

<b>Job Title</b>	<b>DTV Infrastructure Manager</b>
<b>Reporting To</b>	<b>Head of Network Engineering</b>
<b>Function/Business Area</b>	<b>Network Services</b>
<b>Location</b>	<b>Dublin, Goldenbridge</b>
<b><i>Job Purpose:</i></b>	
<ul style="list-style-type: none"> <li>• To develop, implement and provide effective leadership to an engineering team responsible for: <ul style="list-style-type: none"> <li>○ Operation and maintenance of UPC's central and regional digital and analogue TV head-end platforms</li> <li>○ Development, implementation and support of new, leading-edge video and content delivery services infrastructure</li> <li>○ DTV Engineering lab and set top box (STB) configuration and test</li> </ul> </li> <li>• To provide effective management and oversight of team resources, ensure work is prioritized in line with business requirements and devise and implement appropriate staff development plans</li> <li>• To achieve and maintain optimum performance levels for the core DTV and content delivery platforms through development and implementation of best practice processes and procedures, ensuring that all key operational metrics are achieved</li> <li>• To take a lead role and work with other key business stakeholders within UPC Ireland on identifying and implementing technical solutions to enhance the performance and stability of the overall end to end DTV and content delivery chains</li> <li>• To manage effectively the operational and capital budget and resources for the DTV Infrastructure department</li> <li>• To foster and promote an environment of mutual trust, respect and dignity in the workplace</li> <li>• To ensure the team comply with all company policies and guidelines.</li> </ul>	

<b><i>Key Accountabilities:</i></b>
<ul style="list-style-type: none"> <li>• To lead, develop, motivate and support direct reports, to deliver on business objectives and targets and effectively performance manage the team</li> <li>• To develop a culture of continuous improvement and instill within the team a high standard of professionalism and performance</li> <li>• To develop a structured approach to how work is carried out by the team and to implement best practice procedures and processes for all activity within the area of responsibility, with the objective to improve internal and external customer satisfaction</li> <li>• To achieve and maintain optimum performance levels for the DTV and Analogue TV head-ends and ensure overall stability of the core TV services</li> <li>• To ensure that the core infrastructure to support new content delivery services is deployed and brought into operation in a timely manner in co-operation with UPC Corporate</li> <li>• To ensure that the required level of expertise is developed within the team to deliver a superior level of ongoing support for the new content delivery infrastructure</li> <li>• To liaise with the central technology groups and keep key business stakeholders within UPC Ireland informed of upcoming developments on the DTV and content delivery platforms, providing and shaping technical support to assist in the implementation</li> <li>• To establish and maintain close working relations with key interfacing areas of the business, managing customer affecting issues to resolution where relevant</li> <li>• To work proactively with local and central business stakeholders to ensure the smooth and timely implementation of upgrades and/or new technology within the TV and content delivery platforms</li> <li>• To engage proactively with the central DTV technology group and provide regular feedback on TV and related product performance, ensuring that local product improvement and/or product stability requirements are built into the infrastructure development cycle</li> </ul>

- Develop and implement best practice processes and procedures within the engineering labs to ensure that upgrades to existing platforms or new DTV product rollouts are thoroughly tested before release onto the live network
- To ensure adequate technical support is in place for the install and maintenance functions of the Business TV Product
- To ensure that adequate support is in place as relevant to support capacity expansion on the broadband network – CMTS Port expansion, HFC transmission infrastructure expansion
- Ensure all processes are in place for outage and disaster recovery 365 days per year
- To effectively manage the operational and capital budget and resources for the headend department
- To produce timely and accurate business reports and reviews and be compliant with all internal reporting requirements
- To ensure the team comply with all company policies and guidelines
- Manage team awareness, identifying any training requirements for Health, Safety and Environment to ensure the protection of the public and employees from risks of injury by making sure Health and Safety Guidelines are followed
- To undertake ad-hoc projects and activities as assigned by line manager
- To ensure that all Company policies and contractual commitments are within company guidelines
- To produce timely and accurate business reports and reviews and be compliant with all internal reporting requirements
- To undertake ad-hoc projects and activities as assigned by the Head of Network Engineering

