

Role profile

Role title	Head of IT Operations (FTC 18 months)
Department and directorate	BMA Technology Services
Job family level	
Reports to (job title and name)	Chief information officer
Direct reports (job title and name)	Infrastructure manager, Service delivery manager, 3 x principals

Summary – purpose of the role

Describe as concisely as possible the overall purpose of the job and including the core duties/responsibilities required from the role (e.g., to provide a full range of administrative support services to the department including x,y,z)

The Head of IT operations (FTC 18 months) role is to plan and execute against strategic objectives within the remit of the platform/infrastructure team. High level deliverables are:

- **The review of/renewal of or transition from the BMA’s external infrastructure contract with Expo-E. This is a high value contract which requires focussed attention to its renewal.**
- **A comprehensive review of the BMA’s infrastructure assets (networks, connections, components) in order to ensure that the estate retires what is not used and provide what is needed.**
- **Management of IT infrastructure projects pertaining to the BMA estate strategy. This requires IT oversight and resource planning to meet key delivery targets.**
- **Review of roles and responsibilities within the platform team so that the future long-term resourcing is fit for purpose. Assessment of skill competency within the team to deliver against current future roadmap plans.**
- **Prepare the joint teams of service delivery and platform engineering for a Head of service & platforms/infrastructure role upon completion of the fixed term brief.**
- **Identification of technical and security areas within the infrastructure remit in order to ensure that platforms and systems operate security and optimally.**
- Work with the Head of business applications to ensure that the technical and system architecture is fit for purpose and ensure that DevOps procedures conform to consistent change control procedures and new system adoption.
- Review of KPIs to ensure that the right activities are tracked and reported against.
- Work with relevant colleagues to ensure that compliance and certification procedures are met.
- Ensure that high risk areas identified in audits or security penetration tests and resolved as soon as possible.
- Ensure the team delivers a high standard of documentation against all critical systems and processes in order to eliminate key person risk.
- To ensure that progress reviews are carried out quarterly in line with BMA policy and procedures.
- To alert the Chief information security officer (CISO) and the Head of IT (HoIT) of any areas on concern/risk.



- To ensure that the objectives of the team incorporate the measures needed to reduce carbon emissions and to measure these effectively.
- To work with senior management to prioritise projects in line with the BMA's project prioritisation framework.
- To assist the Head of IT and CISO in any urgent security remediation.
- To ensure that disaster recovery procedures are tested in accordance with disaster recover policies.
- To ensure that backup and retention policies and procedures are accurately adhered to.
- To work with the HoIT to ensure that operating budget is fit for purpose, identifying areas of under/overspend and their remedial actions.
- To work with the Head of IT to reduce costs and maximise efficiencies where possible.
- To ensure that the BMA's infrastructure systems and assets are protected and managed in accordance with lifecycle maintenance and security provisions.

Skill (level and breadth of application)

What relevant experience is necessary to undertake this role? What specialist, technical or professional qualifications are required to be able to perform the job?

How far does the role extend out across the organisation, eg confined to own team, involves co-ordination with another department or requires regular negotiation with many other parts of the organisation? Why is this necessary? Describe the range of issues that are involved in this, eg resolving people's IT problems, collecting information on key research items or advising members on a particular issue.

- Degree, higher level qualification, or relevant certifications combined with at least 8 years' experience in b2c environment with a minimum of 250 users. Minimum of 4 years in senior interim roles.
- Experience of reviewing and implementing functional target operating models.
- Experience of HR processes to form high performing teams.
- Experience and qualifications managing Microsoft platform environments.
- Experience of ITIL.
- Experience of infrastructure (OSI model).
- Experience of setting strategy and executing against deliverables.
- Proven experience of working in a senior leadership team.
- Knowledge of UK organisational data security and information compliance requirements.
- Experience of change control governance.
- Experience of large volume devOps environment and Azure DevOps.
- Experience of large value network/infrastructure supplier contract negotiation and management.
- Experience of system and platform security technology –its implementation and management.
- Experience of Microsoft Azure platform and Microsoft 365 applications and hybrid cloud technologies.
- Experience of designing, managing and working to SLAs.

Intellectual demands (complexity and challenge)

What sorts of problems, situations or issues are typically dealt with? Give any illustrative examples. How are the problems, situations or issues dealt with (e.g., undertaking original research and analysis or seeking specialist advice)?

To what extent are standard procedures and processes followed when undertaking typical tasks, and how is personal initiative used when solving problems? To what extent is creativity used in solving the problems (e.g., adopting different approaches, trying things that have not been done before within the organisation or improving/changing previous approaches).

- Ability to understand the technical and business context of the role, its requirements and priorities.
- Ability to review and set strategic objectives in line with the wider team/organisational strategy.
- Ability to analyse complex contracts, their value, and deliverables.
- Ability to negotiate contracts based on industry knowledge of value.
- Ability to assess the operating model of a team based on skill, composition, and broad context of need.
- Ability to synthesize complex or diverse information in order to action against evidence.
- Solicits feedback to improve service.
- Ability to assess complexities and deliverables in order to determine realistic targets.
- Self-motivational.
- Ability to assess technology and business risks and remediations.
- Ability to schedule resources within reasonable expectations.
- Ability to build and maintain team cohesion, collaboration, and awareness in a hybrid environment.
- Ability to influence and guide both laterally and vertically in order to achieve best outcomes.
- Ability to oversee multiple simultaneous projects.
- Ability to work with colleagues to deliver, reliable systems and platforms.
- Demonstrable evidence of analysing and implementing complex business processes.
- Ability to react quickly to sudden changes in business
- High level of analytical and problem-solving capability to support the complex and diverse set of systems and technologies being used in the organisation, as well as the wide-ranging user needs and external influences.
- Understands business implications of decisions; displays orientation to profitability and cost saving;

Judgement (independence and level and impact limitations)

What are the typical decisions that are made in the job without reference to any higher authority? What informs/constrains the decisions (e.g., expenditure limits, have to follow clearly laid down procedures or working within broad objectives). What influence upon policy, procedures or resources is there (e.g., giving advice to others)?

