

REPORT NO: 04-105
DATE: October 27, 2004
ANALYST: Betty J. Stanifer

CLASSIFICATION REPORT

PROPOSED TITLE: Director, BIS Business Development/Deputy Chief Information Officer (Appointed)

CURRENT TITLE: Director, Information Technology Services (Appointed)

INCUMBENT: William Beck

REASON FOR REQUEST: To establish an ensure proper placement of an appointed operating executive with CIO authority to oversee the day-to-day tactical operations of BIS

DATE QUESTIONNAIRE SUBMITTED: 10-06-04

DATE OF PREVIOUS STUDY: ---

DISPOSITION OF PREVIOUS STUDY: ---

PERSONS INTERVIEWED: Karl Kaiser; Chief Information Officer

RECOMMENDATION: Reclassify one Director, Information Technology Services (Appointed) position (#3672) at Grade 14 with 638 Total Points to Director, BIS Business Development/Deputy Chief Information Officer (Appointed), allocated to a Grade 15 with 698 Total Points.

POSITION ANALYSIS

The Chief Information Officer has identified a need for an operating executive with CIO authority to oversee the day-to-day tactical operations of BIS. The proposed Deputy CIO role is not a full time position; consequently the position will be combined with those of the Director of the new Business Development Division that will manage the implementation of all new information technology across the City. The primary role of the position will be the assessment, planning and delivery of business centric IT solutions through effective project management. The secondary role will be to assist the CIO in the direction of the day to day operations of BIS and responsibility for aligning IT investments and information services with departmental business plans. The position will be responsible for, but not limited to the performance of the following duties and responsibilities.

Director, Business Development

- Partner with Department Heads to provide innovative business solutions, through the strategic application of information technology.
- Develop business centric enterprise information management solutions through Business Process Re-engineering.
- Facilitate deployment of a distributed enterprise information management infrastructure.
- Define, resolve and direct resolution of complex system problems with appropriate prioritization based on business impact.
- Mitigate risk on complex projects and citywide strategic initiatives.
- Responsible for make vs. buy decisions and the delivery of tactical IT solutions.
- Identify, engage and manage the solution providers required to achieve expected business outcomes.
- Engage and manage specialized IT professionals on contract to augment internal resources.
- Define desired outcomes to be negotiated and refined collaboratively.
- Direct the implementation of complex IT solutions by defining and quantifying outcomes, qualifying levels of performance and measuring results from start to finish.
- Direct and manage the design, evaluation, selection and deployment of hardware, software and network infrastructure to address the information processing needs of the City and its customers.
- Direct the application and testing methodologies to produce test plans that maximize the coverage of unit and integration tests.
- Lead project teams in planning and executing acceptance tests on complex system deployment projects.
- Evaluate employees' performance, monitor workloads, schedule work assignments, coordinate development needs and participate in hiring, promoting, transferring, discipline and terminating employees.
- Interact with internal/external users to define requirements and resolve technological problems.
- Act as a central point of contact to technology vendors to ensure effective communication.
- Participate in relevant project meetings and provide regular progress and status updates to city/BIS management.
- Communicate schedule and performance requirements to all team members, city departments, BIS technology vendors and/or contract personnel.
- Build a fully integrated citywide enterprise computing infrastructure, implementing distributed

information management architecture and deploying application specific productivity solutions.

- Keep abreast of enabling technology advancements, industry trends and state-of-the-art IT solutions and participate in IT related associations.
- Produce well documented estimates, which include project milestones, task detail, resource allocation and documented assumptions.
- Direct and coordinate the assignment of project resources.
- Prepare presentations to the CIO and other department heads on information technology for business outcomes.

Deputy Chief Information Officer

- Direct the day to day operations of Business Information Services, which includes a staff of 80 plus with an annual operating budget of twenty-two million and capital budget of three million.
- Assist the CIO in the development and execution of the Five Year Business Plan and in maintaining a dynamic investment strategy for information technology projects.
- Assist the CIO in the oversight of ongoing process to measure benefits, value and costs of all technology projects.
- Provide key input to the preparation of the annual operating budget.
- Ensure departmental IT investment paybacks are identified, agreed to and aligned to City goals.
- Participate on internal and external committees, boards and task forces.
- Assist in developing the Strategic Information Systems Plan (SISP) and maintaining a dynamic investment strategy for information technology projects.
- Oversee the development, implementation and management of the City's Enterprise information technology architecture.
- Manage partnerships with IT vendors for technical services including: vendor/contractor selection, contract negotiation, service delivery performance and dispute resolution.
- Assist the CIO in developing and executing a citywide vision for electronic access to information and government services.
- Partnership with other government entities to develop a citywide vision for electronic access to information and government services.
- Administer the preparation of the annual budget.
- Ensure departmental IT investments paybacks are identified, agreed to and aligned to City goals.
- Participate in internal and external committees, boards and task forces.

