



Job title: Enterprise Data Officer
Grade: SPS 6
Role code: EEL0317
Status: Police Staff
Home Office code: Operational Support

Main purpose of the role:

The Enterprise Data Officer (EDO) provides vision and strategy for all data management activities. The EDO oversees the enterprise information management (EIM) program, data analysts and scientists and data stewards, and data service providers.

Main responsibilities:

- Data Governance, Policies and Standards - The EDO establishes data policies and standards. The EDO also oversees and reports on data metrics, and has executive-level responsibility for all enterprise information/data management and initiatives. The EDO organises and implements policies, procedures, structures, roles, and responsibilities that outline and enforce rules of engagement, decision rights, and the accountabilities for the effective management of information assets.

- Data Quality and Standards - The EDO will determine current data quality and maturity levels and develop a strategy to improve data quality (linked to ATOS work). The EDO will establish enterprise standards including a uniform and repeatable system development lifecycle methodology; e.g. a common set of standards for data naming, abbreviations, and acronyms.

- Business Intelligence - Establishing an architecture and a collection of integrated decision-support applications and databases providing the Force with easy access to business data.

- Explore Data Warehousing - Develop a data warehouse strategy (Athena Data Gateway will be important here, and enterprise management with the 9 Athena forces) to provide consistent, clean, and integrated data.

- Enterprise Data Modelling - EDM - showing core Force objectives (entities) and their data relationships. Ongoing work that delivers value by allowing the EDO to discover and resolve data discrepancies among different views and implementations of the same data.

- Unstructured and Big Data - Social media, emails, crime reports, pictures, videos, and sensor data. The EDO must take inventory of all unstructured data, determining its format, security, ownership, and quality.

- Business Performance Metrics and Metadata Management - The EDO must build business performance dashboards/a business performance management system (Balanced Scorecard already in place but they will have a view and authority to change). Develop data about data - business names, definitions and valid domain values; security settings (public, Force confidential, HR only, senior management only).

- Maintain Security and Privacy - Determine and enforce specific security and privacy requirements for each piece of data especially as it relates to privacy laws, industry regulations, and corporate compliance mandates.

- March 2019.

Vetting level:

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Necessary experience:

The post holder will be expected to demonstrate qualifications to the equivalent of the Change Management Institute Specialist or Master level with 5-10 years experience of managing change at a program level.

Excellent communication, presentational and interpersonal skills are essential for the role holder to hold the credibility and confidence of Chief Officers, Members of the Police & Crime Commissioners Office, senior

police personnel and key stakeholders and partners at national and regional forums. It is essential that the post holder is able to think strategically and possess the necessary technical and communications knowledge to contribute to and influence strategic operational and information security developments.

Behaviours:

Analyse Critically (Level 3)

I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios. I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial. I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations. I use my knowledge of the wider external environment and long-term situations to inform effective decision making. I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

Collaborative (Level 3)

I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures. I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private). I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities. I create an environment where partnership working flourishes and creates tangible benefits for all.

Deliver, Support and Inspire (Level 3)

I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made. I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals. I ensure that everyone understands their role in helping the police service to achieve this vision. I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these. I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes. I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment. I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners. I motivate and inspire others to deliver challenging goals.

Emotionally Aware (Level 3)

I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate. I actively ensure a supportive organisational culture that recognises and values diversity and well being and challenges intolerance. I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed. I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions. I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

Innovative and Open-minded (Level 3)

I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance. I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements. I work to create an innovative learning culture, recognising and promoting innovative activities. I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere. I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

Take Ownership (Level 3)

I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame. I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities. I define and enforce the standards and processes that will help this to happen. I put in place measures that will allow others to take responsibility

effectively when I delegate decision making, and at the same time I help them to improve their performance. I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance. I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

Values:

Impartiality (Accredited)

I take into account individual needs and requirements in all of my actions. I understand that treating everyone fairly does not mean everyone is treated the same. I always give people an equal opportunity to express their views. I communicate with everyone, making sure the most relevant message is provided to all. I value everyone's views and opinions by actively listening to understand their perspective. I make fair and objective decisions using the best available evidence. I enable everyone to have equal access to services and information, where appropriate.

Integrity (Accredited)

I always act in line with the values of the police service and the Code of Ethics for the benefit of the public. I demonstrate courage in doing the right thing, even in challenging situations. I enhance the reputation of my organisation and the wider police service through my actions and behaviours. I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations. I am open and responsive to challenge about my actions and words. I declare any conflicts of interest at the earliest opportunity. I am respectful of the authority and influence my position gives me. I use resources effectively and efficiently and not for personal benefit.

Public Service (Accredited)

I act in the interest of the public, first and foremost. I am motivated by serving the public, ensuring that I provide the best service possible at all times. I seek to understand the needs of others to act in their best interests. I adapt to address the needs and concerns of different communities. I tailor my communication to be appropriate and respectful to my audience. I take into consideration how others want to be treated when interacting with them. I treat people respectfully regardless of the circumstances. I share credit with everyone involved in delivering services.

Transparency (Accredited)

I ensure that my decision-making rationale is clear and considered so that it is easily understood by others. I am clear and comprehensive when communicating with others. I am open and honest about my areas for development and I strive to improve. I give an accurate representation of my actions and records. I recognise the value of feedback and act on it. I give constructive and accurate feedback. I represent the opinions of others accurately and consistently. I am consistent and truthful in my communications. I maintain confidentiality appropriately.

Technical skills:

Business Planning (Level 6)

Demonstrates a consistently high level of business planning expertise. Able to provide direct input to the Force Business Plan and its communication. Maintains and develops information systems to provide timely and accurate business planning data. Provides expert advice and coaching on business planning techniques and methodology to Force employees. Designs templates and other documentation to assist Force employees with business planning.

Data and Systems Security (Level 6)

Expert in all aspects of system and data security and is able to prepare the Force response to developments in this area, Nationally and in Europe. Assesses the impact of any legislation or directives and has the credibility to influence the management of the Force in adopting the appropriate principles or approaches.

Health & Safety (Level 4)

Has received Supervisor training and takes responsibility for the safety of directly subordinate staff and visitors. Understands the procedures in place for the safe storage of hazardous substances, fire precautions and evacuation. Resolves hazards or problems identified within roles or work environments. Undertakes

skills passport assessments for new and existing staff. Re-assesses passport as and when new equipment /technology is introduced. Completes annual reviews of skills passports, training needs analysis.

ICT - Communications Technology (Level 7)

Expert and highly professional in the field of communications technology. Able to work with leading suppliers, other Forces, the Home Office and external specialists to influence future developments and strategy.

Information Gathering & Analysis (Level 7)

Has an in-depth knowledge of analysis techniques and relates goals and actions to the strategic aims of the organisation. Establishes information networks to gather relevant information including internal and external information systems, published media and commissioned research. Decisions can be justified on the basis of the available information analysis.

Information Management & Technology (Level 6)

Possesses extensive knowledge of police systems and other available data sources and the circumstances under which access can be obtained - local, county-wide, national. Can conduct complex, multi-level computer searches to meet non-specific requests and/or can identify IT solutions to meet business needs. Can collect, manipulate, and synthesise search results, train on individual systems and/or support users in finding solutions.

Internal Consultancy (Level 7)

Consistently delivers high level consultancy expertise to Chief Officers and meets or exceeds expectations by delivering solutions which maximise benefits for the Force and/or enhance its reputation. Has the presence, energy and credibility to gain the confidence of Chief Officers. Able to build effective and enduring relationships at all levels. Demonstrates strong influencing skills combined with sensitivity to Force internal culture and climate.

Know. of Police Environment & Policy (Level 6)

Possesses a broad and wide ranging knowledge of the police service, legislation and policy which is consistent with the demand for strategic influence in respect of particular areas of activity. Will have formed a reliable network of contacts, nationally and locally, which can be used to support and enhance developmental initiatives.

Mgmt of Police Information (MOPI) (Level 7)

As an Information Asset Owner, or employee with comparable delegated authority, leads and fosters a culture within own Department/Division that values, protects and uses information for the public good, whether for a policing purpose or internal management processes. Identify and document the scope and importance of all owned information assets; thus supporting the management and maintenance of the Force information asset register and ensure all relevant entries are current and reviewed regularly. Foster a culture of continuous improvement encouraged and exemplified by supervised managers at all levels. Ensure that relevant policies and procedures are in place to allow the retention, review and destruction of physical and digital documents and records in accordance with APP for Information Management (incorporating MOPI guidance) , Data Protection Act 2018 (DPA) legislation and National Retention policies.

Project Management (Level 7)

Proactively identifies the need for, initiates and defines strategic projects which impact across Force boundaries and/ or have national implications. Effectively leads complex teams which include functional experts or senior officers from other Forces. Fully conversant with all best practice project management techniques and able to provide coaching in these techniques to team members and senior Force employees. Successfully manages budgets for major projects.

Risk Management (Level 6)

Able to anticipate, accurately define and establish the relative level of risk arising from events likely to affect the Force and its relationship with local communities. Responsible for addressing or accepting tactical vulnerabilities in the context of achieving local Force objectives; balancing multiple, potentially competing risks; and implement changes to policies, working practices and standard operating procedures as required. Identifies and challenges risks arising from collaborative and partnership arrangements. Has an appreciation that seizing opportunities also generates risks.

National Occupational Standards: