



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

Information Technology Services
Proposal for Change
Part II
(final version)

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1. Introduction and Background

The restructure of the Help Desk, Regional IT and Training in IT Services was completed in March this year. The new Service Delivery section of ITS is coming together well and the Help Desk has now changed into a Service Desk, with sufficient trained staff to work towards a “fix at first contact” percentage of 80%. The IT teams undertaking desktop support across the campuses are all under the management of the Associate Director Service Delivery, which is helping to ensure a consistent level of service for all University staff. Attention is now moving to the redesign of the structure of the rest of IT Services to complement the changes made to front line support.

In preparation for rethinking the IT Services structure, I engaged an external company, Davanti, to undertake a health check of IT Services. The report produced by Davanti in 2012 identified a number of issues to be tackled. Some of these issues are now able to be addressed by the new Service Delivery section, which is working to develop a common understanding with customers of the services and service levels they can expect. This will be backed up by the measurement and publishing of key performance indicators.

The Davanti report also outlined areas where IT Services had made particular gains, such as successfully managing to provide fundamental services and support, with particularly strong progress around Massey’s core applications architecture and technology infrastructure. IT governance is beginning to mature and the skills, expertise, and commitment of individual people provide a positive service experience to their customers.

The report outlined a number of areas for improvement that are the focus of this proposal for change. Firstly, the current structure does not make best use of resources and has enabled “silos” of specialisation to develop that are creating a barrier to service delivery right across the organisation. In addition, IT Services should make a separation between “business as usual”¹ and new developments to ensure that consistent levels of service can be applied to “business as usual” and to ensure that the true cost of new developments is recognised as part of the decision making prior to committing to new projects. The report noted that IT Services needed to develop a closer alignment to the business of the University.

IT Services also contributed to a benchmarking exercise across Australasian Universities to measure service quality, and the results and feedback from this exercise also indicated a number of areas for improvement, some of which overlapped with those from the Davanti report. A particular finding from the benchmarking exercise was that IT Services needed to improve end to end support in order to improve service quality.

The IT Managers then met for a discussion session based on the Davanti report’s findings and the Systems Thinking Benchmarking results, organised in the World Café style to encourage interchange of ideas. This session gave broad support to the concepts outlined in the report and provided input to a proposed new structure for the parts of IT Services not included in the Service Delivery section.

¹ “Business as usual” means the operational support of existing systems

The new structure proposed here has the following aims:

- To change the “silo” effect and enable IT Services staff to gain visibility of their responsibility to service delivery.
- To make a separation between “business as usual” and the planning and delivery of changed environments and services.
- To provide clear points of contact for customers and stakeholders.
- To enable a significantly greater strategic view within IT Services, allowing myself and the Associate Directors to focus on planning for the future.
- To enhance the visibility and alignment of strategic IT planning and associated IT governance.
- To further develop the consistency of project, portfolio and dependency planning, resourcing, management, and project handover.

For staff, this proposal aims to minimise the disestablishment of positions whilst providing opportunities for growth and development while focusing on outcomes as outlined above. It is evident that IT Services’ staff have a wealth of skills and a strong desire to do a good job. My intention is that the proposed structure will provide a more effective vehicle for their hard work and will help recognise and support individual development of skills as well as leadership capabilities.

If this proposal goes ahead in its current form, there are a number of positive outcomes that I can foresee:

- IT Services will be able to manage the business as usual activity within clearly established operational budgets, linked to the Service Catalogue
- Capital budgets and the associated fully costed programmes of work will be more accountable and manageable
- University staff will have clear customer contact points for new work
- There will be fluent delivery of new services, through agreed acceptance processes, into a supportive production environment
- IT Services will be better placed to manage resourcing conflicts between project schedules and operational service level workloads
- Significant change to existing services will be delivered as properly resourced projects, and commissioned (or retired) with appropriate support, budget and service agreement adjustments.

Underpinning all of this, is the strong intent that ITS will provide the very best of services, tools and infrastructure to support Massey’s students in their various learning and research environments, academics in their research, teaching and collaboration activities, and general staff in the operation of systems and services supporting the university mission.

2. Scope

The ITS staff covered by this proposal are all those in IT Services apart from the staff reporting to the Associate Director Service Delivery. Note that a number of IT Services staff, both permanent and

fixed term, are involved in projects being managed outside ITS. For the purposes of this proposal, the current structure and the proposed structure are based around the permanent underlying structure of IT Services.

Those staff currently working in projects being managed outside ITS will not experience any change to their current work, with one exception; in this particular case, any member of staff having a substantive “manager” position, would return to manage their team in the updated structure. In addition, some staff will experience minor change to their substantive position (or in the case of those staff appointed directly into project-related roles, changes to what would logically be their “home” position in the event of their project being put on hold).

Current structure and resources:

ROLE	Reporting to	FTE
Associate Director Service Delivery (Fixed term position)	CIO	1.0 FTE
Associate Director Applications	CIO	1.0 FTE
Associate Director Networking and Communications	CIO	1.0 FTE
Associate Director Systems Infrastructure	CIO	1.0 FTE
Business Manager	CIO	1.0 FTE
Senior Project Manager - SharePoint	Associate Director Applications	1.0 FTE
Acting Development Manager	Associate Director Applications	1.0 FTE
Stream Team Leader	Associate Director Applications	1.0 FTE
Design and Delivery Manager	Associate Director Applications	1.0 FTE
Vacancy - Applications Project Change Administrator	Associate Director Applications	1.0 FTE
Manager Support Services	Associate Director Applications	1.0 FTE
Vacancy – Web Services Team Leader	Associate Director Applications	1.0 FTE
Business Continuity and Facilities Manager	Associate Director Networking and Communications	1.0 FTE
IT Security Manager	Associate Director Networking and Communications	1.0 FTE
Infrastructure Service Delivery Manager	Associate Director Systems Infrastructure	1.0 FTE
Infrastructure Support Manager	Associate Director Systems Infrastructure	1.0 FTE
Infrastructure Development Manager	Associate Director Systems Infrastructure	1.0 FTE
Teaching Services Manager	CIO	1.0 FTE
Business Administrator	Business Manager	2.0 FTE
Departmental Administrator	Business Manager	1.0 FTE
Contract and Licensing	Business Manager	1.0 FTE

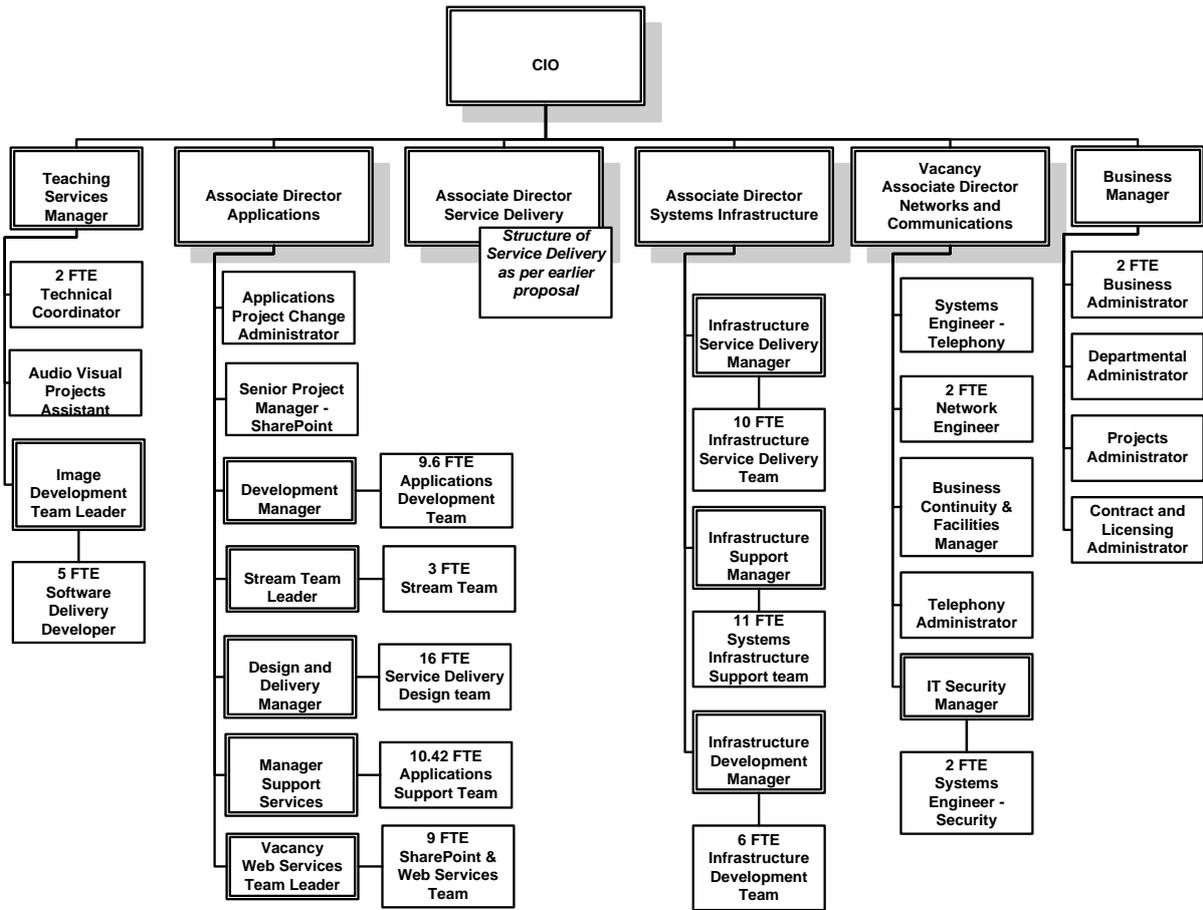
Administrator		
Projects Administrator	Business Manager	1.0 FTE
<i>Software Developer (fixed term)</i>	Acting Development Manager	0.8 FTE
<i>Senior Analyst/Programmer (fixed term)</i>	Acting Development Manager	1.0 FTE
Analyst Programmer	Acting Development Manager	0.8 FTE
Application Support Analyst	Acting Development Manager	1.0 FTE
Vacancy – Software Developer	Acting Development Manager	2.0 FTE
Vacancy – .NET Architect (substantive position of Acting Development Manager)	Acting Development Manager	1.0 FTE
Analyst/Programmer	Acting Development Manager	1.0 FTE
<i>Software Developer (fixed term)</i>	Acting Development Manager	1.0 FTE
Software Design Architect	Acting Development Manager	1.0 FTE
Application Support Analyst, Analyst/Programmer, Applications Programmer, Application Support Analyst – Payroll, Support Analyst – Finance, BI Developer/Analyst	Manager Support Services	10.42 FTE
Software Test Analyst	Design and Delivery Manager	1.0 FTE
Vacancy – Software Test Analyst (temporarily filled by contractor)	Design and Delivery Manager	1.0 FTE
Senior Business Analyst	Design and Delivery Manager	3.0 FTE
<i>Senior Business Analyst (on secondment and backfilled by a fixed term Senior Business Analyst)</i>	Design and Delivery Manager	1.0 FTE
Business Analyst	Design and Delivery Manager	3.0 FTE
<i>Business Analyst (fixed term)</i>	Design and Delivery Manager	1.0 FTE
<i>Business Analyst (fixed term, backfill)</i>	Design and Delivery Manager	1.0 FTE
<i>Software Test Analyst (fixed term)</i>	Design and Delivery Manager	2.0 FTE
<i>Business Analyst (fixed term)</i>	Design and Delivery Manager	1.0 FTE
<i>Senior Business Analyst (fixed term)</i>	Design and Delivery Manager	1.0 FTE
Moodle/PHP Analyst/Programmer	Stream Team Leader	1.0 FTE
Stream Support and Testing Analyst	Stream Team Leader	1.0 FTE
User Support Analyst (Online Learning)	Stream Team Leader	1.0 FTE
Multimedia Developer	Vacancy – Web Services Team Leader	1.0 FTE
Web Analyst Programmer	Vacancy – Web Services Team Leader	4.0 FTE
SharePoint/Application Developer, SharePoint Developer	Vacancy – Web Services Team Leader	3.0 FTE
<i>SharePoint Developer (fixed term)</i>	Vacancy – Web Services Team Leader	1.0 FTE

Infrastructure Development Engineer	Infrastructure Service Delivery Manager	4.0 FTE
Data Storage Engineer	Infrastructure Service Delivery Manager	1.0 FTE
Support Analyst – Service Delivery	Infrastructure Service Delivery Manager	1.0 FTE
Technical Database Administrator	Infrastructure Service Delivery Manager	1.0 FTE
Systems Engineer – Web Architecture	Infrastructure Service Delivery Manager	1.0 FTE
Vacancy - Systems Engineer – SharePoint	Infrastructure Service Delivery Manager	1.0 FTE
Vacancy - Systems Engineer – Business Intelligence	Infrastructure Service Delivery Manager	1.0 FTE
Operator	Infrastructure Support Manager	2.0 FTE
Systems Engineer	Infrastructure Support Manager	8.0 FTE
Vacancy - Systems Engineer – Unified Communications	Infrastructure Support Manager	1.0 FTE
Infrastructure Project Manager	Infrastructure Development Manager	4.0 FTE
<i>Project Manager (fixed term)</i>	Infrastructure Development Manager	1.0 FTE
Infrastructure Change Administrator	Infrastructure Development Manager	1.0 FTE
Systems Engineer - Telephony	Associate Director Networking and Communications	1.0 FTE
Network Engineer	Associate Director Networking and Communications	2.0 FTE
Telephony Administrator	Associate Director Networking and Communications	1.0 FTE
Systems Engineer - Security	IT Security Manager	2.0 FTE
Technical Coordinator (Audio Visual)	Teaching Services Manager	1.0 FTE
Technical Coordinator (Video Conferencing)	Teaching Services Manager	1.0 FTE
<i>Audio Visual Projects Assistant (fixed term)</i>	Teaching Services Manager	1.0 FTE
Image Development Team Leader	Teaching Services Manager	1.0 FTE
Software Delivery Developer	Image Development Team Leader	5.0 FTE
TOTAL		112.02 FTE



Staff costs covered by cost recoveries.

Current organisation chart:



3. Proposal

To achieve the planned changes outlined above in section 1, I propose to restructure IT Services into three sections: Planning and Transformation to cover new developments together with aspects of strategy and planning; Business Systems Support to ensure consistent provision of IT systems and applications support and maintenance; and Service Delivery, the section recently reorganised to provide a responsive Service Desk, clear service level management, desktop support and IT training. While this proposed change involves movement of teams into new reporting lines and working alongside different colleagues, the aim has been to minimise disestablishments. This has been limited to the current permanent Associate Director positions, as the proposed structure does not map onto the current portfolios for those positions. As outlined in Section 4, the ongoing position of Associate Director Service Delivery will be recruited in May 2014. The proposed structure chart for the senior management team of IT Services is shown in Appendix A.

The proposed revised structure encompasses 118 positions (117.02 FTE) of which 4 are senior managers, 38 are in the Planning and Transformation section and 72 are in the Business Systems Support section. Of these 14 are new positions, which will be covered by disestablished positions, by various vacancies that have been repurposed for this proposal or by future vacancies. All new positions will be advertised both internally and externally, and are open to application from any staff. The job profiles for the new positions to be recruited this year can be found in Appendix E.

My aim in developing the proposed new structure has been to find the best fit role for each member of staff, while ensuring we retain skills and experience within IT Services. For the majority of staff this would entail changes to their reporting line and/or their job title and/or minor changes to their job profile. In consultation with People and Organisational Development, it has been ascertained that none of these proposed amendments constitute significant changes to the nature of the work. Any staff with changes to their job profile have received a copy of the amended job profile with this proposal. The minor changes are listed in section 3.1A below.

As with any reorganisation, it is anticipated the proposed job profiles will need to be refined over time as the roles progress and the structure is embedded. There will need to be a transition period as staff adjust to work in their new situations. For some this will be quite rapid, for others the transition relies on the development of skills among other staff, which may take significantly longer.

Finding the optimal office location for each staff member will be a further important step in the change process, and this will be approached once the proposal is finalised. The main criteria for location will be that staff need to be co-located with the staff they work most closely with. Until we are able to consolidate our building workspaces, this might not mean that groups and sections are necessarily housed together. Once the agreed new structure is in place, operational level agreements and business rules will be set up to define how the various teams will be required to work together, to ensure that the new structure is embedded well and operates smoothly.

Though not directly part of this proposal, there is parallel activity underway to establish a formal process within ITS, whereby it will be possible to appropriately recognise by title and remuneration the advanced skills, capabilities and responsibilities among staff in technical roles. This supports those staff with a continuing focus to develop a “senior” technical status in their chosen area of expertise, without requiring them to feel they must choose a management track or apply for other jobs to advance their situation. This would be accomplished through a variety of means such as goal setting in conjunction with line management, participation in leadership and mentoring opportunities, technical excellence, qualifications attainment, broader responsibilities and continued high levels of performance.

In the same way, I also recognise the difficulty in recruiting staff with skills at the level we require. I believe our future resourcing model will involve a concentrated mentoring, training and development approach to bring graduates and new hires quickly into well rounded and effective support roles with known specialities that will help drive high performance support, while also freeing our senior technical staff for more challenging work. I want ITS at Massey to be an employer of choice for those developing their IT careers.

General principles

Managers will be selected for their management capability as well as operating in their areas of expertise. They will be assisted by subject matter experts who will be involved in providing strategic decision support to their managers and the Associate Directors. The Associate Directors will themselves need to be very experienced generalists, capable of functioning with comprehensive knowledge across their portfolio.

Though there are some exceptions, I have used these underlying principles in developing the proposed new structure for ITS. Firstly, the title Manager is generally used only for those staff reporting to Associate Directors and where there is also the responsibility for managing a group of staff. Within these groups, the individual teams will be led by team leaders, requiring a number of new team leader roles, as outlined below. Secondly, I propose to nominate various positions as “Practice Lead”, with the aim of ensuring that such technical leaders in IT Services are recognised for their skills, and tasked with developing good practice in their area of specialisation, ensuring that others working in these areas are able to improve their practice and work consistently against standards.

Managers and team leaders are responsible for allocating work to, and setting schedules for those within their teams. Support requests or changes in prioritisation will be negotiated with those supervisors.

New Team Leader roles

It is also proposed that a number of new team leader roles will be set up on a fixed term basis, with the length of the term to be agreed on a case-by-case basis. Suitable team leaders will be selected by managers from those making themselves available for the role. Should it not be possible to appoint, for whatever reason, then the role would not be filled during this initial implementation phase. An extra responsibility allowance would be paid for those in team leader roles, which are listed as follows:

- Web/SharePoint Developer & Team Leader
- Analyst/Programmer & Team Leader
- Systems Engineer/Support Analyst & Team Leader
- Networking/Telephony Team Leader
- Business Applications Support Team Leader
- Data, Integration & Web Support Team Leader
- Software Tester & Team Leader
- Technical Applications Support Team Leader

As these new roles would be fixed term, staff undertaking a team leader role would easily be able to step back into their original role at the end of the fixed term period or earlier if it transpires that team leadership is not for them. Staff on fixed term contracts in these teams would be able to apply for the team leader role if they had at least 12 months remaining on their contract. Having the roles as fixed term would therefore over time facilitate the development of a group of staff with the potential for moving to management positions and this will greatly assist with succession planning across IT Services. In some cases, depending on capability and availability, the team leader fixed term period may be extended. Fixed term team leaders would not access the private HR records and salary information of other staff. This activity will remain within the scope of the permanent managers.

Current team leaders (ie. those with permanent team leader positions) would be moved across to the new structure as permanent team leaders under their current terms and conditions. However if any of these permanent team leaders vacated their position, the position would be reviewed in the light of this new team leadership practice.

Business Systems Support

The proposed Business Systems Support section will ensure that business as usual proceeds with a defined number of support staff, allowing service levels to be maintained at a consistent level. This section will provide Level Two support and maintenance for all supported services, and will work with vendors, developers and specialist contractors for any Level Three support and maintenance required.

Three large groups are proposed for this section, encompassing Applications Support, Infrastructure Support and Applications Development.

The security team, the business continuity function and the newly established testing team are proposed to report to a newly established Head of Risk, Quality and Continuity position, bringing a consistent and close management overview to these areas that do much to deliver a safe and sustainable IT operation.

I propose the testing team will include those employed as software testers who would then work across all services, to boost our generic testing capability in this area by ensuring test plans are developed and adhered to for all changes, across all services. As this team is still in a formative state, with some members seconded out into other projects, there will be no leader initially appointed for this team, with staff reporting directly to the Head of Risk, Quality and Continuity.

I also propose that the Business Systems Support section should include the current Software Image team who are currently reporting within the Teaching Services team. Their role has expanded over the past year to include responsibility for preparing the desktop software set for all staff computers as well as for student computing laboratories and teaching rooms, and there are further opportunities to develop responsibilities within this team to manage a wider set of software images still. I would expect this to be worked through once the new management structure is in place. This team's work is not funded by capital projects and is cyclical in nature and I therefore consider that they fit most logically within the Business Systems Support section.

I also propose that those Systems Engineers spending the majority of their time supporting and maintaining corporate software packages are included in the Applications Support group as part of a Technical Applications Support team. This would encompass software such as Exchange, Sympa and MailMarshall (email), Millennium and Dspace (Library), Active Directory, Shibboleth and FIM (access and authentication), MyMassey (web portal), Pharos (print management), Sharepoint (collaboration) and Lync (communications) together with the Stream technical environment. Additionally this team would include the new role of Sharepoint Farm Administrator, providing a management and maintenance oversight for the Sharepoint environment.

It is proposed that the Technical Database Administrator would join the Applications Support group in a Practice Lead capacity, working alongside the Applications Support Analysts, and responsible for managing the practice of those staff with database administration access. Applications Support staff with relevant skill and experience will operate as a virtual team, be granted appropriate access to perform database administration work, and these staff will have their job profiles amended to endorse this work. The current Applications Support Analysts and the User Support Analyst (Online Learning) will be split across three teams in the Applications Support group according to the day-to-

day work they perform. These teams are Business Applications Support, Technical Applications Support and Data, Integration and Web Support. It is proposed that the Data, Integration and Web Support team will have one or two additional web analyst/programmers on rotation for agreed periods from the Applications Development group, to support the placement of support activity away from development staff, and to help transfer web support skills among those in the Applications Support Group.

The Infrastructure Support group would in this proposal become part of the Business Systems Support section, with the Infrastructure Support Manager managing an amended team. It is proposed that the position of Infrastructure Change Administrator would be renamed as Change Analyst and report to the Infrastructure Support Manager. The Systems Engineers team (other than those outlined above) and the Operators would remain in this group. I propose to create a Networking / Telephony team, with a fixed-term Team Leader role, and move the Telephony Administrator (given the wide variety of level 2 support activities undertaken), together with those involved with network and telephony support into this team. Additionally, I propose to add a Senior Network Engineer into this team, to add further depth to the technical support available across our extensive network, and that the Systems Engineer positions in Wellington and Albany be more correctly titled as Systems Engineer (Networking) in recognition of their primary workload, and report through this team also. These changes would provide a more defined focus on business as usual infrastructure support, and some flexibility for cross skilling between the systems and network engineering staff. In the current structure both systems and network engineers are stretched between support for business as usual and working on new developments. A fundamental principle of this proposal is that business as usual needs to be separated from new development work to best serve the University's interests. I appreciate that these engineers enjoy the opportunity to work on new developments and this proposal recognises the enduring need for such opportunities, presenting them as secondments, either on a long term basis and backfilled, or on an agreed short term or proportional basis. This will enable the Associate Director Business Systems Support to ensure that agreed service levels for business as usual are maintained, while managing extension opportunities for staff showing the interest and capability to pick them up. In this way I envisage that the systems and network engineers will pass backwards and forwards between development projects and their business as usual "home" team on an organised and measured basis.

The Applications Development group would expand beyond the team of Analyst Programmers working on the SMS system and include the team of Web Analyst Programmers and SharePoint Developers. This would encourage the teams to cross skill, and recognises that all software development in recent years has a web aspect. All applications development work in these two teams is currently treated as business as usual as they work to a schedule of work prioritised by the relevant Change Advisory Board, and as a result I consider that this type of applications development sits most logically in the Business Systems Support section. The vacant Change Analyst position would be disestablished, with Change Advisory Board attendance covered at a team leader or management level from within this group. Where there are major developments to be funded by capital, these would continue to be managed as projects outside these teams. However it can be expected that staff from within the business as usual teams will continue to be willing and able to join projects on a secondment basis, with their substantive positions backfilled using project capital.

The Analyst Programmers are currently led on an acting basis by the .NET Architect. I propose that the .NET Architect position is retitled as the Software Development Practice Lead, which recognises the key work that the incumbent has been achieving whilst working for IT Services remotely. The team would then be led by a team leader based in Palmerston North. I also propose that this team is expanded to include the Moodle PHP Analyst/Programmer from the current Stream Team whose work is mostly software development. It is expected that by teaming these staff together there will be more consistent best practice and skills transfer and a resultant synergy in product integration. In addition, this will ultimately assist with providing broader backup in this area.

A full structure chart of this proposed section is shown in Appendix C.

Stream Support

I propose to integrate Stream support and development now that Stream is no longer in project mode. Currently the Stream Team consists of four staff: a Team Leader, a Moodle PHP Analyst/Programmer, a Stream Support and Test Analyst and a User Support Analyst (Online Learning). Whilst this has allowed an excellent focus on Stream during its early years and has given these staff great insight into how Moodle and other aspects of Stream work, this set-up is not easily expanded in times of emergency, and by focusing on Stream the technical staff have reduced scope to develop their technical specialisations. In addition, such a small core team is at times at risk of being short-staffed due to leave or sickness. It is proposed that by splitting the team into various teams that match their technical specialisation, each team member will be able to train backup staff in their new teams which will ultimately ensure that there is a wider group of staff able to step in for support and maintenance of Stream when needed. I propose to move the Moodle PHP Analyst/Programmer into the Analyst Programmer team to work alongside other software developers. The Stream Support and Test Analyst would move to the Software Testing Team and the User Support Analyst (Online Learning) would move to the Business Applications Support Team. On analysis, the Stream Team Leader role has been concerned in the main with managing projects in relation to Stream development. In recognition of this I propose to move this position into the Project Managers Team, from which point any ongoing Stream development could be project managed. When the next major upgrade of Stream is planned, a team will be assembled, with key expert staff seconded into the project and backfilled as necessary.

Planning and Transformation

The proposed Planning and Transformation section would have responsibility for all Group 2 IT capital projects and development involving significant change, while maintaining, a specific focus on liaison with stakeholders and the development of strategy and policy. I propose four teams in this section: Infrastructure Build, Projects and Portfolio, Teaching Services and Business Analysis. In addition, a direct report to the Associate Director would be responsible for stakeholder engagement, in coordination with their direct report. The strategic focus of the Associate Director will be supported by the four Managers and a Governance, Risk, Service and Policy Analyst and will also be supplemented by specialist external input. I also propose that a Data Management Specialist position reporting directly to the Associate Director will provide expert input to major whole of University projects as well as give advice to various teams across IT Services.

I propose to leave the Teaching Services group and scope of activity to be largely unchanged, although as detailed above, the Software Image team will be moved to Business Systems Support. The Technical Coordinators will be retitled as Technical Leads, and be responsible in the main for delivery against the capital budgets assigned to audio visual, multimedia and video conferencing provision, and for setting standards and developing design documents. Their strong focus on meeting dynamic teaching and learning space requirements, dealing with a broad range of stakeholders, heavy reliance on project managed delivery partners, and work against a significant capital budget reinforces their place in the Planning and Transformation section.

I propose that the Business Analysts would form a team available to support any new development, not only the traditional applications-based developments. Their analysis work would identify whether a capital project is feasible and would contribute to business case development. Similarly, the Project Managers' remit, currently focused on Infrastructure developments, would be broadened to encompass all projects done in IT Services and operate within the Projects and Portfolio Management team. It is noted that the Project Managers have familiarity with particular types of project work, and also particular preferences, and this would be taken into account in the allocation of projects. Looking ahead under this proposal however, Project Managers should be aware that their role will require them to work flexibly across IT Services projects. A new position of Project Manager and Project Management Practice Lead is proposed to progress the development of consistent project management practices, via templates and standards, and to help guide the mentoring of less experienced project managers or staff working temporarily in project management. This position will be offered as fixed term with the option to periodically rotate among other members of the team (in much the same fashion as team leader roles)

The Infrastructure Build Manager would continue to manage the Infrastructure Development Engineers and the Data Storage Engineer, and lead change through infrastructure development. Those other members of the current team will continue with maintaining the current built environment and would report within the Business Systems Support section, as outlined above. It is expected that the Infrastructure Build Manager will continue to source external contractors for specific infrastructure build work as needed, and that the Infrastructure Build Team will continue to be available to advise and assist with supporting the existing environment when required. The very high level of involvement experienced by the Infrastructure Development Engineers in current day to day support is noted, and the proposed change is recognised as aspirational in the short term, as that intensive support requirement still exists. Despite this however, there will be a purposeful and managed transition over time for the team to become more independent of the need to provide constant support, and focus primarily on planning and transforming the future iterations of ITS built infrastructure.

The proposed Projects and Portfolio Management team is structured to support the delivery of ITS projects within the general scope of University ICT capital projects delivery work. It is envisaged that large-scale capital projects with a high level of business change would continue to require additional support groups as at present, and operate in close partnership with ITS, under the governance of ISSOC.

I propose to redefine the current Infrastructure Development Manager position in light of the move to amend the Project Manager position to encompass all IT projects and not just infrastructure

projects. Key aspects of this important role will be retained, such as the liaison across large capital works with Facilities Management and associated cross campus coordination of infrastructure related projects, though direct staff management is reduced given the changed nature of the projects and portfolio management team responsibilities across all ITS projects. The revised job title would be Project Manager and Infrastructure Solutions Coordinator.

The Projects Administrator would be more correctly named Projects and Portfolio Planning Analyst. Currently part of the Business Administration team, this position would be more correctly placed as reporting to the Projects and Portfolio Manager.

The current Manager Design and Delivery has been on secondment for a number of years. This proposal would continue to have such a position, retitled Business Analysis Manager. As part of the review it would be necessary for the Manager Design and Delivery to return to this substantive position, albeit retitled Business Analysis Manager, in order to embed the team into the proposed new structure.

For full details of the proposed Planning and Transformation section, please see Appendix B.

Note: the function of Enterprise Architect will not be fulfilled by a single position in the proposed structure. Specialised enterprise architecture advice will be contracted in from time to time by the Associate Director Planning and Transformation to work with stakeholder groups and engage with subject matter experts within ITS. The implementation of specific recommendations will be managed within the portfolio of the Associate Director Planning and Transformation.

Business Administration

The Business Manager and his team have been included in this proposal though, as indicated in the final decision of the recent AVC(FSI) change proposal, the Business Manager and three of his team are proposed to move out of IT Services over the coming six months. In the interim, the Business Manager will continue to lead his team and report directly to me. The Projects Administrator however, as indicated above, will be moved into the Projects and Portfolio team where her work across all IT Services projects will be directly relevant.

Staff to move out of IT Services

Discussions have been underway to move two IT Services staff into business sections more appropriate to the work they are doing. The 0.53 FTE Applications Support Analyst who works solely with the Alumni systems will move to report to Alumni directly. The Multimedia Developer, who has specific skills in producing high quality multimedia content, will move to the National Centre for Teaching and Learning. A new role of Technical Coordinator (Multimedia) is proposed to focus exclusively on multimedia technical implementation and service integration.

3.1. Proposed Staff Impacts

This section of the proposal sets out the more detailed aspects of the proposed changes, including the impacts on positions within the existing structures.

The proposed staff impacts are outlined in the following categories:

- A. Positions for which no significant change to the nature of the work is proposed
- B. Positions which are proposed to be disestablished
- C. New Positions

A. Positions for which no significant change to the nature of the work is proposed

There are some positions which would remain essentially unchanged or with only minor changes in the proposed new structure. These are listed below, with (as applicable) a brief summary of those aspects of the role which would change if the proposal were implemented in its current form.

Included in this category, are changes in reporting line from one Manager to another (where this is proposed). It is appreciated that individuals are likely to feel that such changes are significant in terms of personal impacts (such as being part of a new set of colleagues etc). However, because the change does not impact the employment status of the person in the role, we have elected to include this change in this category.

Position	Minor / Non-significant change
Applications section	
Acting Development Manager	Revert to substantive position. Change in job title from .NET Architect to Software Development Practice Lead.
Stream Team Leader	Change in job title to Project Manager. Change in reporting line from reporting to the Associate Director Applications to reporting to the Projects and Portfolio Manager. Team members to move to functional areas.
Manager Support Services	Change in job title to Applications Support Manager. Change in reporting line from reporting to Associate Director Applications to reporting to Associate Director Business Systems Support. Increase in size of team.
Senior Project Manager - SharePoint	Change in job title to Project Manager. Change in reporting line from reporting to the Associate Director Applications to reporting to the Projects and Portfolio Manager.
Software Developer, Senior Analyst/Programmer, Analyst Programmer, Application Support Analyst, Software Design Architect	Change in reporting line from reporting to Acting Development Manager to reporting to Analyst/Programmer and Team Leader.
Applications Support Analyst (APP18, APP23, APP31), Applications Support Analyst	Change in reporting line from reporting to Manager Support Services to reporting to Business Applications Support Team Leader. (5)

– Payroll, Applications Support Analyst – Finance,	
Application Support Analyst (APP21, APP24, APP32), BI Developer/Analyst	Change in reporting line from reporting to Manager Support Services to reporting to Data, Integration and Web Support Team Leader. (4)
Applications Support Analyst (APP26)	Whilst a number of staff have this job title, one particular staff member has a focus on technical applications support and so a change in reporting line is proposed from reporting to Manager Support Services to reporting to Technical Applications Support Team Leader.
Applications Support Analyst (APP36)	Whilst a number of staff have this job title, one particular staff member has a focus on broad support for Alumni and so a change in reporting line is proposed from reporting to Manager Support Services to reporting within External Relations (details to be confirmed).
Software Test Analyst	Change in reporting line from reporting to Design and Delivery Manager to reporting to Software Test Analyst and Team Leader (in the short term reporting to the Head of Risk, Quality and Continuity)
Senior Business Analyst Business Analyst	No change.
Moodle/PHP Analyst/Programmer	Change in reporting line from reporting to Stream Team Leader to reporting to Analyst Programmer and Team Leader
Stream Support and Testing Analyst	Change in reporting line from reporting to Stream Team Leader to reporting to Software Tester and Team Leader (in the short term reporting to the Head of Risk, Quality and Continuity)
User Support Analyst (Online Learning)	Change in reporting line from reporting to Stream Team Leader to reporting to Business Applications Support Team Leader
Multimedia Developer	Change in reporting line from reporting to Web Services Team Leader to reporting within the National Centre for Teaching and Learning (details to be confirmed)
Web Analyst Programmer	Change in reporting line from reporting to Web Services Team Leader to reporting to Web/SharePoint Developer and Team Leader
SharePoint/Application Developer, SharePoint Developer	Change in reporting line from reporting to Web Services Team Leader to reporting to Web/SharePoint Developer and Team Leader

Position	Minor / Non-significant change
Networking and Communications section	
Business Continuity and Facilities Manager	Change in reporting line from reporting to Associate Director Networking and Communications to reporting to Head of Risk, Quality and Continuity Manager.
IT Security Manager	Change in job title to Security Manager. Change in reporting line from reporting to Associate Director Networking and Communications to reporting to Head of Risk, Quality and Continuity Manager.
Systems Engineer - Telephony	Change in reporting line from reporting to Associate Director Networking and Communications to reporting to Networking/Telephony Team Leader.
Network Engineer	Change in reporting line from reporting to Associate Director Networking and Communications to reporting to Networking/Telephony Team Leader.
Telephony Administrator	Change in reporting line from reporting to Associate Director Networking and Communications to reporting to Networking/Telephony Team Leader.

Position	Minor / Non-significant change
Systems Infrastructure section	
Infrastructure Service Delivery Manager	Change in job title to Infrastructure Build Manager. Change in reporting line from reporting to Associate Director Systems Infrastructure to reporting to Associate Director Planning and Transformation. Reduction in size of team of 5 FTE.
Infrastructure Support Manager	Change in reporting line from reporting to Associate Director Systems Infrastructure to reporting to Associate Director Business Systems Support Increase in size of team.
Infrastructure Development Manager	Change in job title to Project Manager and Infrastructure Solutions Coordinator. Change in reporting line from reporting to Associate Director Systems Infrastructure to reporting to Projects and Portfolio Manager. Increased focus on liaison with Facilities Management. Team members to move to separate team.
Support Analyst – Service Delivery	Change in job title to Support Analyst – Infrastructure. Change in reporting line from reporting to Infrastructure Service Delivery Manager to reporting to Systems Engineer and Team Leader.
Technical Database	Change in job title to Technical Database

Administrator	Administrator Practice Lead. Change in reporting line from reporting to Infrastructure Service Delivery Manager to reporting to Applications Support Manager.
Systems Engineer – Web Architecture	Change in job title to Systems Engineer (Technical Applications). Change in reporting line from reporting to Infrastructure Service Delivery Manager to reporting to Technical Applications Support Team Leader.
Systems Engineer – SharePoint, Systems Engineer – Business Intelligence	Change in reporting line from reporting to Infrastructure Service Delivery Manager to reporting to Systems Engineer/Support Analyst and Team Leader. Change in title to Systems Engineer.
Systems Engineer	A number of staff have this job title, but the roles cover a variety of functions. The majority of staff with this job title will change from reporting to Infrastructure Support Manager to reporting to Systems Engineer/Support Analyst and Team Leader. The Systems Engineers at Albany and Wellington will have a title change to Systems Engineer (Networking) and a change of reporting line to the Networking/ Telephony Team Leader. Two Systems Engineers whose work is related to technical applications will move to report to Technical Applications Support Team Leader, with a change in job title to Systems Engineer (Technical Applications).
Systems Engineer – Unified Communications	Change in reporting line from reporting to Infrastructure Support Manager to reporting Systems Engineer/Support Analyst and Team Leader. Change in title to Systems Engineer.
Infrastructure Change Administrator	Change in job title to Change Analyst. Change in reporting line from reporting to Infrastructure Development Manager to reporting to Infrastructure Support Manager.
Infrastructure Project Manager	Change in job title to Project Manager Change in reporting line from reporting to Infrastructure Development Manager to reporting to Projects and Portfolio Manager.
Project Manager	Change in reporting line from reporting to Infrastructure Development Manager to reporting to Projects and Portfolio Manager.

Position	Minor / Non-significant change
Sections reporting directly to the CIO	
Business Manager	No change.
Business Administrator	No change.
Contract and Licensing Administrator	No change.
Projects Administrator	Change in job title to Projects and Portfolio Planning Analyst. Change in reporting line from reporting to Business Manager to reporting to Projects and Portfolio Manager.
Departmental Administrator	No change.
Teaching Services Manager	Change in reporting line from reporting temporarily to the CIO to reporting to Associate Director Planning and Transformation. Increased focus on responsibility for technology service provision and quality in teaching rooms and video conferencing facilities. Software Image team moved to support a wider community.
Software Image Team Leader	Change in job title to Software Build Manager. Change in reporting line from reporting to Teaching Services Manager to reporting to Associate Director Business Systems Support.
Software Delivery Developer	No change.
Technical Coordinator (Video Conferencing), Technical Coordinator (Audio Visual)	Change in job title from "Coordinator" to "Lead".
Audio Visual Projects Assistant	No change.

B. Positions which are proposed to be disestablished

It is proposed that the following positions would be disestablished:

Position	Rationale
Associate Director Applications	This proposal seeks to initiate a revised structure to bring improved focus to strategic planning, project management and stakeholder liaison whilst ensuring that the delivery of business as usual services proceeds in a consistent and reliable manner. The current sections headed by these Associate Directors would therefore be radically changed and so
Associate Director Networking and Communications	
Associate Director Systems Infrastructure	

	reconfirmation would not be an option for these particular positions.
Web Services Team Leader (vacancy)	Will be replaced by a team leader role from within the team. Has been vacant for over 12 months.
Applications Project Change Administrator (vacancy)	A review of this vacancy has resulted in the position being disestablished

Following consultation, should the final decision be to disestablish the above mentioned positions, the incumbent/s will be given notice in writing of the disestablishment of their position at the time the final decision is made.

C. New positions

It is proposed to establish the following new positions. Some of the positions may be entirely new, others may contain elements which presently exist, but if the proposal proceeds in its current form would involve significant change from an existing position.

Position Title	Reporting to	FTE	Grade
Associate Director Service Delivery	CIO	1.0 FTE	Management
Associate Director Business Systems Support	CIO	1.0 FTE	Management
Associate Director Planning and Transformation	CIO	1.0 FTE	Management
Applications Development Manager	Associate Director Business Systems Support	1.0 FTE	I
SharePoint Development Practice Lead	Applications Development Manager	1.0 FTE	H/I
Senior Networking Engineer	Networking/Telephony Team Leader	1.0 FTE	H
Head of Risk, Quality and Continuity	Associate Director Business Systems Support	1.0 FTE	I
SharePoint Farm Administrator	Technical Applications Team Leader	1.0 FTE	G
Stakeholder Engagement Specialist	Associate Director Planning and Transformation	1.0 FTE	H
Stakeholder Engagement Analyst	Stakeholder Engagement Coordinator	1.0 FTE	G/H
Governance, Risk, Service and Policy Analyst	Associate Director Planning and Transformation	1.0 FTE	H
Projects and Portfolio Manager	Associate Director Planning and Transformation	1.0 FTE	I

Data Management Specialist	Projects and Portfolio Manager	1.0 FTE	I
Technical Lead (Multimedia)	Teaching Services Manager	1.0 FTE	G

The proposed job profiles for these positions are currently being drawn up. Completed job profiles can be found in Appendix E.

4. Process and Timeline

The timetable below outlines the dates for the various stages of the process.

Date	Task
24 June 2013	Release of initial Proposal for Change
24 June - 15 July 2013	Consultation period
16-25 July 2013	Consideration of feedback received
26 July 2013	Preliminary Decision
26 July – 9 August 2013	Further consultation period
12 – 22 August 2013	Consideration of feedback received
23 August 2013	Final Decision
26 August – end October 2013	Implementation and recruitment process (as appropriate)

Now that the process has reached the end stage, the recruitment process will start without delay and it is intended that the first positions to be recruited will be advertised from Monday 26 August. The recruitment process will proceed in the following phases, though at times these phases will overlap depending on the availability of the relevant Associate Directors and Managers.

Phase One

- Associate Director Planning and Transformation
- Associate Director Business Systems Support

Phase Two

- Senior Networking Engineer
- Technical Coordinator (Multimedia)
- SharePoint Farm Administrator
- Data Management Specialist

Phase Three

- Applications Development Manager
- Projects and Portfolio Manager
- Head of Risk, Quality and Continuity
- Stakeholder Engagement Specialist
- Governance, Risk, Service and Policy Analyst

Phase Four

- SharePoint Development Practice Lead
- Stakeholder Engagement Analyst
- Project Manager and Project Management Practice Lead
- Web/SharePoint Developer and Team Leader
- Systems Engineer/Support Analyst and Team Leader
- Data, Integration and Web Support Team Leader
- Analyst Programmer and Team Leader
- Business Applications Support Team Leader
- Technical Applications Support Team Leader
- Networking/Telephony Team Leader

Phase Five

- Associate Director Service Delivery

Though I had previously signalled that all Associate Director positions would be advertised concurrently, on reflection I've decided that the current fixed term contract for the position of Associate Director Service Delivery will be extended to a 12 month term, the permanent appointment being delayed until May 2014. The reason for this is my view that we are still very much in a process of settling into the new Service Delivery structure finalised earlier in the year. Though there has been great progress already, the workload associated with current projects and delays in securing permanent staff have impacted the section significantly, and further uncertainty introduced by a potential change in management would not be desirable at this point.

There is an intention that all other new positions will be recruited before the end of 2013 with the aim of moving forward into the new structure by the New Year. The transition process for staff moving teams will be confirmed and notified to staff once the Associate Director positions in phase one have been appointed. Please be aware that the transition period will be linked to new appointments and will occur in stages through the remainder of this year.

5. Employee Advice, Representation and Support

The information in this section is provided to assist you in understanding who you can contact for advice and representation, as well as support. You are also encouraged to talk to the CIO, Clive Martis, or the AVC (FSI), Rose Anne MacLeod about any further support you may need.

5.1. Advice and Representation

You are entitled to seek representation and/or support during this process and I would encourage you to do so. The Tertiary Education Union have been provided with a copy of this proposal for change. For completeness, the contact information for all unions who represent staff members at the University is available at the People and Organisational website within the [Employment Matters](#) sub-section located within My Work Environment Section.

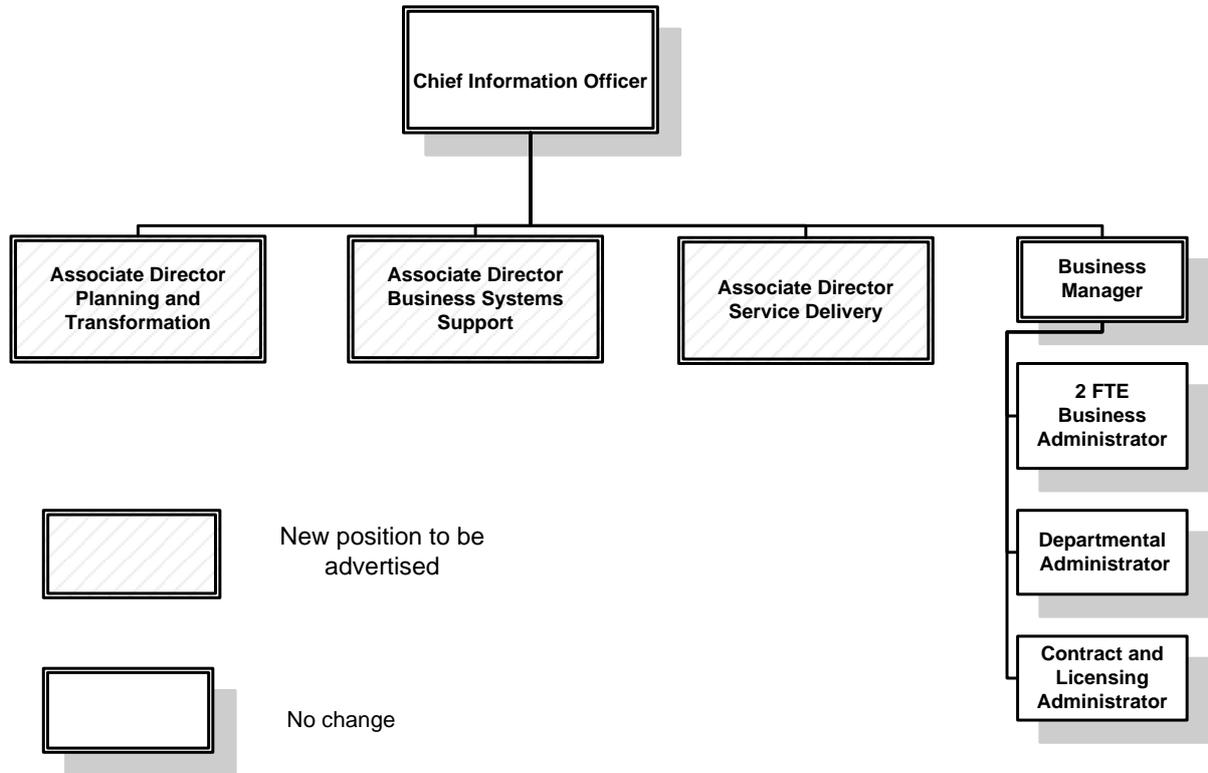
5.2. Support

If you would like to discuss any concerns confidentially, as part of the University's employee support services, counselling (free of charge) is available to staff through the Employee Assistance Programme (EAP).

EAP services can be accessed through 0800 327 669

Appendix A - Associate Directors and Business Administration

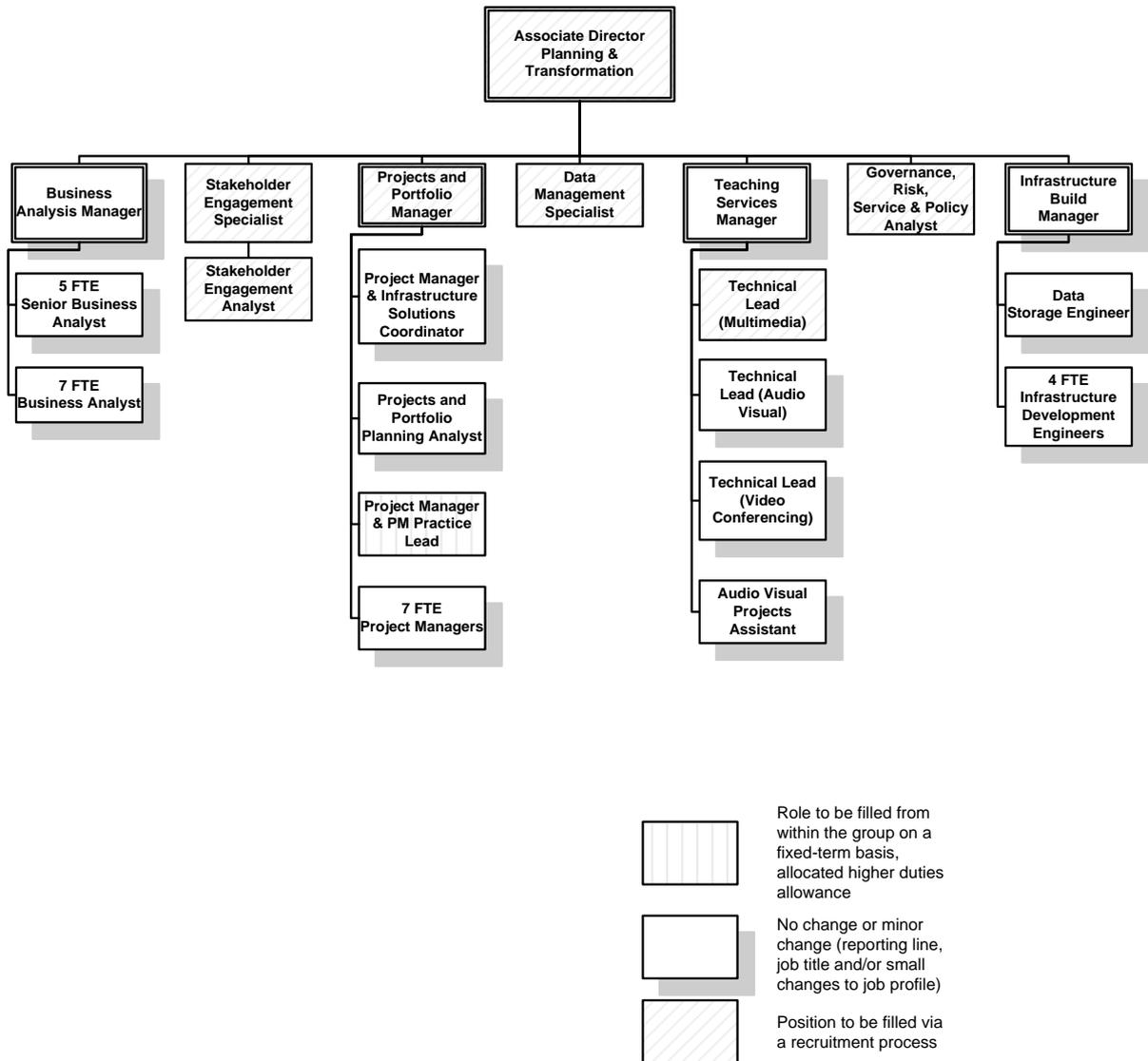
Proposed new structure – Associate Directors and Business Administration



ROLE	Reporting to	FTE
Associate Director Planning and Transformation	Chief Information Officer	1.0 FTE
Associate Director Business Systems Support	Chief Information Officer	1.0 FTE
Associate Director Service Delivery	Chief Information Officer	1.0 FTE
Business Manager	Chief Information Officer	1.0 FTE
Business Administrator	Business Manager	2.0 FTE
Departmental Administrator	Business Manager	1.0 FTE
Contract and Licensing Administrator	Business Manager	1.0 FTE
TOTAL		8.0 FTE

Appendix B - Planning and Transformation

Proposed new structure – Planning and Transformation

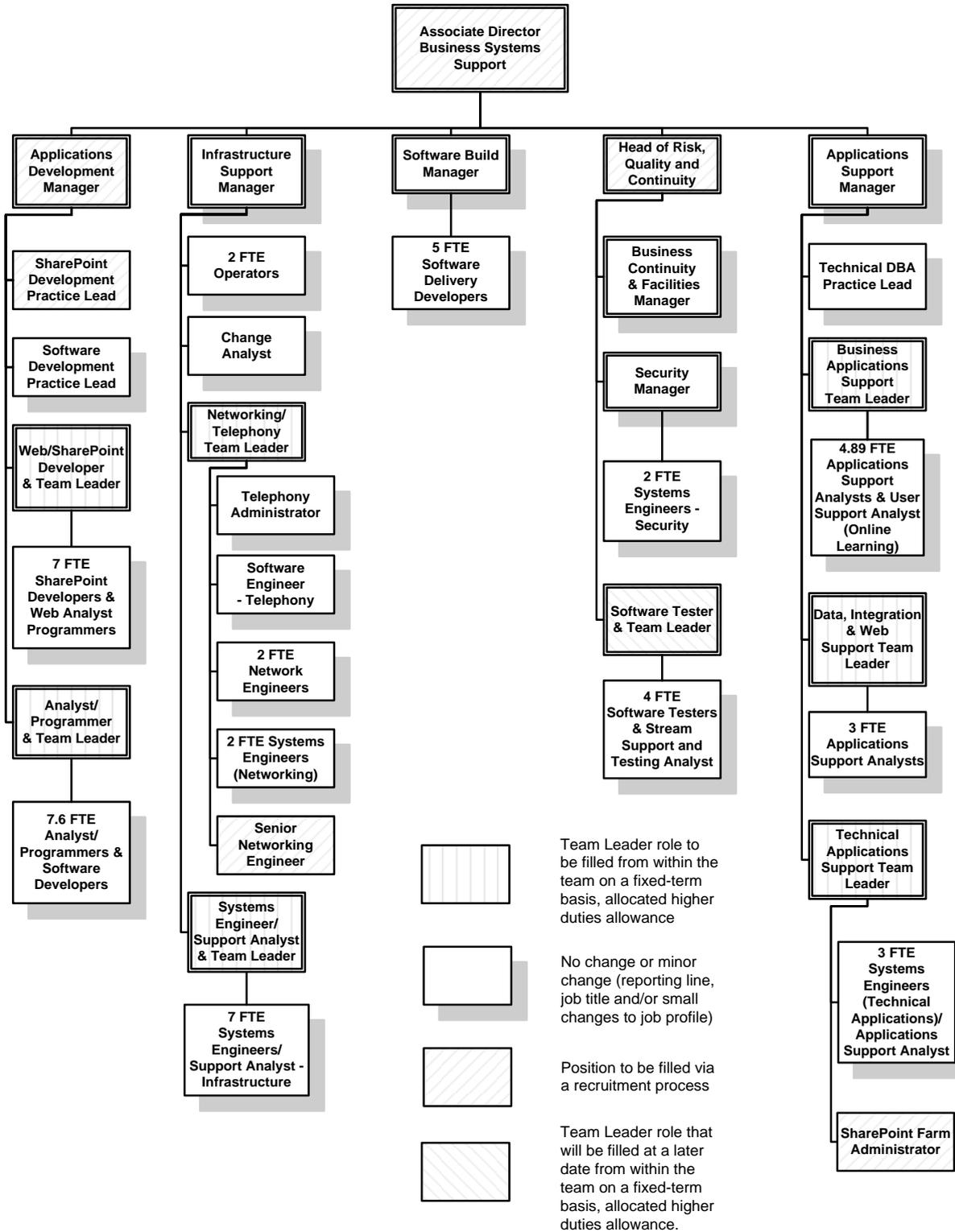


ROLE	Reporting to	FTE
Stakeholder Engagement Specialist	Associate Director Planning and Transformation	1.0 FTE
Projects and Portfolio Manager	Associate Director Planning and Transformation	1.0 FTE
Teaching Services Manager	Associate Director Planning and Transformation	1.0 FTE
Governance, Risk, Service and Policy Analyst	Associate Director Planning and Transformation	1.0 FTE
Business Analysis Manager	Associate Director Planning and Transformation	1.0 FTE

	Transformation	
Data Management Specialist	Associate Director Planning and Transformation	1.0 FTE
Infrastructure Build Manager	Associate Director Planning and Transformation	1.0 FTE
Project Manager and Infrastructure Solutions Coordinator	Projects and Portfolio Manager	1.0 FTE
Project Manager and Project Management Practice Lead	Projects and Portfolio Manager	(1.0 FTE to be taken from the team)
Project Manager	Projects and Portfolio Manager	6.0 FTE
<i>Project Manager (fixed term)</i>	Projects and Portfolio Manager	<i>1.0 FTE</i>
Projects and Portfolio Planning Analyst	Projects and Portfolio Manager	1.0 FTE
Stakeholder Engagement Analyst	Stakeholder Engagement Specialist	1.0 FTE
Technical Lead (Audio Visual)	Teaching Services Manager	1.0 FTE
Technical Lead (Video Conferencing)	Teaching Services Manager	1.0 FTE
Technical Lead (Multimedia)	Teaching Services Manager	1.0 FTE
<i>Audio Visual Projects Assistant (fixed term)</i>	Teaching Services Manager	<i>1.0 FTE</i>
Senior Business Analyst	Business Analysis Manager	4.0 FTE
<i>Senior Business Analyst (fixed term)</i>	Business Analysis Manager	<i>1.0 FTE</i>
Business Analyst	Business Analysis Manager	4.0 FTE
<i>Business Analyst (fixed term)</i>	Business Analysis Manager	<i>3.0 FTE</i>
Data Storage Engineer	Infrastructure Build Manager	1.0 FTE
Infrastructure Development Engineer	Infrastructure Build Manager	4.0 FTE
TOTAL		38.0 FTE

Appendix C - Business Systems Support

Proposed new structure - Business Systems Support



ROLE	Reporting to	FTE
Applications Development Manager	Associate Director Business Systems Support	1.0 FTE
Infrastructure Support Manager	Associate Director Business Systems Support	1.0 FTE
Head of Risk, Quality and Continuity	Associate Director Business Systems Support	1.0 FTE
Applications Support Manager	Associate Director Business Systems Support	1.0 FTE
Software Build Manager	Associate Director Business Systems Support	1.0 FTE
SharePoint Development Practice Lead	Applications Development Manager	1.0 FTE
Software Development Practice Lead	Applications Development Manager	1.0 FTE
Web/SharePoint Developer & Team Leader	Applications Development Manager	1.0 FTE
Analyst/Programmer & Team Leader	Applications Development Manager	1.0 FTE
Networking/Telephony Team Leader	Infrastructure Support Manager	(1.0 FTE to be taken from the team)
Change Analyst	Infrastructure Support Manager	1.0 FTE
Operators	Infrastructure Support Manager	2.0 FTE
Systems Engineer/Support Analyst & Team Leader	Infrastructure Support Manager	1.0 FTE
Technical Database Administrator Practice Lead	Applications Support Manager	1.0 FTE
Business Applications Support Team Leader	Applications Support Manager	1.0 FTE
Technical Applications Support Team Leader	Applications Support Manager	1.0 FTE
Data, Integration & Web Support Team Leader	Applications Support Manager	1.0 FTE
Software Delivery Developers	Software Build Manager	5.0 FTE
Security Manager	Head of Risk, Quality and Continuity	1.0 FTE
Business Continuity & Facilities Manager	Head of Risk, Quality and Continuity	1.0 FTE
Software Tester & Team Leader	Head of Risk, Quality and Continuity	1.0 FTE
Software Testers / Stream Support and Test Analyst	Software Tester & Team Leader	4.0 FTE
SharePoint Developers / Web Analyst Programmers	Web/SharePoint Developer & Team Leader	7.0 FTE
Analyst Programmers / Software Developers	Analyst/Programmer & Team Leader	7.6 FTE
Systems Engineers/Support Analyst - Infrastructure	Systems Engineer/Support Analyst & Team Leader	7.0 FTE
Systems Engineer - Telephony	Networking/Telephony Team Leader	1.0 FTE
Network Engineers	Networking/Telephony Team Leader	2.0 FTE

Senior Networking Engineer	Networking/Telephony Team Leader	1.0 FTE
Telephony Administrator	Networking/Telephony Team Leader	1.0 FTE
Systems Engineer (Networking)	Networking/Telephony Team Leader	2.0 FTE
Systems Engineers - Security	Security Manager	2.0 FTE
Applications Support Analysts / User Support Analyst (Online Learning)	Business Applications Support Team Leader	4.89 FTE
Applications Support Analysts	Data, Integration & Web Support Team Leader	3.0 FTE
Systems Engineers (Technical Applications)/ Applications Support Analyst	Technical Applications Support Team Leader	3.0 FTE
SharePoint Farm Administrator	Technical Applications Support Team Leader	1.0 FTE
TOTAL		71.49 FTE

Appendix D - Service Delivery

Additions to new structure - Service Delivery

In the updated proposal there will be no additions to the Service Delivery structure

Appendix E - Proposed job profiles

The following job profiles are provided to give an overview of the proposed position for consultation purposes. Job profiles will be updated following consultation as appropriate.

- i. Associate Director Planning and Transformation
- ii. Associate Director Business Systems Support
- iii. Applications Development Manager
- iv. Projects and Portfolio Manager
- v. Head of Risk, Quality and Continuity
- vi. Governance, Risk, Service and Policy Analyst
- vii. SharePoint Development Practice Lead
- viii. Stakeholder Engagement Specialist
- ix. Stakeholder Engagement Analyst
- x. Project Manager and Project Management Practice Lead (temporary role)
- xi. Technical Coordinator (Multimedia)
- xii. SharePoint Farm Administrator
- xiii. Data Management Specialist
- xiv. Senior Networking Engineer



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

Associate Director Planning and Transformation

JOB DESCRIPTION

JOB TITLE: Associate Director Planning and Transformation (AD_PT)

DEPARTMENT: Information Technology Services

CAMPUS/LOCATION: Manawatu

SALARY:

RESPONSIBLE TO: Chief Information Officer

PURPOSE:

This role is the focal point for aligning and enabling University strategies and opportunities through the delivery of technology enabled solutions. This function proactively communicates change, shares knowledge, minimises risks and develops opportunities to build Massey University's competitive advantage.

Accountable to the Chief Information Officer, the Associate Director will:

- Work with stakeholders to document and promote new initiatives into funding and delivery processes.
- Be responsible to build and manage the ITS project/programme management function, with associated enterprise available management practices, governance controls, best practice processes and reliably reported metrics.
- Coordinate the development and publish the forward strategic, capital, operational and resourcing plans for ITS.
- Deliver a comprehensive, prioritised and business case driven programme of work in support of University strategy.
- Work with governance groups to establish appropriate oversight across all University ICT projects of significance.
- Lead enterprise architecture planning for the University.

KEY ACCOUNTABILITIES:

1. Planning

- Coordinate the ongoing development of the University ISSP, and produce associated roadmaps for ITS services, infrastructure and core business systems.
- Maintain an enterprise validated and prioritised portfolio of technology assisted projects, aligned to University strategy, within a forward plan of change for rolling review by ISSOC.
- Work closely with University and external stakeholders to guide, define and implement an ITS business plan supporting the strategy and goals of the organisation.
- Forecast financial, physical, and human resource needs to meet established objectives.
- Host and manage ICT planning, integration, policy and best practice development forums as required.
- Communicate planned change widely and effectively.

2. Delivery

- Partner with stakeholders to develop the programme strategy, supporting business cases and various enterprise wide high-level project plans for complex projects and programmes of work. Communicate this service offering broadly.
- Ensure projects/programmes of work are tracked and communicated consistently, and that they are delivered on time, within budget and to the agreed quality level.
- Ensure that intuitive human interfaces and clean operational processes support all project driven change.
- Act as the primary point of contact for the University across all strategic ICT vendor engagements, managing agreements as appropriate.
- Lead the development of an enterprise architecture programme ensuring an appropriately balanced pursuit of enterprise business process, information management, technical infrastructure and integrated solution design.
- Be responsible for the design, and direct provisioning of modern, reliable, high performing and well managed infrastructure technologies, with reference to industry trends, desirable standards, and projected demand.
- Work with colleagues, partners and suppliers to lift the value of contracted services.
- Maintain a catalogue of the standard services offered, with associated analysis and review of delivery performance against agreed upon SLA's and OLA's.
- Publish and systematically improve section documentation and procedures.

3. People

- Continuously develop a customer service culture among section staff.
- Work as part of the ITS leadership team to collaboratively forecast resourcing requirements, ensuring appropriate planning for the recruitment, training and development, and safety of staff to meet current and future requirements occurs.
- Select, train and support staff; conduct staff appraisals; manage performance and administer staffing matters as appropriate.
- Be responsible for developing the systems and processes to ensure that business, project and employee needs are met in the assignment of staff to projects.

4. Other

- Perform any other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- A tertiary qualification or extensive industry experience in management or leadership roles is a requirement.
- A project management qualification such as PRINCE2 preferred.
- ITIL certification preferred

Experience:

- 10 or more years of IT and business industry work and management experience
- At least 5 years of leadership experience in managing multiple, large, cross-functional teams or projects, and influencing senior level management and key stakeholders.
- Experience in programme and project management and associated methodologies.
- Experience with outsourced services
- Experience with infrastructure planning and lifecycle management
- Experience in working towards an enterprise architecture vision
- Experience in ITIL quality framework desirable.
- Experience with the integration of complex software environments and database applications.
- Experience in software development life cycles.
- Experience with data management strategies, information systems management, visualisation and reporting services.
- Experience within the education sector, preferably at the tertiary level would be an advantage.

Technical Abilities:

- Proven ability to participate in the technical and operational aspects of delivering the IT strategy for the enterprise.
- Ability to work with others to reduce complex situations into staged phases of activity and decision making
- Ability to develop a team approach to complex programme and project deliveries.
- Able to deliver a complex and significant programme of work against a large capital plan.
- Able to conceptualise, model, calculate and compare value propositions for new work proposals
- Must possess extensive knowledge and expertise in project/programme management, portfolio management methodologies and tools.
- Ability to market products and explain value propositions clearly.

Personal Abilities:

- Visionary, astute, perceptive, and creative.
- Ability to effectively network, liaise and collaborate with peers and related support groups.
- Excellent verbal and written communication skills.
- Ability to motivate and encourage a team based philosophy, and to develop a strong collaborative partnership with customers and stakeholders.
- Ability to construct management procedures that promote efficient and effective practice.

- Possessing a strong sense of business acumen; capable of multi-dimensional assessment of downstream impact of decision making.
- Ability to work with a wide range of customers and stakeholders, to develop integrated and effective plans that manage expectations and maximise returned value on investment.
- Excellent customer engagement and advocacy skills.
- Ability to maintain a clear set of task priorities while working under situations of stress and pressure.
- Demonstrates self-awareness and the ability to change personal, interpersonal and supervisory behaviours quickly and appropriately.
- Willingness to work out of hours and travel between campuses as necessary.

CIO

May 2013



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

Associate Director Business Systems Support

JOB DESCRIPTION

JOB TITLE:	Associate Director Business Systems Support (AD_BSS)
DEPARTMENT:	Information Technology Services
CAMPUS/LOCATION:	Manawatu
SALARY:	
RESPONSIBLE TO:	Chief Information Officer
PURPOSE:	

This role delivers a comprehensive platform of services providing in-depth support for whole of University ICT services. The work encompasses a mix of planning, upgrading, monitoring, protecting and supporting key business systems and services.

Accountable to the Chief Information Officer, the Associate Director will:

- Provide and maintain a secure and reliable university computing environment, ensuring availability and continuity targets are met.
- Work closely with the Service Delivery section, and provide responsive and comprehensive level 2 and 3 support services.
- Work with project teams to acceptance test and operationalise new infrastructure and software implementations.
- Deliver clearly defined services underwritten by Service and Operating Level Agreements to customers and stakeholders.
- Measure, manage, report and optimise the on-going investment in deployed systems.
- Manage strategic relationships with key IT product and services partners and providers.
- Maintain consistent and efficient practice across all campuses, appropriately sharing information, technology, toolsets, skillsets and documentation.

KEY ACCOUNTABILITIES:

1. Planning

- Survey and plan to meet the support requirements of key University customers and stakeholders
- Forecast financial, physical, and human resource needs to meet established objectives.
- Forecast and manage service capacity provisioning within agreed budgets, ensuring alignment with strategic planning and 10 year capital forecasts.
- Contribute advice and expertise into all planning, design, selection, testing and policy development forums as required.

2. Delivery

- Deliver the Standard Operating Environment for server, desktop and mobility.
- Develop, support, host and maintain enterprise business software as agreed.
- Provide a support toolset, documentation, troubleshooting aids and operational environment from which the Service Delivery group can provide Level 1 support and develop end-user guidelines wherever practical.
- Publish and maintain University-wide IT programming standards for development and code re-use, to be aligned with currently agreed software architectures and methodologies.
- Contribute to a whole of ITS knowledge base, for use across all ITS functions in incident and problem management.
- Publish and systematically improve section documentation and procedures.
- Work with partners and suppliers to lift the value of delivered services.

3. Monitoring

- Maintain a catalogue of the standard services offered, with associated analysis and review of delivery performance against agreed upon SLA's and OLA's.
- Partner with the Associate Director Service Delivery to develop and report ITS service delivery metrics.
- Work with the customers and providers to define the appropriate metrics and KPIs to set and evaluate service delivery quality and performance levels.
- Monitor and analyse infrastructure service performance levels and trends in support of capacity planning.

4. Protecting

- Ensure there is agreed and structured management of data, backups, security and recovery for all services under an ITS hosting or support agreement.
- Be responsible for the overall enterprise-wide effectiveness and efficiency of data centre technology, systems and networks ensuring that high levels of customer satisfaction are maintained.
- Ensure the development of enterprise IT security policies, regulations and best practices, to be delivered in conjunction with associated downstream training programs for all staff.

5. People

- Continuously develop a customer service culture among section staff.

- Work as part of the ITS leadership team to collaboratively forecast resourcing requirements, ensuring appropriate planning for the recruitment, training and development, and safety of staff to meet current and future requirements occurs.
- Select, train and support staff; conduct staff appraisals; manage performance and administer staffing matters as appropriate.
- Be responsible for developing the systems and processes to ensure that business, project and employee needs are met in the assignment of staff to projects.

6. Other

- Perform any other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- A tertiary qualification or extensive industry experience in management or leadership roles is a requirement.
- A project management qualification such as PRINCE2 preferred.
- ITIL certification preferred

Experience:

- 10 or more years of IT and business industry work experience including architecture design and deployment, systems lifecycle management and infrastructure planning and operations.
- 5 to 7 years of leadership experience in managing multiple, large, cross-functional teams or projects, and influencing senior level management and key stakeholders.
- Experience in project management within an enterprise application environment.
- Experience in ITIL quality framework desirable.
- Experience with complex software applications, database and IT infrastructure environments.
- Experience in software development life cycles.
- Experience within the education sector preferably at a tertiary level.

Technical Abilities:

- Proven ability to participate in the technical and operational aspects of the IT strategy for the enterprise.
- Proven analysis and problem solving skills.
- Ability to manage technical staff.
- Able to deliver a complex and significant programme of work against a large capital plan.
- Ability to develop a team approach to complex technical issue problem solving.
- Ability to market products and explain value propositions clearly.

Personal Abilities:

- Ability to work and lead teams in pursuit of service excellence
- Ability to effectively liaise and network with peers and related support groups

- Excellent verbal and written communication skills
- Ability to motivate and encourage a team based philosophy
- A commitment to client driven service provision
- Ability to construct management procedures that promote efficient and effective service
- Possess a strong sense of business acumen, capable to make decisions for the organization based on a thorough understanding the downstream implications and impact.
- Able to implement and manage operational initiatives with significant autonomy.
- Ability to work with academic, shared service and executive staff to develop service delivery agreements that meet university requirements, and aligns consistently across all business units.
- Excellent customer service and relationship management skills.
- Ability to maintain a clear set of task priorities while working under situations of stress and pressure.
- Demonstrates self-awareness and the ability to change personal, interpersonal and supervisory behaviours quickly and appropriately.
- Willingness to work out of hours and travel between campuses as necessary.

CIO

May 2013



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

Applications Development Manager

JOB DESCRIPTION

JOB TITLE:	Applications Development Manager
DEPARTMENT:	Information Technology Services
CAMPUS/LOCATION:	Manawatu
SALARY:	Grade I
RESPONSIBLE TO:	Associate Director Business Systems Support

PURPOSE:

- To manage a group of software and web development professionals involved in the design and development of applications.
- To facilitate a robust application and web environment to achieve a high uptime of administrative and academic applications.
- To liaise with business sections in the scheduling of applications and web developments.
- To plan for and secure suitable resources to ensure that applications and web development proceeds as scheduled.

KEY ACCOUNTABILITIES:

- **Planning**
 - Plan programming and related activities to meet agreed deadlines and operational demands.
 - Develop appropriate performance indicators which address customer satisfaction, process improvement and financial aspects of application development.
 - Undertake resource planning to ensure adequate skillsets and staff numbers for current and future applications development.
 - Provide input to the formulation and maintenance of a 3 year rolling development plan in support of core University administrative systems.

- Proactively develop processes and procedures to protect the University's information resources.

- **Applications Development**
 - Provide software development management expertise and advice to the CIO and Associate Director.
 - Ensure the group meets milestones and formally documents any deviations.
 - Establish priorities in a systematic manner.
 - Identify resources needed to meet development demands.
 - Identify risks and opportunities and develop contingency strategies.
 - Track the progress of problems and performance.

- **Relationship Management**
 - Liaise with stakeholders as necessary, in conjunction with the Associate Director.
 - Manage expectations of Massey University business units in relation to applications development.
 - Liaise with external organisations where required, and in particular, develop contacts with outsource agencies able to provide software development resources and expertise.
 - Facilitate strong communication channels between the group and key business contacts and between the group and the rest of IT Services.

- **Staff Management**
 - Lead and manage a group of software developers and web developers together with a Software Development Practice Lead and a SharePoint Development Practice Lead. Ensure that those staff based at different campuses are well integrated in their teams.
 - Lead and manage software development staff based on project secondments, in a matrix management model.
 - Ensure appropriate recruitment processes occur in the section.
 - Undertake staff appraisals for direct reports and ensure staff appraisals are undertaken across the group on an annual basis.
 - Mentor and develop direct reports and organise suitable training opportunities.
 - Regularly review work against plan with direct reports and quality assure outputs.
 - Ensure teams meet agreed deadlines and service levels.
 - Be responsible for HR processes as necessary.

- **General**
 - Implement and maintain a personal development program that focuses on maintaining currency in IT development practices and in the management role.
 - Maintain a reading program that covers recent developments in IT and associated management techniques.
 - Manage a variety of tasks concurrently and show flexibility of work patterns in order to meet timeframes and delivery.
 - Undertake duties in locations other than the base campus from time to time as required.
 - Deputise for the Associate Director as requested.
 - Perform any other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- Relevant business or technical qualification at tertiary level or considerable professional experience and standing.

Experience:

- Previous software development management experience is essential.
- Experience working in a complex organisation is desirable.
- Considerable experience in using and maintaining an SDLC.
- Experience in managing development environments that utilise .Net and SharePoint technologies.
- Experience in managing significant application development activities.
- Strong risk and problem management experience.
- Experience in systems integration.
- Experience managing staff, especially staff based at remote locations.
- Experience within the tertiary education sector would be an advantage.

Technical Abilities:

- Proven analysis and problem solving skills.
- The ability to apply a mix of proven technical and business ability and acumen to managing delivery of software development.
- A background encompassing experience in relevant technologies and development environments (.NET, SharePoint, SQL Server, Delphi).
- Strong commitment to the development of high quality software applications.

Personal Abilities:

- Strong leadership and decision making skills.
- Passionate about software development
- Excellent presentation and communication skills
- Excellent relationship managements skills
- Ability to develop a team approach to problem solving
- Fluent written and oral communication skills
- Ability to maintain a clear set of task priorities while working under situations of stress and pressure
- Willingness to work out of hours as necessary

CIO

May 2013



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

Projects and Portfolio Manager
JOB DESCRIPTION

JOB TITLE: Projects and Portfolio Manager
DEPARTMENT: Information Technology Services
CAMPUS/LOCATION: Manawatu
SALARY: Grade I
RESPONSIBLE TO: Associate Director Planning and Transformation

PURPOSE:

- To manage the provision of high quality IT project and programme management.
- To manage the IT Services portfolio of projects and programmes, tracking and reporting on progress, risks and issues.
- To be responsible for achieving agreed capital projects, on schedule and within budget.
- To liaise with business sections in relation to high profile projects and programmes.
- To plan for and secure suitable resources to ensure that the portfolio of projects and developments proceeds as scheduled.

KEY ACCOUNTABILITIES:

- **Planning**
 - Plan projects and development activities to meet agreed deadlines and agreed capital outlay.
 - Develop appropriate performance indicators which address adherence to schedule and budget for all projects and other development activities.
 - Undertake resource planning to ensure adequate skillsets and staff numbers for current and future applications development.
 - Provide input to the formulation and maintenance of a 10 year capital plan for IT projects.

- **Portfolio and Programme Management**
 - Develop IT Portfolio, Programme and Projects Office capabilities across the team, driving consistent practice and implementing suitable checks and balances.
 - Monitor alignment of the portfolio against the University's strategy and identify possible divergence.
 - Produce regular reports on progress across the portfolio against key measurements, identifying expenditure and progress against schedule.
 - Develop criteria and processes to assess the prioritisation of projects and programmes according to strategic corporate needs.
 - Document and monitor interdependencies between projects, liaising as necessary with stakeholders and other sections of IT Services.
 - Identify and report significant issues and risks arising from projects and programmes.
 - Embed appropriate project governance processes within each project in the portfolio, ensuring that approval is required for progression at each stage.
 - Review project governance documentation and provide guidance as necessary.
 - Track and report on benefits realised as a result of projects and programmes.
 - Participate in enterprise governance and coordination activity as required

- **Staff Management**
 - Lead and manage a team of staff responsible for managing and administering projects and programmes across the entire range of IT Services.
 - Ensure appropriate recruitment processes occur in the team.
 - Undertake staff appraisals on an annual basis.
 - Mentor and develop staff and organise suitable training opportunities.
 - Regularly review work against plan with staff and quality assure outputs.
 - Ensure the team meets agreed deadlines and service levels.
 - Be responsible for HR processes, including safety, as necessary.

- **Relationship Management**
 - Liaise with stakeholders as necessary, in conjunction with the Associate Director.
 - Manage expectations of Massey University business units in relation to projects and new developments.
 - Liaise with external organisations where required, and in particular, develop contacts with outsource agencies able to provide project management resources and expertise.
 - Facilitate strong communication channels between the group and key business contacts and between the group and the rest of IT Services

- **General**
 - Implement and maintain a personal development program that focuses on maintaining currency in IT portfolio, programme and project management practices.
 - Maintain a reading program that covers recent developments in IT and associated management techniques.
 - Manage a variety of tasks concurrently and show flexibility of work patterns in order to meet timeframes and delivery.
 - Undertake duties in locations other than the base campus from time to time as required.
 - Deputise for the Associate Director as requested.
 - Perform any other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- A degree in a relevant subject, or substantial managerial experience, is essential.
- Qualifications in PRINCE2, MSP (Managing Successful Programmes) and/or P3O (Portfolio, Programme and Projects Office) would be an advantage.

Experience:

- 5-10 years project and programme management experience is essential.
- 2+ years in portfolio management and ideally Project Management Office experience.
- Experience working in a large and complex organisation.
- Considerable experience in leading a team.
- Experience in managing significant capital budgets.
- Strong risk and problem management experience.
- Experience within the tertiary education sector would be an advantage.

Technical Abilities:

- Proven ability to drive project performance through the ability to influence.
- Proven analysis and problem solving skills.
- The ability to apply a mix of proven technical and business ability and acumen to managing delivery of capital projects.
- A background encompassing experience in project and programme management.
- Strong commitment to the development of high quality software applications.

Personal Abilities:

- Strong leadership and decision making skills.
- Passionate about project management.
- Excellent presentation and communication skills.
- Excellent stakeholder management skills.
- Ability to develop a team approach to problem solving.
- Fluent written and oral communication skills.
- Ability to maintain a clear set of task priorities while working under situations of stress and pressure.
- Willingness to work out of hours as necessary.

CIO

April 2013



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

Head of Risk, Quality and Continuity

JOB DESCRIPTION

JOB TITLE:	Head of Risk, Quality and Continuity
DEPARTMENT:	Information Technology Services
CAMPUS/LOCATION:	Manawatu
SALARY:	Grade I
RESPONSIBLE TO:	Associate Director Business Systems Support

PURPOSE:

- To manage a group of IT professionals focused on business continuity, security and testing.
- To be responsible for the IT business continuity strategy and the IT business continuity test processes.
- To communicate the importance of and embed adherence to IT risk, continuity and security matters throughout IT Services and across the University.

KEY ACCOUNTABILITIES:

- **Business Continuity**
 - Develop protocols for putting recovery plans into action.
 - Maintain close operational linkages with the Incident and Problem Analyst for the assessment of major problems and their likely impact on ICT services.
 - Work with the cross-university business resilience team to develop, update and regularly test campus business continuity plans, ensuring complete clarity of the ITS role of technology.
 - Liaise with key stakeholders and ITS Managers to identify gaps in current business resilience and take responsibility for driving necessary improvements.
 - Ensure IT Services staff have assigned roles in preparation for an emergency situation and that adequate briefing and training is supplied.
 - Manage communications with stakeholders and service providers in an emergency situation.
 - Manage the provision of infrastructure to support business continuity and negotiate across the University to ensure uptake.

- **Risk Management**
 - Assess, monitor and manage Business Systems Support risks and work with the Governance, Risk, Service and Policy Analyst to identify and manage new service risks.
 - Liaise with the Change and Release Manager in the development of the risk profile for high impact changes.
 - Provide advice to the Associate Directors and the CIO on risk mitigation strategies.
 - Track the progress of IT-related potential issues on the University Risk Register and provide reports to ITS management.
 - Implement agreed controls to manage risk

- **Security**
 - Be responsible for the development of appropriate security policies and procedures.
 - Manage the communication of security issues to ITS Managers and to stakeholders.
 - Take responsibility for ensuring that audit-related security developments are completed on time.
 - Ensure that infrastructure environments are constructed to ensure compliance with security policies.

- **Testing**
 - Ensure that ITS Managers are aware of testing responsibilities and duties within their teams.
 - Develop test procedures for changes and releases that span ITS teams.
 - Identify and implement appropriate test automation tools and ensure the availability of appropriate test data and test environments.
 - Liaise with stakeholders to ensure that functional testing requirements are understood and planned for.
 - Quality assure test plans to ensure adequate breadth and depth.

- **Staff Management**
 - Lead and develop a group of staff specialising in business continuity, IT security and testing.
 - Ensure appropriate recruitment processes occur in the group.
 - Undertake staff appraisals for direct reports and ensure staff appraisals are undertaken across the group on an annual basis.
 - Mentor and develop direct reports and organise suitable training opportunities.
 - Regularly review work against plan with direct reports and quality assure outputs.
 - Ensure the team meets agreed deadlines and service levels.
 - Be responsible for HR processes, including safety, as necessary.

- **General**
 - Implement and maintain a personal development programme that focuses on maintaining currency and enhancing skills in the relevant areas of Information Technology and in particular the management role.
 - Undertake duties in locations other than the base campus from time to time as required.
 - Deputise for the Associate Director as requested.
 - Liaise with stakeholders as necessary, in conjunction with the Associate Director.
 - Perform any other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- Relevant business or technical qualification at tertiary level or considerable professional experience and standing.

Experience:

- Experience working in a complex organisation
- Considerable experience in testing and disaster recovery
- Strong risk management and risk assessment experience
- Significant prior experience in leading teams
- Experience within the tertiary education sector would be an advantage
- Proven experience in application and infrastructure lifecycle
- Proven experience with developing business continuity strategy and plans

Technical Abilities:

- Proven analysis and problem solving skills
- The ability to apply a mix of proven technical and business ability and acumen to managing all aspects of business continuity
- Up to date knowledge across emerging technologies and IT best practices

Personal Abilities:

- Strong leadership and decision making skills
- Passionate about ensuring business continuity
- Excellent relationship managements skills
- Strong attention to detail
- Ability to develop a team approach to problem solving
- Excellent written and oral communication skills
- Ability to maintain a clear set of task priorities while working under situations of stress and pressure
- Willingness to work out of hours as necessary

CIO

July 2013



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

Governance, Risk, Service and Policy Analyst

JOB DESCRIPTION

JOB TITLE:	Governance, Risk, Service and Policy Analyst
DEPARTMENT:	Information Technology Services
CAMPUS/LOCATION:	Manawatu
SALARY:	Grade H
RESPONSIBLE TO:	Associate Director Planning and Transformation

PURPOSE:

- To provide specialist input in the areas of governance support, risk management, service architecture and policy development.
- To analyse IT Services' risk profile and work with key staff to minimise risk situations.
- To be responsible for the development and maintenance of the Service Catalogue and Service Level Agreements.
- To provide research, analysis and advice to the management team of ITS.
- To provide a public relations capability to promote national and regional shared information technology services and evangelise the effective use of such services.
- Maintain existing IT policies and support the development of new policies.

KEY ACCOUNTABILITIES:

- **Governance**
 - Develop tools, presentations and mechanisms to clearly articulate the IT strategy to diverse groups.
 - Facilitate IT governance meetings, developing reports and papers as required.
 - Prepare papers for high level meetings in compliance with the required standards of quality, accuracy and presentation protocols.
 - Prepare technical reports for committees and senior managers, presenting and interpreting complex information for non-technical audiences.
 - Liaise with ITS managers to translate strategic direction into operational activities.
 - Produce high quality, strategic briefings as required.
 - Support the production of the Annual Plan and provide input to planning processes as requested.
 - Coordinate the ITS input and response to internal and external audit processes.

- Translate audit requirements into work packages to be undertaken in the relevant sections of ITS.

- **Risk**
 - Measure and improve the proactive identification of risk.
 - Identify, assess and resolve emerging risks and trends impacting on the successful achievement of key business objectives and policy initiatives.
 - Update the ITS contribution to the University Risk Register as required.
 - Provide advice to ITS project managers to help them manage risk.

- **Service**
 - Negotiate, develop and monitor Service Level Agreements between IT Services and its stakeholder groups.
 - Update the ITS Service Catalogue as services change in ITS.
 - Monitor the suitability of Service Catalogue entries in light of new requirements and new technologies.
 - Analyse the cost of services provided by ITS, updating the analysis when costs or requirements change, and make recommendations regarding cost apportionment.
 - Audit adherence to the Service Catalogue across ITS.

- **Policy**
 - Research, analyse and evaluate a wide range of information, options and other data to develop policy proposals.
 - Develop draft policies, balancing complex and multiple issues with sensitivity to resource requirement, business impacts and relationships with stakeholders.
 - Communicate changes in policy.
 - Act as custodian of IT Services' policy documentation
 - Ensure that policy content is unambiguous and comprehensive.
 - Provide draft policy for ITS Management review, development and adoption.
 - Monitor policy implementation and produce reports on compliance with ITS policies.
 - Proactively build and maintain positive relationships across IT Services and work in partnership with ITS managers to embed policy and procedures.

- **Research and evaluation**
 - Provide well researched and sound options that IT Services can rely on for effective decision making.
 - Gather well researched and accurate information on matters relevant to IT Services.
 - Diagnose trends, obstacles and opportunities in the internal and external environment
 - Undertake complex research and investigations.

- **Service Promotion**
 - Develop and implement a strategy for service promotion by constructing an annual Communications Plan for the promotion of the catalogue of information technology services.
 - Identify and assess IT service promotion requirements and identify and apply the best methods of delivery in each case.
 - Be responsible for project managing the tasks of the Communications Plan.

- Assess and report on the quality, continuous improvement and cost effectiveness of IT service promotion by publishing appropriate key performance indicators at least annually.
- Provide regular monthly bulletins and newsletters to the user community promoting key IT Services.
- Provide workshops, demonstrations and road shows as required to raise awareness of current and planned IT Services and gain engagement of the user community and key stakeholders.

- **Other**
 -
 - Manage and develop reporting processes encompassing governance, risk, policy and audit.
 - Lead the development of documents for senior management of the University as requested by the Associate Director and the CIO.
 - Perform other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- A degree in an appropriate field, or extensive University experience.

Experience:

- Extensive experience in a large, complex IT environment.
- Experience in writing and critiquing documents.
- Experience in presenting to a senior management audience.
- Experience in researching and analysing information.
- Experience in negotiation to achieve results through others.
- Experience in developing and implementing processes and procedures.
- Experience working in the tertiary education sector would be an advantage.

Technical Abilities:

- Excellent analytical and problem solving skills.
- A thorough understanding of the individual aspects of ICT services and infrastructure.
- Proven experience providing intellectual and professional leadership in an IT-related field of expertise.
- Strong qualitative and quantitative analytical skills.
- Ability to analyse information from a variety of sources and produce a well-reasoned recommendation document.
- Good knowledge and understanding of risk management framework methodologies.
- Ability to write and present clear documents for non-technical readers.

Personal Abilities:

- Excellent verbal and written communication skills.
- Highly organised and self-motivated with impeccable attention to detail.
- Ability to lead and inspire staff who are not direct reports.
- A high level of strategic and conceptual thinking skills, with the ability to take a “helicopter” view
- A strong customer focus.
- Highly developed analytical and conceptual thinking ability.
- Ability to quickly establish and build strong working relationships.
- Proven ability to develop trust and credibility with staff at all levels of the organisation
- A flexible outlook, able to adapt quickly to changes in the organisation.
- Rational and calm under pressure.
- Willingness to share knowledge and expertise across the organisation.

CIO

April 2013



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

SharePoint Development Practice Lead

JOB DESCRIPTION

JOB TITLE: SharePoint Development Practice Lead

DEPARTMENT: Information Technology Services

CAMPUS/LOCATION: Manawatu

SALARY: Grade H/I

RESPONSIBLE TO: Applications Development Manager

PURPOSE:

- To undertake SharePoint design and development work, focusing in particular on issues relating to the integration of various applications and databases with SharePoint.
- To enhance the SharePoint development skills of team members by mentoring individuals, quality assuring output and developing best practice guidelines and workshops.
- To act as a subject matter expert for SharePoint and to provide advice to the SharePoint/Web Team Leader and the Applications Development Manager on the development of the enterprise SharePoint instance.

KEY ACCOUNTABILITIES:

- **Planning**
 - Proactively provide thought leadership and solutions for the improvement of SharePoint applications.
 - Responsible for the overall architecture and design of the enterprise SharePoint solution.
 - Develop project plans for SharePoint initiatives.

- **SharePoint Development**
 - Undertake design, development and integration for SharePoint initiatives.
 - Responsible for the rollout of new initiatives in line with agreed procedures.
 - Maintain a project management approach to assigned developments, establishing estimates and reporting regularly on progress.
 - Develop procedures and operating practice as required in relation to SharePoint and other web development incorporating best practices and innovative ideas from across the team.
 - Undertake close liaison with technical support engineers, database administrators and third party specialists to ensure the best use of the SharePoint platform.

- **Technical Leadership**
 - Mentor and support team members in the development of high level SharePoint skills, both via informal means and by structured workshops and best practice guidelines.
 - Act as the subject matter expert in relation to SharePoint design, development, implementation and integration.
 - Provide advice and recommendations to University departments on SharePoint requirements.
 - Provide advice in relation to the University's SharePoint development to the Web/SharePoint Team Leader and the Applications Development Manager.
 - Contribute specialist knowledge to enterprise-wide SharePoint projects.

- **Work Management**
 - Self-manage own workload to meet agreed deadlines.
 - Provide appropriate feedback to manager.
 - Manage a variety of tasks concurrently and show flexibility of work patterns in order to meet timeframes and delivery.

- **Personal Development**
 - Implement and maintain a personal development programme that focuses on maintaining currency and enhancing skills in SharePoint administration and functionality.
 - Be proactive in identifying own training needs.

- **Other**
 - Perform other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- A tertiary qualification, or extensive relevant experience, is essential.
- Microsoft SharePoint certification.
- ITIL certification preferred.

Experience:

- At least five years' hands-on experience in SharePoint development and support.
- Experience in IT-related project management.
- Experience in problem definition, management and resolution.
- Experience in developing, implementing and managing processes.
- Experience in the tertiary sector would be an advantage.

Technical Skills:

- Significant skills in implementing and integrating SharePoint functionality in a large, complex organisation.
- Familiarity with SharePoint v 13.
- Proven analysis and problem solving skills.
- Thorough understanding of web usability and web accessibility issues.
- Good understanding of how SharePoint can be leveraged to improve efficiencies across the University.
- Competence in problem definition and resolution.
- Strong project management skills.
- Ability to document technical matters for a variety of audiences.
- Ability to develop and implement policies and processes.

Personal Abilities:

- Excellent communication and interpersonal skills.
- Ability to effectively liaise and network with other ICT teams.
- Highly motivated with good organisational skills.
- Ability to maintain a clear set of task priorities while working under pressure.
- Willingness to work out of hours as necessary.

CIO

June 2013



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

Stakeholder Engagement Specialist

JOB DESCRIPTION

JOB TITLE:	Stakeholder Engagement Specialist
DEPARTMENT:	Information Technology Services
CAMPUS/LOCATION:	Manawatu
SALARY:	Grade H
RESPONSIBLE TO:	Associate Director Planning and Transformation

PURPOSE:

- To liaise with University departments, institutes and schools to address IT needs and ensure their delivery in line with University IT strategy and policy.
- To represent IT Services across a broad range of forums such as official committees and University departmental management meetings.
- To champion new initiatives through to their feasibility or business case stages.
- To be the conduit for key information flows between IT Services and University departments, institutes and schools.

KEY ACCOUNTABILITIES:

- **Stakeholder Engagement**
 - Build and nurture relationships with strategic stakeholders across the University in order to understand their ICT requirements.
 - Provide advice and guidance to stakeholders across a broad range of ICT areas.
 - Communicate IT Services plans and strategies in non-technical language to stakeholders.
 - Communicate project and programme timescales and benefits to stakeholders.
 - Liaise with the ITS Training Manager in the identification of training needs across the University.

- Articulate any stakeholder issues with ICT service delivery and support, and liaise with the Associate Directors for Service Delivery and Business Systems Support to ensure these issues are appropriately addressed and responded to.
 - Liaise with Service Managers with regard to any stakeholder engagement they might be involved in and provide overview direction and prioritisation on engagement matters.
 - Communicate results of IT benchmarking and staff and student surveys to stakeholders,
- **New Initiative Enablement**
 - Communicate the strategic and operational value of proposed new initiatives to the IT Services management team.
 - Identify appropriate funding opportunities for new initiatives and assist strategic stakeholders to access such funding.
 - Undertake initial analysis and project definition for new initiatives as appropriate.
 - Facilitate the engagement of appropriate ITS specialists to analyse and develop new initiatives into defined projects, feasibility studies and/or business cases.
- **Planning and Strategy**
 - Provide input to the planning and budgeting processes in ITS Services, ensuring that key stakeholder requirements are adequately identified and prioritised.
 - Provide stakeholder analysis to assist IT Services in the production of business cases and in the development of strategic initiatives.
 - Liaise with the Projects and Portfolio Manager to identify benefits for key stakeholders in the ITS project portfolio.
 - Work with project sponsors/key stakeholders to track benefit realisation for delivered project work.
- **Staff Management**
 - Mentor and develop the Stakeholder Engagement Analyst and organise suitable training opportunities as necessary.
 - Undertake annual appraisals for the Stakeholder Engagement Analyst.
 - Be responsible for HR processes, including safety, as necessary.
- **General**
 - Implement and maintain a personal development programme that focuses on maintaining currency in Information Technology.
 - Maintain a thorough working knowledge of standard offerings and new developments within the IT Services department.
 - Maintain a good working knowledge of key higher education issues.
 - Undertake duties in locations other than the base campus from time to time as required.
 - Deputise for the Associate Director as requested.
 - Perform any other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- A degree in an appropriate field, or extensive University experience.
- A project management qualification such as PRINCE2 preferred.
- ITIL certification preferred

Experience:

- Extensive experience in a large, complex IT environment.
- Experience working in the tertiary education sector.
- Experience in presenting to a senior management audience.
- Experience in an IT customer support role.
- Experience in researching and analysing information.
- Experience in negotiation to achieve results through others.
- Experience in analysing complex problems and developing solutions collegially.

Technical Abilities:

- Excellent analytical and problem solving skills.
- A thorough understanding of the individual aspects of ICT services and infrastructure.
- Proven experience providing intellectual and professional leadership in an IT-related field of expertise.
- Ability to analyse information from a variety of sources and produce a well-reasoned recommendation document.
- Well-honed political savvy.
- Ability to match communications style to different audiences.
- Ability to summarise key messages and articulate them for non-technical stakeholders.

Personal Abilities:

- Ability to effectively network, liaise and collaborate with staff at all levels of the organisation.
- A positive “can-do” attitude and a confident, outgoing manner.
- Excellent customer engagement and advocacy skills.
- Excellent verbal and written communication skills.
- Highly organised and self-motivated.
- Ability to lead and inspire staff who are not direct reports.
- A high level of strategic and conceptual thinking skills, with the ability to compare value propositions for new work proposals
- Ability to maintain a clear set of task priorities while working under situations of stress and pressure.

CIO

June 2013



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

Stakeholder Engagement Analyst

JOB DESCRIPTION

JOB TITLE:	Stakeholder Engagement Analyst
DEPARTMENT:	Information Technology Services
CAMPUS/LOCATION:	Manawatu
SALARY:	Grade G/H
RESPONSIBLE TO:	Stakeholder Engagement Specialist

PURPOSE:

- To liaise with University departments, institutes and schools to address IT needs and ensure their delivery in line with University IT strategy and policy.
- To represent IT Services across a broad range of forums such as official committees and University departmental management meetings.
- To champion new initiatives through to their feasibility or business case stages.
- To assist the Stakeholder Engagement Specialist in developing and communicating key information flows between IT Services and University departments, institutes and schools.

KEY ACCOUNTABILITIES:

- **Stakeholder Engagement**
 - Build and nurture relationships with agreed strategic stakeholders across the University in order to understand their ICT requirements.
 - Provide advice and guidance to agreed stakeholders across a broad range of ICT areas.
 - Communicate IT Services plans and strategies in non-technical language to stakeholders.
 - Communicate project and programme timescales and benefits to stakeholders.
 - Liaise with the ITS Training Manager in the identification of training needs across the University.
 - Document any stakeholder issues with ICT service delivery and support, and undertake follow-up to ensure these issues are appropriately addressed and responded to.

- Liaise with Service Managers with regard to any stakeholder engagement they might be involved in and communicate agreed overview direction and prioritisation on engagement matters.
- Develop communications on the results of IT benchmarking and staff and student surveys and how these results relate to stakeholders.
- **New Initiative Enablement**
 - Document the strategic and operational value of proposed new initiatives for the IT Services management team.
 - Identify appropriate funding opportunities for new initiatives and assist strategic stakeholders to access such funding.
 - Undertake initial analysis and project definition for new initiatives as appropriate.
 - Facilitate the engagement of appropriate ITS specialists to analyse and develop new initiatives into defined projects, feasibility studies and/or business cases.
- **Planning and Strategy**
 - Provide input as required to the planning and budgeting processes in ITS Services, ensuring that key stakeholder requirements are adequately identified and prioritised.
 - Provide stakeholder analysis to assist IT Services in the production of business cases and in the development of strategic initiatives.
 - Liaise with the Projects and Portfolio Manager to identify benefits for agreed stakeholders in the ITS project portfolio.
 - Work with project sponsors/key stakeholders to track benefit realisation for delivered project work.
- **General**
 - Implement and maintain a personal development programme that focuses on maintaining currency in Information Technology.
 - Maintain a thorough working knowledge of standard offerings and new developments within the IT Services department.
 - Maintain a good working knowledge of key higher education issues.
 - Undertake duties in locations other than the base campus from time to time as required.
 - Perform any other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- A degree in an appropriate field, or extensive University experience.
- A project management qualification such as PRINCE2 preferred.
- ITIL certification preferred

Experience:

- Extensive experience in a large, complex IT environment.
- Experience working in the tertiary education sector.
- Experience in presenting to a senior management audience.
- Experience in an IT customer support role.
- Experience in researching and analysing information.
- Experience in negotiation to achieve results through others.
- Experience in analysing complex problems and developing solutions collegially.

Technical Abilities:

- Excellent analytical and problem solving skills.
- A thorough understanding of the individual aspects of ICT services and infrastructure.
- Proven experience providing intellectual and professional leadership in an IT-related field of expertise.
- Ability to analyse information from a variety of sources and produce a well-reasoned recommendation document.
- Well-honed political savvy.
- Ability to match communications style to different audiences.
- Ability to summarise key messages and articulate them for non-technical stakeholders.

Personal Abilities:

- Ability to effectively network, liaise and collaborate with staff at all levels of the organisation.
- A positive “can-do” attitude and a confident, outgoing manner.
- Excellent customer engagement and advocacy skills.
- Excellent verbal and written communication skills.
- Highly organised and self-motivated.
- Ability to lead and inspire staff who are not direct reports.
- A high level of strategic and conceptual thinking skills, with the ability to compare value propositions for new work proposals
- Ability to maintain a clear set of task priorities while working under situations of stress and pressure.

CIO

June 2013



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

Project Manager and Project Management Practice Lead

JOB DESCRIPTION

JOB TITLE:	Project Manager and Project Management Practice Lead
DEPARTMENT:	Information Technology Services
CAMPUS/LOCATION:	Manawatu
SALARY:	Grade H
RESPONSIBLE TO:	Projects and Portfolio Manager

PURPOSE:

- To provide project management services for the development, maintenance and support of the University's applications and services.
- To develop and communicate project management documentation for assigned projects.
- To liaise with others in IT Services involved in providing development and technical services for assigned projects.
- To be the subject matter expert in relation to best practice project management techniques, documentation and procedures

KEY ACCOUNTABILITIES:

- **Planning and Development**
 - Assist with the development of service strategies, policies, procedures and standards in relation to technical solutions in support of the objectives and goals specified in the University's strategic plans.
 - Provide stakeholder and vendor relationship management as required including communications, contracts and service level agreements, across all campuses.
 - Assist the Projects and Portfolio Manager to develop resource allocation plans to ensure that development initiatives are appropriately resourced.
- **Project Management Leadership**
 - Proactively provide thought leadership and solutions for the improvement of project management practice across IT Services.

- Mentor and support team members in the development of project management expertise, both via informal means and by structured workshops and best practice guidelines.
 - Provide advice and recommendations to University departments on best practice project management.
 - Work with the Projects and Portfolio Manager to develop portfolio management procedures and techniques.
 - Investigate and make recommendations on appropriate applications to assist the portfolio and project management practice in IT Services.
 - Contribute advice and guidance as required to enterprise-wide programmes and projects.
- **Project Management**
 - Confirm specifications for new, enhanced or changed requirements from the business.
 - Capture business goals/needs effectively. Clarify and develop objectives and key issues in a structured manner and document in project files.
 - Confirm with parties the suitability of proposed solutions including assessment of impact.
 - Maintain successful project documentation (costing, project plan, timelines, specifications, and reporting) and see the requested project through to a successful completion.
 - Coordinate preparation of acceptance criteria.
- **Relationship Management**
 - Manage expectations of Massey University business and academic units.
 - Liaise with external organisations where required.
 - Facilitate strong communication channels between the project team and key IT and business contacts.
- **General**
 - Undertake duties in locations other than the base campus from time to time as required.
 - Perform any other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- A post-graduate degree or equivalent experience in an appropriate field.

