacancies

- You have been notified that you are formally at risk from redundancy
- You are <u>not</u> proposed to be slotted into an alternative role
- Vacant posts at the same grade or one grade below are made available to you
- Exceptionally where <u>significant</u> elements (but not a clear majority) of your current role (now proposed redundant) are proposed in a new vacancy at one grade higher

6. Can a member of staff formally at risk from redundancy get prior consideration for a post at a higher grade?

As a normal principle the answer is no. However if there are <u>significant</u> elements of the staff's current role (now formally at risk of redundancy) in a proposed new vacancy then the University will allow for a member of staff to have prior consideration for interview at a post at one grade higher. Staff proposed to be affected by this exception are notified in their individual attachment to this document.

7. Can staff who are proposed to be slotted apply for vacancies?

If you are to be slotted into a role at the same grade as your current role then you may not apply (on a prior consideration basis) to any vacancies. This is because redundancy does not apply. Any roles which remain vacant after the above process has been followed will then be offered as development opportunities to all other IT Services staff.

8. Can staff be considered for vacancies on a prior consideration basis to posts at more than one grade below their current post?

The University would not normally recognise posts at two grades or more below a member of staff's current grade as suitable alternative employment for them. However should the member of staff wish to express a preference then this may be possible and will be subject to the normal rules of prior consideration (i.e. meeting the essential criteria of the person specification). Staff will need to notify HR of any post at two grades or more below their current post that they wish to be considered against to ensure that they are notified appropriately.

9. What selection process will be used?

1. Applications will be based on the standard University application form with a covering letter. For those individuals applying for more than one post is it recommended that a single application form be provided but separate covering letters for each post which fit with the person specification and other information pertinent to the post.
2. Short listing of applications will be conducted by the Panel based on the criteria set out in the person specification.
3. The next stage of the process will include a formal panel interview and may include one or more of the following:
   - presentation
   - practical assessment
   - other selection process deemed relevant to the role A
4. Any person engaged on a fixed term contract will be included in this process.
5. Any new posts will be filled by competitive recruitment in the usual way. Current staff are, of course, able to apply for these posts

Proposed Consultation Process / Communications Plan

Comments and suggestions on any part of these proposals are very welcome and should be made to Jon Ward, Director of IT at itsfeedback@bournemouth.ac.uk at any time but not later than 4pm on 7 March 2014.

The proposal is circulated to all IT Services staff and will be placed on the IT Sharepoint.   On EIS Portal under IT General Information and folder ITS 2014 Restructure Consultation. In this folder there is another folder called JD which contains detail about proposed job descriptions. The link to the main Sharepoint folder is here.

Those individuals who hold posts which are directly affected by this proposal will be invited to a meeting with the Director of IT and a member of HR to discuss the proposal. Individuals have the right to be accompanied at these meetings by a work colleague or recognised member of the Trade Union.

To ensure IT Services staff have regular opportunity to discuss the proposals and keep updated with any feedback throughout the consultation process, it is envisaged that the Director of IT, supported by Human Resources will host a weekly meeting that will be open for any member of IT staff to attend. In consideration that IT Services staff are based across both campus sites, a meeting will be held on both sites each week.

BU will undertake to ensure prior consideration is given for suitable alternative employment within the organisation. The prior consideration process is documented earlier in this document under the heading '**Indicative Implementation Process'**.

Voluntary Severance

In accordance with the University's Code of Practice- Redundancy, it is the aim wherever possible to avoid compulsory redundancies and where avoidance is not possible to take reasonable steps to mitigate the effect as far as practically possible. Staff affected by this proposal are invited on a without commitment basis and without prejudice to the final outcome of consultation to express interest in voluntary severance.

When considering applications for voluntary severance the main criteria will be;
- the need to sustain staffing resource and skill levels to support existing and proposed posts and structure;
- financial implications

For the purposes of this proposed review of the IT Services structure, the terms of the existing BU wide voluntary severance scheme (communicated to all staff via e-mail on 12 December 2013) will be effective.
Should any member of IT Services staff wish to explore voluntary severance on a confidential basis please contact, Mark Saddington – HR Manager, msaddington@bournemouth.ac.uk.

Proposed consultation timeline

Stage	Effective Date	Deadline/End Date	Activity
Proposed Timeline: IT Services Consultation			
1	31 January 2014	31 January 2014	Heads to seek endorsement from UET to commence discussion with staff and staff representatives regarding the potential need for change. Meeting with staff and staff representatives to discuss potential need for change. Timeline for change process shared. Collation of ideas / production of consultation document detailing suggested posts including JD /PS. ICE / UNISON to be included.
2	3 February 2014	3 February 2014	Consultation document shared with ICE / TU – consultation starts.
3	3/4 February 2014		Any 'at risk' staff to be informed of document contents.
4	5 February 2015	16:00 hrs 7 March 2014	Consultation document shared with staff – consultation starts.
5	16:00 hrs 7 March 2014		End of consultation period - deadline for receiving comments from individuals / ICE / Trade Unions.
6	w/c 10 March 2014	21 March 2014	Review feedback of consultation. Subject to the outcome of the consultation process and having made any amendments as appropriate as a result of comments and suggestions, revised/final proposal submitted to UET for consideration.
7	24 March 2014		Final decisions announced. Feedback summary circulated to staff, ICE and UNISON.
8	24 March 2014		Commence process for implementing changes as a result of final recommendations.
9	24 March 2014	28 March 2014	Confirmation of post letters sent to staff who slot in to roles along with copy of their new JD.
10	24 March 2014	28 March 2014	At risk letters sent to staff affected to include details of the new roles and application process.
11	w/c 31 March 2014		Recruitment and selection process for those at risk – prior consideration.
12	April 2014		Outcome of appointment process announced as and when posts appointed to.
13	April 2014		Redundancy notices issued to unsuccessful candidates and those who did not apply for the new posts, including notifications of right of appeal and details of redeployment
14	May 2014		Where appropriate any unfilled posts in appended staff structure advertised externally.
15	May 2014		New IT Services structure implemented.

APPENDIX 1

CONSULTATION FEEDBACK ON THE RESTRUCTURE / REVIEW OF …………………………………

Date:

Ref	Options for Change/Comments	Response	Decision
1			
2			
3			
4			
5			
6			