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| **Post Details** | | **Last Updated:**  19/06/2024 | | | |
| **Faculty/Administrative/Service Department** | IT Services | | | | |
| **Job Title** | Head of Architecture | | | | |
| **Job Family** | Professional Services | | **Job Level** | 6 | |
| **Responsible to** | Director of IT Programme and Project Delivery | | | | |
| **Responsible for (Staff)** | 3 | | | | |
| **Job Purpose Statement**  This role is responsible for leading solution, enterprise, and data architects as part of an Architecture best practice within IT Services, setting architecture standards for university initiatives, products, programmes.  They lead coordination with key stakeholders, project and programme managers and technical leads to determine architecture resource requirements for respective initiatives; working with their team of architects to ensure that architecture resources are optimised across activities and costed for prioritised work streams.  They lead the establishment of an architecture practice, working with their team to define future target architectures and technology baselines and establishing continuity and excellence in the design and implementation of well architected and effective technology solutions aligned to the strategic direction of IT Services and the university.  The roll is hands on in addition to leadership, operating as a senior architect on relevant projects and programmes defining the technical efficacy of proposed solutions and platform architectures and capabilities for functional and non-functional requirements.  They help establish strategic technology architecture principles, roadmaps and frameworks, coordinating with the IT leadership Team and Technical Specialists to lead technical and architectural synergies for products and services across portfolios.  The role manages the evolution of the architecture practice, technology choices and standardisation. They will have budgetary responsibility to manage staffing budgets within their area developing recruitment and succession planning and training strategies. | | | | | |
| **Key Responsibilities** This document is not designed to be a list of all tasks undertaken but an outline record of the main responsibilities (5 to 8 maximum) | | | | | |
| 1. 1. Provide leadership to the team, including Solution Architects, Enterprise Architects and Data Architects. Also, other staff as and when required, either directly or via matrix management of cross functional teams and squads. 2. 2. Lead the creation and management of an architecture roadmap, defining future target architectures and iterative architectural changes to go from baseline to target. Examine current technology, systems and service landscape and develop and maintain a consistent and understandable map of the current environment. 3. 3. Be the senior point of contact for stakeholders and technology teams establishing regular dialogues to collaboratively develop future architecture requirements and understand strategic priorities. Develop and articulate clear business cases with resource costings and funding sources identified. 4. 4. Lead horizon scanning of future trends and developments in technology architecture; liaise with key suppliers and technology providers to understand how their roadmaps could be of relevance to Surrey strategic technology direction. Research market offerings, undertake product evaluation, and coordinate the engagement of suppliers and consultancy organisations. 5. 5. Maintain financial controls and forecasts to meet agreed budgets, managing suppliers, contracts and external consultants including procurement and tendering to ensure value for money 6. 6. Work with stakeholders and IT Services colleagues to understand development objectives, to analyse specific requirements and develop outline solution proposals. This involves applying knowledge of industry best-practice, IT strategy, architectural principles, policies, capabilities, and constraints in combination with a sensitivity to users’ underlying needs. Investigate fully the IT implications, technical feasibility, risk, costs and resource requirements of alternative options. 7. 7. Lead the design, documentation and initiate the implementation of the technology aspects of the solution, ensuring that appropriate standards are applied and engaging colleagues and users to ensure satisfaction and benefits realisation. 8. 8. Act as a source of advice and guidance to those wishing to initiate projects. Advise stakeholders and sponsors on all aspects of the pre-project journey, for example, answering questions and providing advice on business case development, project approval gateways and the standards expected for pre-project documentation.   **N.B. The above list is not exhaustive**. | | | | | |
| All staff are expected to:  * Positively support equality of opportunity and equity of treatment to colleagues and students in accordance with the University of Surrey Equal Opportunities Policy. * Work to achieve the aims of our Environmental Policy and promote awareness to colleagues and students. * Follow University/departmental policies and working practices in ensuring that no breaches of information security result from their actions. * Ensure they are aware of and abide by all relevant University Regulations and Policies relevant to the role. * Undertake such other duties within the scope of the post as may be requested by your Manager. * Work supportively with colleagues, operating in a collegiate manner at all times.   **Help maintain a safe working environment by:**   * Attending training in Health and Safety requirements as necessary, both on appointment and as changes in duties and techniques demand. * Following local codes of safe working practices and the University of Surrey Health and Safety Policy. | | | | | |
| **Elements of the Role**  This section outlines some of the key elements of the role, which allow this role to be evaluated within the University’s structure. It provides an overview of what is expected from the post holder in the day-to-day operation of the role. | | | | | |
| **Planning and Organising**   * The post holder is expected to take a highly organised approach to their work, planning for immediate priorities as well as planning time and resources for longer term change and implementation of new strategies. * The post holder is responsible for managing the delivery of their own workload and for meeting key deadlines and project deliverables. They are expected to maintain their knowledge of technology and keep abreast of the latest developments, understanding how this could impact on the delivery of services they are responsible for. * They will be expected to draw upon their understanding and experience of project management principles in order to effectively delivery key change in their area (upgrades, replacements and refreshes of software). * As a senior manager for their area the post-holder is expected to have full oversight of their team’s activities and resource availability and plan the delivery of projects / key deliverables accordingly to meet customer needs and expectations. | | | | | |
| **Problem Solving and Decision Making**   * The post holder is responsible for the creative exploration, evaluation and development of solutions to meet the changing business needs of the University. Solutions, which are likely to be a blend of systems, processes and technology, will be developed in accordance with University strategies, policies and procedures and with an understanding of industry best-practice. * The role requires a professional and proactive approach to the delivery of services and will be the lead specialist in their area of expertise, providing advice and guidance to their team and IT colleagues, as well as in communications with the user community. * Significant elements of this role will require analytical, critical and evaluative thinking or the post holder to use their influencing and negotiation skills in their dealings with colleagues. Throughout, the post holder will need to use their judgement to maintain a steady, balanced approach aimed at achieving a solution and ensuring progress of proposals into the agreed delivery Programmes. * Problem solving and decision making are integral to the work undertaken by the post holder. The post holder must work quickly to identify options without guidance from senior management and to think laterally about the provision of solutions. This involves interpreting and assessing customer needs, identifying options, validating these using appropriate mechanisms, and testing innovative solutions where existing solutions are not sufficient or complete. The post holder is expected to apply reasonable personal initiative and judgement when faced with situations where past experience does not apply, referring only exceptionally complex or unprecedented issues to their line manager for advice or guidance. The post holder is however, expected to have a high degree of involvement in finding and implementing resolutions in this case. | | | | | |
| **Continuous Improvement***.*  The post holder will review the outcomes of implementation projects and use the information to suggest any appropriate improvements, to the solution architecture service or to the technical design approaches used.  The post-holder will develop a strong network of professional IT contacts outside the organisation to keep abreast of positive changes and developments in their field, which can be explored and utilised by the University, again with a view to improving our user experience. | | | | | |
| **Accountability**   * The post holder is a senior member of the Department and will be the main driver for architectural change, improvement and best practice. You will be expected to communicate with a wide range of stakeholders, with emphasis on working with senior management across the University and be able to influence and implement change across the campus. * They are expected to ensure the timely delivery of initiatives in their area and ensure appropriate support and resource is provided for wider architectural activities. Solutions and architectural assets should be delivered on time and within budget, with risk management and mitigation as required. * The post-holder is expected to have a well-developed understanding of how their own teams’ strategy compliments and dovetails with the IT Strategy (which they will contribute to) and overall University strategy. | | | | | |
| **Dimensions of the role**   * The post-holder will be responsible and accountable for the management and reporting against their budget and will be expected to deliver service provision and purchasing within budget. * The post holder is responsible for ensuring that their team are responsive and provide relevant and timely communication to stakeholders. That they are applying their teams expertise to contribute constructively and contribute to enable stakeholders decision making. | | | | | |
| **Supplementary Information**  IT development is managed within IT Services via a service portfolio management process. Development programmes are closely monitored via the IT Project Office, through which approved projects are delivered via a range of methodologies.  The applications landscape is comprised of a mixture of cloud-based services, on-premise commercial packages and bespoke software developed in-house. The fundamental principles of Service Oriented Architecture are followed to achieve integration. | | | | | |
| **Person Specification** This section describes the sum total of knowledge, experience & competence required by the post holder that is necessary for standard acceptable performance in carrying out this role. | | | | | |
| **Qualifications and Professional Memberships** | | | | |  |
| Professionally qualified with a relevant degree/postgraduate qualification, plus significant relevant managerial and leadership experience, or substantial experience and proven success in a strategically important specialist area.  OR  Extensive vocational and strategic management and leadership experience, demonstrating professional development through involvement in a series of progressively more demanding and influential work/roles, backed by evidence of significant development. | | | | | E |