### ***Skills and Experience***

#### ***Essential:***

- At least 5 years people management experience within a network or infrastructure operations environment with demonstrable experience of leading, motivating and developing a team
- Experience in organisation development and process implementation
- Educated to 1<sup>st</sup> degree level, preferably in an electronics/telecommunication or related engineering discipline
- Good working knowledge of IP networks and IT/ISP systems (Windows and/or Unix platforms)
- Demonstrable operational awareness and customer focus
- Proven track record of implementing communications projects in an operational environment
- Proven track record of problem solving, often under pressure
- Demonstrable track record of managing operational and capital budgets

#### ***Desirable:***

- Significant working knowledge of Digital TV systems, Digital Video Broadcasting standard specifications gained through operational experience working in Cable TV, TV Broadcast, RF transmission, or similar environment
- Working knowledge of DTV SI/PSI systems, DTV encryption, security and provisioning systems
- Working knowledge of DTV set top box code and middleware applications
- Working knowledge of RF and Fibre Optic HFC networks, broadband and voice technology, DOCSIS standards, including test and measurement.
- MPEG encoding gained through operational experience working in Cable TV Networks
- Vendor certification training in DTV systems and applications (e.g. Cisco, Tanberg, Nagra etc)
- Experience of laboratory best practices
- Experience in application product development lifecycle

***Core Competencies:***

• Team Working	• Managing Performance of Others
• Customer Orientation	• Inspirational Leadership
• Developing Others	• Planning and Organising
• Achieving Results	• Managing Change
• Organisational Awareness	• Professional Values
• Motivating	• Communication

***Team Working***

**Encourages team to work together by engendering a sense of collective responsibility, in order to achieve common goals. Role models the Team Working Value at all times.**

- Proactive in creating team effectiveness through clear goals and measures.
- Deals productively with conflict situations between team members.
- Encourages open discussion of different priorities and perceptions.
- Recognises and uses the different contributions of team members.
- Encourages high quality group decision-making and problem solving.
- Seeks to co-operate with colleagues in pursuit of organisational objectives.
- Effectively rebuilds team when membership changes.

***Managing Performance of Others***

**Generates high performance in others directly linked to the achievement of overall business objectives.**

- Provides overall direction, key priorities and expectations.
- Agree clear objectives with unambiguous performance expectations at relevant milestones.
- Gives constructive feedback on progress towards goals and performance.
- Recognises high performance.
- Coaches and advises reports as required in order to encourage optimum performance.
- Takes prompt action to rectify under performance and drive high performance.
- Recognises situations where under performance cannot be improved and takes ownership for ensuring a productive outcome for the organisation.

***Customer Orientation***

**Focuses on the needs of the customer in the execution of the role and works to deliver customer satisfaction.**

- Works flexibly with customers to establish and clarify their needs.
- Maintains knowledge and understanding of customers.
- Identifies and takes action required to address the needs of the customer.
- Responds to customer issues in a timely manner.
- Demonstrates a caring attitude towards customers by taking personal ownership.

***Inspirational Leadership***

**Inspires the team by involving and developing team members and maintaining a positive work environment.**

- Demonstrates an unshakeable, highly visible leadership style by leading from the front and by example.
- Adopt a collaborative management style, by having an open dialogue and actively involving the team in decision making. Values the team's input, ideas, and contributions.

- Obtains the team support and buy in as opposed to just telling them what to do.
- Briefs the team about all changes and decisions that affect them.
- Puts team objectives before own personal agenda.
- Spends time with all team members; observes and coaches, interacts on a formal and informal basis.
- Celebrates team and individual success; giving praise and promoting a positive atmosphere whenever possible.
- Actively develops constructive and effective working relationships with other teams and discourages destructive attitude and behavior.
- Identifies potential conflict and ensures conflicts within the team are resolved fully.

#### ***Developing Others***

##### **Encourages subordinates to reach their full potential within the organisation**

- Gives associates constructive feedback on their performance focusing on development areas.
- Fosters self-development through encouragement, coaching and agreeing to stretching objectives, which provide learning opportunities.
- Encourages employees to take responsibility for their own development.
- Discusses and reviews training and development needs at regular intervals.
- Creates a variety of opportunities and approaches, which drive development.

#### ***Planning and Organising***

##### **Establishes a clear course of action designed to achieve long or short term goals**

- Establishes goals before determining course of action
- Identifies tasks required in order to achieve goals
- Determines priorities, relative to urgency and importance
- Evaluates the business constraints and identifies resources required to achieve goals
- Sets appropriate course of action detailing defined steps

#### ***Achieving Results***

##### **Strives to achieve business objectives by setting clear criteria and parameters to drive the business forward.**

- Communicates vision of 'where we want to be' and provides clear direction to Associates.
- Has personal determination and drive to succeed and motivates others to fulfill and achieve their goals within set timescales and to required standard.
- Sets SMART (Stretching, Measurable, Agreed, Realistic, Timebound) business objectives and goals for self and team.
- Effectively organises own, and others', time to priorities activities, ensuring business objectives are achieved within set timescales and to required standard. Focuses on what is important.
- Works with and empowers others to achieve results, ensuring that all parties are aware of what is required and when it needs to be delivered.
- Has good knowledge of the business and environment within which it operates to be able to monitor progress of the plan(s) and looks for ways to improve work processes in order to achieve long-term goals.
- Ensures that all carry-through with agreed plan(s) in order to achieve results.
- Is able to positively adapt to change and change the plan(s) accordingly.
- Takes responsibility and makes decisions, based on sound judgment, experience and what is best for the business.

### ***Managing Change***

**Makes change happen, looks ahead to assess business direction and then sells the benefits.**

- Sees change as an opportunity and communicates this in an open manner with no hidden agendas.
- Acts as a focus for change, giving it direction and impetus and selling that vision.
- Manages the change process through monitoring and reviewing progress and taking appropriate action.
- Works with people to alter their view of change through involving them and ensuring and 'can-do' attitude.
- Is forward looking, considering the future and the opportunities it will bring.
- Boosts the department and the company image by actively selling the Vision and the business direction.
- Proactively pursues new ideas, challenges assumptions and makes plans for implementation of change.
- Promotes a positive image at all times by showing responsiveness to change, helping others who may not feel so positively about change.
- Escalates issues to ensure that obstacles do not prevent change happening.

### ***Organisational Awareness***

**Demonstrates an understanding of the organisation's business activities and structures.**

- Articulates where own function fits and its interdependencies within the structure.
- Reflects the organisation's vision and values in the performance of the role.
- Builds and maintains internal business relationships in order to maximise effectiveness.
- Ensures activities are aligned with overall business objectives.

### ***Professional Values***

**The ability to establish effective internal and external relationships gaining others trust and confidence.**

- Demonstrates pride and loyalty in department and company.
- Talks to others as equals maintaining a consistent, mature and diplomatic attitude.
- Shows enthusiasm for new ways of working which will benefit the department or company.
- Keeps up-to-date on issues that will affect the department and actively looks for opportunities to learn new things.
- Builds rapport and professional relationships with all internal and external customers by being honest, open, fair and commercially aware.
- Accepts ownership of problems and proactively looks to resolve them quickly.
- Demonstrates competence in own job and in adding value to the company.
- Understands individual's needs and personalities to deal with them in the most effective way.
- Helps colleagues in a confident manner by encouraging teamwork.

### ***Motivating***

**Inspires, encourages and urges others to succeed by creating the right climate that makes them want to strive to achieve business objectives.**

- Generates commitment and effort from other Associates by creating the right climate and working environment to encourage involvement and commitment.
- Articulates a clear vision and direction that is communicated to others.
- Does not rely on position or authority to get things done.
- Makes other Associates feel as though they can and want to contribute to the achievement of business objectives and goals.
- Encourages and urges others to persevere and to strike to achieve business objectives despite unexpected challenges or the scale of the workload.

- Has a positive, 'can do' approach that makes other Associates feel as though they will succeed.
- Inspires trust and confidence in others by being fair and open and accessible and is seen to advise and support others.

***Communication***

**Identifies and uses methods of communication appropriate to the recipient and situation in order to accurately convey information.**

- Selects appropriate method of communication.
- Uses written/verbal language that is clear, concise and easy to understand.
- Uses a clear and logical structure in all forms of communication.
- Adopts a communication style to meet the needs of the audience.