Who (or what) is next to be affected by the decisions that are made – for example, supervisor sees them before they leave the team or the whole department sees and has to respond to the change that is made. Give typical example(s) of the consequences of the decisions (e.g., what impact does the decision-making have on the performance of the team/section/department/organisation)?

Judgement (independence and level and impact limitations)

- Autonomy to carry out activities set against agreed priorities.
- Ability to assess resource skill and capacity and to recommend actions accordingly.
- To identify the areas of support that the infrastructure manager needs and to action accordingly
- Ability to evaluate the broad deliverables of service and platforms in the context of current and future plans/possibilities
- Ability to influence decision making on priorities and schedules where change may be needed
- Ability to suggest, research and implement improvements and solutions, without pre-empting by others.
- Demonstrates accuracy and thoroughness; Looks for ways to improve and promote quality; Applies feedback to improve performance; Monitors own work to ensure quality.
- Ability to base decisions on evidence.
- Ability to recognise and manage confidential data and information.

Use of resources (supervision of resources and influence)

What responsibility is there for managing people, equipment, budgets, resources, customer's welfare or confidential information? If this is a staff management role describe what is involved, eg staff reporting, staff development, appraisal, leading a department or the allocation of work.

How does the role fit within the organisation, eg support role, team member, team leader, specialist policy adviser, or leading major areas of core business?

- The role holder is responsible for the direct line management of 2 manager posts and 3 infrastructure team principal posts as well as the overall management of the service delivery and infrastructure teams.
- The role holder must ensure that performance reviews are conducted quarterly and in line with the teams' objectives.
- The role holder must ensure that the teams' wellbeing is monitored during a hybrid operating model and that regular in office meetings are held in line with the BMA's office-based policy. (currently 1 day per week).
- The role holder must ensure that resources are managed and scheduled responsibly allowing team members time for breaks and training and development time.
- The role holder must ensure that expenditure is in line with budget forecasts and to alert the HoIT of any unexpected expenditure or savings.
- The role holder is responsible for the account management of the BMA's main infrastructure vendors/suppliers.
- Proven ability to work as part of a team.

Communication (level, internal and external demands and significance)

*What people are typically contacted (regardless of the medium) **inside** the Association, eg immediate colleagues, senior managers or administrators? Committee members are the only members classed as internal communication. Normal non-committee membership and doctors are external (see below)*

*Who is in regularly contact with the role holder **outside** of the Association, eg members who are not committee members, suppliers, members of the public? Approximately what percentage of the time is spent on external communications?*

What is the purpose of these contacts, eg conveying information, gathering data?

- A good communicator both within the team as well as across the BMA.
- Ability to translate technical need into practical implementation plans.
- Ability to communicate with team during skill assessment and workload planning session on complex system issues, technical solutions and business process change at all levels.
- Approaches others in a tactful manner; Reacts well under pressure; Treats others with respect and consideration regardless of their status or position; Accepts responsibility for own actions; Follows through on commitments.
- To liaise with the other teams on collaborative projects involving interfacing of the technologies on both technical and business process matters
- Communicate with providers of third-party services and applications and liaise directly them.
- Strong written communication skills required to approve documents read by various departments and employees of different levels (e.g. Requirements Documents, Functional Specifications, Technical Specifications, User Manuals, Test Scripts, Training Materials, Technical Documentation, etc.).
- Attend external, and internal, infrastructure related meetings either hybrid or in person.

Physical demands & coordination (physical effort and mental strain)

Are there any unusual physical or mental demands of the role; for example, lifting heavy objects, standing for long periods, using VDUs extensively or high levels of concentration?

- Normal coordination or physical demands associated with an office environment
- Extensive use of VDUs and high level of concentration.

Working conditions and emotional demands)

What are the environmental conditions in which the work is conducted, the social and emotional demands faced by the role and the pressures resulting from these?

- The job is conducted in a normal office environment and is not exposed to hazardous conditions or anti-social behaviour.
- The role is hybrid with 1 day per week in office (subject to change).
- The role contains minimal personal risk.

BMA competency level required

The role holder is expected to execute their role in line with our five organisational values. These are currently being translated into behavioural indicators that will form part of our new performance management process. The following examples illustrate how we are using our values to inform how we act:

- We are **leaders** because:
 - We strive to always improve.
 - We take responsibility for our actions.
 - We collaborate with each other and work as one BMA for the good of our members.
 - We are proactive and prepared to guide our members and each other.
- We are **experts** because:
 - We understand our members
 - We draw on our collective experience and knowledge to solve problems.
 - We use our insights and research to make decisions.
 - We provide accurate, credible, relevant, and engaging information.
 - We recognise our strengths and act upon them.
- We are **committed** because:
 - We listen to our members and put them at the heart of everything we do.
 - We are respectful, inclusive, open and honest with our members and each other.
 - We approach everything we do with confidence and sensitivity.
- We are **reliable** because:
 - We deliver on what we say we will do.
 - We are accessible and approachable.
 - We build trust by being consistent and supportive.
 - We are positive and decisive whatever the situation.
- We are **challenging** because:
 - We fight, ethically and fearlessly, for the interests of all our members.
 - We work as a brave, assertive, and effective champion for high quality health services and the advancement of the profession.

Sign-off

Manager:

Date:

Role holder:

Date: