The London School of Economics and Policitcal Science

Director of Service Delivery

Candidate Pack

Message from Nick Gilbert

As the CIO of the LSE, stepping into this role has been an enlightening journey, discovering the depth of talent, drive, and purpose within our community. The potential for technology as an enabler here is vast, and it's an exciting time to lead and innovate within our Data and Technology Services Division.

We're searching for a Director of Service Delivery who shares our vision for transformative service delivery, someone who understands the balance between operational excellence and strategic foresight. This role is critical, not just for the operation of our services and facilities but as a linchpin in realising our technological ambitions.

Your leadership will be instrumental in shaping a service delivery, support and computing and audio-visual environment that not only meets but anticipates the needs of our vibrant academic community. Together with your fantastic team and excellent peers, we'll build on our foundations of excellence, pushing boundaries to support the LSE's founding purpose "for the betterment of society".

This is more than a job advertisement; it's a call to those passionate about making a tangible impact through technology and service management ready to inspire and be inspired. If you're looking to contribute to a legacy of innovation at one of the world's leading social science universities, we would love to hear from you.

Nick Gilbert

Chief Information Officer | Data and Technology Services

The London School of Economics and Political Science

Specification

This form lists the essential and desirable requirements needed in order to do the job.

Applicants will be shortlisted **solely** on the extent to which they meet these requirements. Highly developed means that the candidate can not only display those skills but help others to develop in them too. Developed means that the candidate can display those skills.

Job title: Director of Service Delivery

Department/Division: Data and Technology Services Accountable to: Chief Information Officer

Competency	Criteria	E/D
Communication	Ability to set a clear vision and objective for the team and communicate clearly and consistently to all levels of the organisation	E
	Excellent ability to work across complex stakeholder groups to secure pragmatic and viable outcomes for the benefit of the organisation	E
	Excellent skills at building trusted partnerships across diverse customer groups	E
	Excellent skills in adjusting communications styles to suite diverse audiences	E
Teamwork and Motivation	Highly developed team engagement and team leadership skills	E
	Excellent skills in supporting and growing teams who deliver high quality operational services whilst understanding and influencing the strategic direction of their service capability and the institution	E
	Highly developed ability to operate as an institutional domain expert and advocate leading maturation and exploitation of Service Delivery including service management domain capabilities.	E
	Highly developed ability to lead a team through ambiguity and help others 'join the dots' to solve problems and achieve outcomes	E
	Highly developed ability to influence beyond authority to colleagues outside direct line management.	E

	Highly developed performance management skills with the capability to deliver holistic talent management approaches.	E
Service Delivery	Highly developed skills in delivering high quality 'end to end' services to a diverse range of customers, evolving services to meet the institutional need and driving continuous improvement.	E
	Highly developed skills in pragmatically deploying and maturing IT Service Management and Enterprise Service management practices and processes based on the strategic and operational needs of the institution.	E
	Highly developed ability to define appropriate measures for end-to-end services and deliver effective, pragmatic and rational reporting and recommendations.	E
Liaison and Networking	Highly developed interpersonal and stakeholder management skills including understanding and working well with organisational politics	E
	Highly developed influencing and negotiation skills	E
	Highly skilled in building and maintaining relationships with external third parties, suppliers, peer institutions, sector bodies and other relevant entities.	E
	Ability to empathetically drive for consensus across multiple teams and areas including those outside of line management.	E
	Developed skills in procurement and administration, with the ability to assimilate higher education procedures and build an exceptional relationship with Procurement teams particularly, as well as other administrative capabilities	D
Initiative and problem solving	Highly developed ability to systematically empower teams and team members to understand their level of accountability and make decisions, solve problems and drive improvement flexibly within their portfolios.	E
	Highly developed ability to proactively predict and review problems and to identify pragmatic and achievable solutions within the resource constraints of the team and organisation.	E
Knowledge and Experience	Highly developed knowledge of modern Service Management, service delivery, end user computing, cyber-security, accessibility, and environmentally sustainability practices.	E
	Experienced in leading multidisciplinary teams both directly and indirectly, setting a common goal and driving for results.	E
Decision making	Exceptional skills in decision making and prioritisation with a good understanding of responsibility and accountability	E

E – Essential: requirements without which the job could not be done.
D – Desirable: requirements that would enable the candidate to perform the job well.

Job Description

This form summarises the purpose of the job and lists its key tasks. It is not a definitive list of all the tasks to be undertaken as those can be varied from time to time at the discretion of the School, in consultation with the postholder.

Job title: Director of Service Delivery

Department/Division: Data & Technology Services (DTS)   **Accountable to:** CIO

Job Summary

Accountable and responsible for ensuring that DTS delivers data and technology support and end-user computing services that are aligned to the School's objectives, needs and service levels, helping guide and evolve these services over time to match aspiration, strategy, and the art of the possible.

The job forms the most front-facing support leader in DTS, leading teams that deliver support that is largely directly consumed by our diverse community, bridging the gap to other areas where needed to address specific requests and needs.

The job takes a direct role in leading, managing and improving DTS service management operational practices and delivery, day to day DTS support and services and the School's end-user-computing environments. DTS ensures that our IT support capabilities meet the organisational needs through directly supporting staff and students, building a high maturity end-user computing and service management maturity, acting as the voice of customer, and delivering improvements to services and support where necessary.

This is an exciting and front-facing service role that will form part of the Data and Technology Leadership team and connect with service delivery leads across the School, to deliver high-quality, coherent, and strategy aligned service experiences to our community

Duties and Responsibilities

Leadership:
- Lead the creation of the institutions vision and strategy for DTS Service Delivery and support, working closely with the CIO, DTS leaders and operational support leaders across the School.
- Act as a voice for the DTS team, deputising for the CIO, members of the DTS leadership team, or operational support peers where needed, and leading direct area and cross-functional initiatives.
- Working with the CIO, DTS leadership and HR colleagues, foster leadership development within the Data and Technology Services Division and across Business-led technology,

support service areas and act as a champion for capability, culture and values across the School.

- Play a full and collegiate role in the leadership and management of the department, contributing to DTS strategic decisions and operational maturation, leading DTS and school level discussions on areas relating to support, service management and end-user computing.
- Lead and motivate the teams in your remit, including building an efficient and collegiate team that thrives on challenges, developing and delivering objectives and plans, and driving for transparency, openness and accountability.
- Take a lead on drawing the clear connection between Enterprise Architecture and the delivery and improvement of support, end user computing, service lines and the service management portfolio more generally.
- Lead a portfolio of colleagues, bringing to life and inspiring them with the LSE and DTS culture and values and acting as a visible leader and champion of these values.

Practice Leadership:
- Operate as the LSE DTS Service Management and Enterprise Service Management domain expert ensuring that Service Management practices are appropriately localised and the right maturity levels implemented in a consistent manner across the division and School.
- Operate as the champion accountable leader and domain expert for the School's end-user computing environments, working with peers across DTS to deliver a flexible best-in-sector technology environment that accommodates the community's various needs.
- Oversee portfolio staffing strategies to align with LSE's broader goals, aligning with strategic direction of travel and pre-empting future needs.
- Mentor Professional Services Leaders, enhancing their understanding and execution of service management practices.
- Set benchmarks for service delivery excellence, incorporating industry best practices and frameworks.
- Have oversight and authority over all service delivery hires in LSE within Divisions and departments to ensure a consistent approach to hiring and a school wide view on resourcing and with a strategic view on the operating model.
- Provide leadership guidance to Professional Services Leaders on the performance and capability of service delivery teams through practice reporting and performance reviews.
- Responsible for overseeing service delivery and service management teams across LSE including setting minimum standards and frameworks and championing good practice in this area including ensuring good practice on Service Management (ITSM and ESM)

Strategic Planning:
- Spearhead strategic improvements of our operational support and end user computing capabilities, taking advantage of industry connections, insights from our architecture team and deep connection with the institution and its aspirations and strategic plans.
- Formulate and disseminate annual operating plans, ensuring alignment with the institution's strategy.
- Act as the key leader on DTS operational reporting, delivering clear reporting mechanisms for operational performance, including KPIs and quarterly reviews and SMC reporting. This role will attend multiple senior management committees.
- Actively participate in institutional senior management committees, contributing towards extra-portfolio school matters through specific service management and technology leadership expertise.
- Predict sector-level changes to operational support approaches, supporting and being supported by DTS and institutional strategy and architecture. Ensure that services are optimised to the benefit of our community and in line with our strategy, predicting changes and proactively evolving service as required to meet institutional aspiration.

- Develop of annual (and otherwise as required) operating plans that drive towards the LSE's Technology Mission. Ensure that these plans are widely understood and socialised and supported by clear resource planning.

Service Delivery (ITSM):
- Directly engage with various departments to oversee the delivery and quality of DTS services, building trust and strong bi-directional relationships across the School to enable high quality operational services that flex and evolve with the School.
- Act as a senior escalation point for operational and service issues for the division, bringing empathy, trusted partnership, accountability and domain expertise to bear in working with colleagues across the community to manage issues and evolve the service.
- Develop and refine the DTS service catalogue, ensuring it meets business needs and user expectations.
- Uphold business continuity and disaster recovery plans, regularly reviewing and testing their effectiveness.
- Responsible for engaging with Departments and Divisions across the LSE to manage quality and
  delivery of services, ensuring a clear line of escalation and support to drive effective service delivery.
- Accountable for the first line of defence for security of the operation and driving forward 'privacy and security by design' in all services. Champion security and privacy by design, integrating these principles into all service management activities.
- Accountable and responsible for Service Transition, including defining and owning the Service Transition frameworks, policies, requirements and controls,
- Lead and motivate the Service Delivery function, including developing and delivering objectives and plans and managing the support and services we are accountable for:
  - Development and delivery of a service catalogue that delivers on business needs and preferences and delivers the vision for services, including the definition and delivery of Service Lines
  - Management of appropriate committees and forums to promote best practice on the delivery of service management, technology and data services across the LSE
  - Delivery of high performance, high quality, reliable IS services
  - Delivery that represents good value to the business, ease of use with transparency of costs for the end-to-end services,
  - Delivery of global services spanning students, Academics and Staff
  - Delivery of industry standard, enterprise class and optimised processes covering all areas of Service Management and Service Delivery
  - Delivery of supplier management including performance management, contracts and commercials inside the portfolio
- Manage an effective staff pipeline and resource model, including succession planning. Take advantage of appropriate recruitment types, retention and staff engagement approaches in partnership with HR and the broader DTS leadership team to ensure sustainable delivery of portfolio objectives and with a view to helping create a pipeline of early-career staff for the broader division.
- Responsible for preparation and management control of the budget for the DTS Service Delivery Function
- Drive optimisation and efficiency whilst maintaining enterprise class services and ensuring services have considered sustainability and environmental issues.
- Responsible for liaising with 3rd party vendors to deliver results within DTS Service Management, in line with sourcing strategy for IS services
- Development of clear sourcing strategy for the portfolio, taking into account the rise of cloud services

- Ensure organisational design and culture of the team supports the changing needs of the LSE
- Promote accessibility in the delivery of our services to promote better working practices and tools for all

Flexibility

To deliver services effectively, a degree of flexibility may be required in the duties performed in order to meet the demands of service. Job roles may also naturally develop over time and ongoing substantial changes to a role will be discussed between line managers and their staff, with job descriptions updated as and when appropriate.

Equity, Diversity and Inclusion (EDI)

LSE is committed to building a diverse, equitable and truly inclusive university. All posts (and post holders) will seek to ensure diversity and inclusion, while opposing all forms of unlawful and unfair discrimination on the grounds of age, disability, gender identity, marriage and civil partnership, pregnancy and maternity, race, nationality, ethnic or national origin, religion or belief, sex and sexual orientation, or social and economic background.

Ethics Code

Posts (and post holders) are assumed to have a responsibility to act in accordance with the School's Ethics Code and to promote the principles and values that the Code enshrines. The Ethics Code clearly states that the whole LSE community, including all staff, students, and governors of LSE, are expected to act in accordance with the principles which are set out in the Code. As such you are required to read and familiarise yourself with it. The School's Effective Behaviours Framework is designed to support this Code. It sets out examples for the six behaviours that all staff are expected to demonstrate, these can be found on the following link: click here

Environmental Sustainability

The post holder is required to minimise environmental impact in the performance of the role, and actively contribute to the delivery of the LSE Environmental Policy.

Staff Benefits

We offer an occupational pension scheme, generous annual leave, hybrid working, and excellent training and development opportunities.

For more information, please use the following links:
https://info.lse.ac.uk/staff/divisions/Human-Resources/Staff-Benefits/Staff-Benefits
https://info.lse.ac.uk/staff/divisions/Human-Resources/Working-for-LSE/Staff-Benefits

DTS Service Delivery Org Chart

Chief Information Officer

Director Of Service Delivery

Service Line Management (30)

Service Management (27)

Service Line (Research)

Service Line (End User Computing)

Service Line (Student & Teaching)

Service Line (Operational Project & Service Improvement)

Service Line (Hardware Asset Management)

Technical Operations Relationship Manager

Service Desk

Teaching Side Support

AV

Administration Team