Experience:

- A minimum of five years responsibility for the provision of project management services in an organisation of a significant size.
- Significant experience as a senior IT professional responsible for the provision of high quality IT developments.
- Experience with the PRINCE2 project management methodology.
- Experience with ITIL processes, particularly Change and Release Management.
- Excellence in communications, stakeholder and vendor relationship management
- Good understanding of client centred service.
- Good understanding of best practices associated with ITIL framework.

Technical Abilities:

- Ability to understand technologies and University requirements and translate these into services.
- Ability to develop requirements specifications and to perform cost/benefit analyses for the provision of new initiatives.
- Ability to guide and mentor other project management professionals.
- A high level of problem solving skills incorporating the ability to analyse, manage and resolve technical problems.

Personal Abilities:

- A strong commitment to providing high-quality, customer-focused IT services.
- A willingness to undertake regular travel to other campuses.
- A focus on establishing and enforcing best practice methodologies and processes.
- Excellent verbal and written communication abilities.
- An ability to work proactively with minimum supervision.
- Ability to maintain a clear set of task priorities while working under situations of stress and pressure.
- Ability to coordinate and manage staff on a task or project basis.

CIO

July 2013



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

Technical Lead (Multimedia)

JOB DESCRIPTION

JOB TITLE:	Technical Lead (Multimedia)
DEPARTMENT:	Information Technology Services
CAMPUS/LOCATION:	Manawatu
SALARY:	Grade G
RESPONSIBLE TO:	Teaching Services Manager

PURPOSE:

- To contribute to the strategic development and annual service plan of the multimedia service
- To provide technical consultancy to University departments as appropriate
- To provide technical input to develop the multimedia service.
- To providing second and third level support for multimedia equipment in shared teaching and meeting rooms maintained by Information Technology Services

KEY ACCOUNTABILITIES:

- **Planning**
 - Manage assigned projects in the areas of video conferencing, multimedia and audio visual provision
 - Draw up standards for equipment, implementation and maintenance in relation to the multimedia service, to form part of the University General Teaching Room Standards document
 - Identify the replacement, upgrade and servicing needs of equipment and facilities within the ITS multimedia service by establishing routine audit, testing and reporting cycles
 - Establish formal problem tracking and resolution procedures, to agreed levels of service associated with identified or reported deficiencies in multimedia equipment
 - Make written recommendations as to ways in which the multimedia service can be better maintained and utilised
 - Investigate and make written recommendations on new technologies in multimedia to report on their suitability

- **Technical Services**
 - Monitor and report on the implementation and maintenance of multimedia equipment in line with agreed standards
 - Provide or arrange maintenance and support of ITS multimedia equipment
 - Provide remote technical support for ITS multimedia equipment installed in teaching rooms

- **Technical Advice and Guidance**
 - Encourage and enable University staff to utilise multimedia facilities by providing technical training and clear written instructions
 - Provide a consultancy service to departments to ensure the provision of good quality, fit for purpose multimedia facilities across the University
 - Provide advice as required in the development of booking procedures for multimedia facilities

- **General**
 - Perform any other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- Electrical Service Technician Registration
- A relevant tertiary qualification would be desirable

Experience:

- Experience in the installation, maintenance and support of multimedia equipment
- Experience in the installation, maintenance and support of related information technology

Technical Abilities:

- Able to assess the state of multimedia facilities and determine improvements
- Competence in electronic equipment maintenance
- Able to be systematic in the identification and resolution of problems

Personal Abilities:

- Able to relate well to suppliers and customers at all levels including lecturers and technicians
- Good interpersonal skills
- Ability to work unsupervised
- Ability to maintain a clear set of task priorities while working under situations of stress and pressure

CIO

July 2013



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

SharePoint Farm Administrator

JOB DESCRIPTION

JOB TITLE: SharePoint Farm Administrator

DEPARTMENT: Information Technology Services

CAMPUS/LOCATION: Manawatu

SALARY: Grade G

RESPONSIBLE TO: Technical Applications Support Team Leader

PURPOSE:

- To maintain and report on the web, application, index, and query and database servers in the University SharePoint Farm in accordance with best practices.
- To manage the operation of all SharePoint environments (production, test and development).

KEY ACCOUNTABILITIES:

- **Setup**
 - Set up, configure and maintain SharePoint services and environments.
 - Set up and maintain related mail services.
 - Implement and maintain search services.
 - Setup and maintain user profile properties for My Sites.
- **Capacity Planning**
 - Allocate and increase space on web applications, site collections and My Sites.
 - Provide appropriate notifications when thresholds are reached.
- **Change Control**
 - Document the change control procedure for migrating solutions through the development lifecycle
 - Document the procedure for increasing the SharePoint Farm storage space.

- **Reporting**
 - Develop management reports as required and supply on an agreed regular basis to the Service Desk and IT management.

- **Backup and Restore**
 - Restore sites and data as required.
 - Plan for backups including media failures, user errors, hardware failures and natural disasters.
 - Ensure backups are kept for mirroring, archival and restore purposes.
 - Communicate and meet recovery time objectives.
 - Manage and monitor daily backups.
 - Backup log files.
 - Analyse error messages on log files and diagnose the problems.
 - Manage and monitor the maintenance plan on a daily basis to ensure the recovery model settings are correct.

- **Security**
 - Ensure anti-virus software on the SharePoint servers is kept current and run regular scans to monitor.
 - Ensure service accounts have been set up correctly.
 - Ensure expiration of service accounts passwords comply with University policy.
 - Plan and manage authentication methods to allow for Single Sign-On.
 - Manage URLs to be included and excluded from search results.
 - Manage lockdown mode to restrict access to anonymous users.
 - Liaise with colleagues to ensure the correct creation of groups in Active Directory.

- **System Updates**
 - Plan for and install service packs, hotfixes, updates and patches during off-peak time as required and communicate any downtime through agreed communication channels.
 - Manage and perform upgrades to licensing when required.

- **Maintenance**
 - Ongoing maintenance of web front end and indexing servers.
 - Maintenance of any features, web parts, templates, solutions or third party installs.
 - Monitor network bandwidth issues and escalate to applicable team.
 - Log issues and problems.
 - Assist the Service Desk with SharePoint support calls they are unable to resolve.
 - Undertake error identification, investigation and resolution.
 - Undertake ongoing research to determine SharePoint best practices for scalability and maintenance.

- **General**
 - Ability and willingness to work outside normal office hours is a key requirement for this position.
 - Perform any other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- A degree in a relevant field or significant experience in an IT role.

Experience:

- A minimum of three years' fulltime SharePoint Server configuration and administration experience in a multi-farm arena.
- Significant experience in SQL Server
- SharePoint Designer experience.

Technical Abilities:

- Ability to analyse and resolve complex technical issues.
- Ability to keep up to date with rapidly changing technical requirements.
- Ability to understand how changes to the SharePoint environments will affect the end-user experience.
- Skills in the administration of SharePoint and the management of SQL Server
- A thorough understanding of the functionality of SharePoint and the opportunities it provides.
- A thorough understanding of risk management as it relates to the SharePoint Farm environments.

Personal Abilities:

- Excellent customer service relationship
- Ability to maintain a clear set of task priorities while working under situations of stress and pressure
- A willingness to interact, liaise and consult with a variety of people
- The ability to train colleagues and the willingness to share information.
- Well-developed communication skills, both written and verbal.
- Excellent attention to detail.
- Willingness to work outside normal hours on occasions.

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July 2013



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

Data Management Specialist
JOB DESCRIPTION

JOB TITLE: Data Management Specialist
DEPARTMENT: Information Technology Services
CAMPUS/LOCATION: Manawatu
SALARY: Grade I
RESPONSIBLE TO: Associate Director Planning and Transformation

PURPOSE:

- To be the subject matter expert in relation to information systems design
- To quality assure work from internal and external application development project teams to ensure the delivery of high quality applications
- To be the data integration and information management expert during the implementation of new or upgraded systems
- To take responsibility for ensuring that enterprise applications are capable of reporting against relevant key performance indicators

KEY ACCOUNTABILITIES:

- **Architecture and Design**
 - Be responsible for the overall design of the enterprise-wide data architecture, mapping it to the University's Enterprise Architecture.
 - Balance the requirements of access, security and performance in the development of data models and database design.
 - Translate strategic requirements into a functional enterprise information architecture.
 - Develop data models to be used to guide applications development.
 - Consult and set direction for Massey data management strategy and practice.
 - Provide expert advice on software architecture matters within IT Services and the wider University environment.

- Develop plans and proposals for strengthening data integrity, quality and availability across the University.

- **Applications Integration**
 - Provide consultancy services for the design, development and implementation of applications integration solutions.
 - Provide audit and certification standards and processes supporting the delivery of integrated solutions.
 - Develop plans and proposals regarding data cleansing and data audits.
 - Undertake research on and make recommendations regarding integration products and services.

- **Mentoring and guidance**
 - Work with software developers and test analysts to develop their skills in the area of data management.
 - Nominate and train backup staff for specific data management tasks as suitable.
 - Participate in the development of functional test plans for applications integration, providing information as required to test analysts and to review test plans for completeness and effectiveness in testing the functional design.
 - Develop standards and methodologies for data integration and data integrity for software development and implementation.

- **General**
 - Manage a variety of tasks concurrently and show flexibility of work patterns in order to meet timeframes and delivery.
 - Implement and maintain a personal development program that focuses on maintaining currency and enhancing skills in the areas of Information Technology and in particular data integration and information management.
 - Maintain a reading program that covers recent developments in IT and associated data management techniques.
 - Perform any other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- Relevant business or technical qualification at tertiary level or considerable professional experience

Experience:

- Significant practical experience with a wide range of business applications.
- Considerable experience in designing and implementing enterprise applications
- Significant experience in analysis and application design
- Significant experience in data migration and applications integration.
- Experience within the education sector preferably at a tertiary level

Technical Abilities:

- An understanding of quality assurance principles
- Strong problem solving skills
- Strong commitment to the development of high quality information integration solutions across a variety of software applications
- Good working knowledge of a broad range of technologies and tools
- Knowledge of relational databases, software, languages, tools and middleware
- Knowledge of data interrogation techniques
- Ability to diagnose and analyse complex design and strategy problems and provide appropriate resolutions

Personal Abilities:

- Proven analysis and problem solving skills
- Ability to develop a team approach to problem solving
- Ability to maintain a clear set of task priorities while working under situations of stress and pressure
- Willingness to work out of hours as necessary
- An ability to work independently or work as part of a team
- A willingness to interact, liaise and consult with a variety of people
- Ability to work effectively in a highly pressurised and changing environment
- Target driven and commitment to attainment of goals
- Good relationship managements skills
- Good written and oral presentation skills, including the ability to communicate complex technical issues to a non-technical audience
- Proven ability to plan and prioritise own work, balancing conflicting demands

CIO

June 2013



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

Senior Networking Engineer
JOB DESCRIPTION

JOB TITLE: Senior Networking Engineer
DEPARTMENT: Information Technology Services
CAMPUS/LOCATION: Manawatu
SALARY: Grade H
RESPONSIBLE TO: Networking / Telephony Team Leader

PURPOSE:

- To undertake technical troubleshooting of the data and telecommunications, LAN, WAN and wireless networks across all University campuses.
- To be responsive and responsible for routine maintenance of the network system (both wired and wireless) to support a highly available environment.
- To manage the performance of the data network and produce performance reports.
- To administrate the different network management and monitoring tools
- Document maintenance procedures and troubleshooting strategies.
- Assist the team leader with technical leadership and coaching for skills development of less senior staff.

KEY ACCOUNTABILITIES:

- **Planning and Development**
 - Assist with network project work as assigned from time to time.
 - Assist with the development of appropriate policies and procedures in relation to network services.

- Assist in the development of service levels for data and voice networking equipment.
- Assist with the mentoring and skills development of other networking staff

- **Technical**
 - Manage change requests in line with agreed service levels.
 - Ensure network response times are met as defined by the Service Level Agreement.
 - Configure and maintain both physical and logical network components including network monitoring and maintenance tools.
 - Provide level 2 assistance with network incidents and liaise with the Service Desk as necessary.
 - Serve as a technical specialist for the resolution of complex network problems, liaising with external support agencies as necessary.
 - Research, analyse and implement software patches or hardware changes to fix network deficiencies.
 - Ensure operational readiness of new solutions or technologies, participating in agreed processes to move new services and technologies from development into business as usual.
 - Provide regular management reports and operational statistics for the data networks including KAREN and the inter-campus links.
 - Manage the maintenance of configuration records and network diagrams for the network infrastructure, in accordance with laid down procedures.
 - Develop, collect and collate documentation in support of the monitoring, maintenance, troubleshooting and operation of the network as training and reference material for other networking staff.

- **Mentoring and Advisory**
 - Provide guidance to the network engineers and systems engineers in the maintenance of networks and the management of network performance.
 - Make recommendations regarding capacity planning, security and future growth of the network infrastructure.

- **General**
 - Undertake duties in locations other than the base campus from time to time as required.
 - Ability and willingness to work outside normal office hours is a key requirement for this position.
 - Maintain broad familiarity with current networking trends, toolsets, equipment capabilities and vendor strategies.
 - Perform any other relevant duties as required.

PERSON SPECIFICATION

Qualifications:

- An appropriate degree or qualification in the ICT field.
- Extensive IT experience.
- A specialist networking industry qualification.

Experience:

- At least 10 years working on complex, multi-site networks, 3 of them at a senior level.
- Experience with a variety of networking and telephony protocols, datacenter and campus architectures, including quality of service, advanced routing (OSPF and BGP) and multicast (PIM-SM, MSDP) protocols used to transport time sensitive traffic.
- Experience with MPLS preferred.
- Experience in an ITIL environment preferred.
- A successful record of providing level two support and managing vendor escalations for complex ICT systems and services.

Technical Abilities:

- High level knowledge of both wired and wireless technologies.
- An excellent understanding of network capabilities and limitations.
- High level analytical and problem solving skills.
- Competence in problem definition, management and resolution.
- Ability to set and follow policies and change control procedures.
- Ability to proactively learn new technologies and apply them to solving networking-related issues and problems.
- Able to work effectively under pressure and adhere to strict deadlines.
- Able to identify and implement improvements in existing systems.
- Ability to quickly develop technical understanding.

Personal Abilities:

- Excellent attention to detail.
- Commitment to the provision of a quality service and the implementation of quality improvements.
- Customer focused with good communications skills.
- Willingness to work outside normal hours if required.
- Team player who encourages knowledge sharing, responsibility, and staff development.

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