| **Technical Competencies (Experience and Knowledge)** This section contains the level of competency required to carry out the role (please refer to the Competency Framework for clarification where needed and the Job Matching Guidance). | | | | **Essential/ Desirable** | **Level**  **1-3** |
| An in depth knowledge and track record in business analysis and solutions architecture. | | | | E | 3 |
| Ability to interpret and present technical information with clarity, using a range of media for a variety of audiences and demonstration of a confident written and verbal communication style | | | | E | 3 |
| Practical experience of solution architecture encompassing Integrations; Middleware; Dynamics and PowerApps; System, Application and Programmatic, data access and operations through APIs and IPaaS. | | | | E | 3 |
| Practical experience of pre-delivery communications activities such as requirements gathering and the facilitation of stakeholder meetings | | | | E | 3 |
| Broad awareness of business administration functions and processes preferably with direct experience of working with corporate software suppliers or consultancies in the procurement and implementation of commercial packages | | | | E | 2 |
| A good in depth knowledge of trends within HE and IT environments and the ability to articulate their relevance to, and impact on current and future solutions | | | | E | 3 |
| Experience of people management | | | | E | 3 |
| Experience of the Higher Education Sector | | | | D | n/a |
| **Core Competencies** This section contains the level of competency required to carry out this role. (Please refer to the competency framework for clarification where needed). n/a (not applicable) should be placed, where the competency is not a requirement of the grade. | | | | | **Level**  **1-3** |
| Communication  Adaptability / Flexibility  Customer/Client service and support  Planning and Organising  Teamwork  Continuous Improvement  Problem Solving and Decision Making Skills  Managing and Developing Performance  Creative and Analytical Thinking  Influencing, Persuasion and Negotiation Skills  Strategic Thinking & Leadership | | | | | 3  3  3  3  3  3  3  3  3  3  3 |
| This Job Purpose reflects the core activities of the post. As the Department/Faculty and the post holder develop, there will inevitably be some changes to the duties for which the post is responsible, and possibly to the emphasis of the post itself. The University expects that the post holder will recognise this and will adopt a flexible approach to work. This could include undertaking relevant training where necessary.  Should significant changes to the Job Purpose become necessary, the post holder will be consulted and the changes reflected in a revised Job Purpose. | | | | | |
| **Organisational/Departmental Information & Key Relationships** | | | | | |
| Background Information The University of Surrey is committed to being a leading national and international university. Our high quality teaching, learning, research and enterprise are delivered within a professional and collegiate academic community based in three Faculties; the Faculty of Arts and Social Sciences (FASS), the Faculty of Engineering and Physical Sciences (FEPS) and the Faculty of Health and Medical Sciences (FHMS). The University is supported by Professional Services functions of which IT Services (ITS) is one.ITS aspires to be a professional partner with the University to develop strategy and constantly improve the student, academic and research experience, and drive effectiveness and efficiency through the use of technology.The Vision for ITS at the University of Surrey is:*“To champion IT as a trusted partner and expert adviser, to enable the University to keep fulfilling its aim to make wonderful things happen here.**To develop a seamless, supportive, flexible and capable team of IT professionals, welcomed into a close partnership with Faculties, staff and students.**To create and foster an effective, productive and stimulating environment which harnesses IT to enhance the working lives and experience of all members of the University.”* | | | | | |
| Data Architect  Head of Architecture  Senior Solution Architect  Solution Architect  Director of IT Programme and Project Delivery | | | | | |
| RelationshipsInternal The post holder will work closely with staff across IT Services and key stakeholders in the business areas to ensure that requirements are understood and that practical solutions to business problems are identified, tested for feasibility, costed and presented clearly to decision-makers. To be successful, the post holder must have the interpersonal skills to communicate effectively with a wide range of users and translate their specific and detailed needs into deliverable solutions or services. They will be expected to influence, persuade and negotiate to obtain stakeholder buy-in to ideas and proposals with large scale impacts in a wide variety of situations and environments.  The University seeks to improve the overall co-ordination of business-supporting projects to ensure that only those that add value are progressed to an initiation stage and that once initiated, rapid progress to final delivery is secured. To achieve this, the post holder will need to establish productive working relationships, across the organisation, but especially between colleagues in IT Services and Corporate Services (administrative) departments.Once projects have been initiated, the post holder will remain available to IT colleagues to assist where clarification is required and to monitor adherence to underlying strategies and architecture.  External  In addition to developing internal relationships, the post holder will liaise with external suppliers and consultancies such as Gartner, proactively accessing their knowledge to ensure optimal solutions are developed for the University. | | | | | |