PRE-REQUISITE KNOWLEDGE (Factor 1)

Candidates for the position will need a Bachelor of Science Degree Computer Science (Masters preferable), a related field or equivalent and ten years of increasingly responsible experience in all phases of information technology services, including systems analysis, programming computer operations, communications and distributive processing and supervision or project management responsibilities for major systems implementation; with at least ten years of senior management experience in administration of a major technological enterprise with both mainframe and networked systems. The incumbent would need thorough knowledge of client server and distributed information technology architecture; the ability to create a collaborative environment to deliver systems; thorough knowledge of IT and government history, customers and business redesign for effective products and services; thorough knowledge of technology and management practices; ability to keep abreast of technological advances and maintain a

current technical level.

On this factor, the proposed position would not require the breadth of knowledge and experience that is required for the Chief Information Officer for entry into the position, but they are broader and more in-depth than those of the BIS Directors and Managers. The rating assigned here would be comparable to technical level Director level positions, which must also demonstrate a blend of management and leadership experience along with advanced technical knowledge and skills; i.e., Deputy Director, Transportation Coordination, Director Engineering Services, Director Field Services, etc. A rating of 80 would be justified.

DECISIONS AND ACTIONS (Factor 2)

The Incumbent in the proposed position will have considerable latitude in directing the engagement of IT professionals on contract; in directing the design, evaluation, selection and deployment of hardware, software and IT infrastructure; in directing the application of quality assurance methodologies of complex IT solutions; and in directing the assignment of project resources and coordinating the alignment of human resources, finances and architecture compliance. The position independently partners with department heads to provide innovative IT business solutions; mitigates risk on complex projects and citywide strategic IT initiatives; reviews and approves business/technology architecture direction and policy; responsible for make vs. buy decisions; and identifies, engages and manages providers required to achieve expected outcomes. Other problems resolved most frequently include assesses the organizational, technological and financial impact of migrating “departmental silo” business processes to citywide enterprise IT business solutions; overcoming resistance to systemic change in the way business is done; eliminating territorial barriers that impede business integration efforts, etc.

Decisions and actions reviewed/approved by the CIO would include development and execution of the Five-year BIS Business Plan; overseeing the ongoing process to measure benefits, value and costs of all technology projects; development of the Strategic Information Systems Plan (SISP); development, implementation and management of the City’s Enterprise technology architecture; development and execution of a citywide vision for the electronic access to information and government services; preparation of the annual BIS operating budget, etc.

In taking responsibility for the daily operations of the department as a whole; the position takes a large step in moving ahead of the BIS Directors in the area of decision making. The rating assigned here would not be as high as that of the Chief Information Officer, which has ultimate responsibility for the department; however, a rating of slightly less would be appropriate in that the position is allowed considerable latitude in managing the daily operations of the department of eighty plus employees and over twenty-five million dollars within broad parameters. A rating of 80 is being applied.

SUPERVISORY RESPONSIBILITY (Factor 3)

The proposed position will have supervisory responsibility over the five BIS Managers and their twenty-one subordinates. The rating of 25 assigned here is based on responsibility for twenty-six subordinates.

RELATIONSHIPS RESPONSIBILITY (Factor 4)

The incumbent in the position will have daily contacts with the CIO, Division Directors, Managers and BIS employees to take or give direction on BIS operations, service delivery and strategic priorities; contacts with other City departmental staff will be to ensure that BIS services meet business needs and provide information technology implementation assistance daily; contacts with elected officials, department heads, division directors and managers to communicate and obtain buy in for BIS budgets and programs, ensure that services meet City business needs and provide technology planning assistance on a daily basis. External contacts are experienced with County, State and Federal Government personnel and Business and Civic and Leaders to assist City of Minneapolis Departments improve the delivery of city services by better leveraging IT investments on a weekly basis.

While these contacts appear to be parallel to those experienced by BIS Directors; they are in actuality broader and more in-depth. The incumbent's ability to deal with people is crucial to the success of the position. A rating of 75, comparable to what is assigned the Director, Inspection Services is being applied.

WORKING CONDITIONS (Factor 5)

The working conditions are equivalent to other executive level and managerial positions in the system that work in office settings with daily exposure to computers. A rating of 20 is being applied based on comparisons.

EFFORT (Factor 6)

As a BIS Director, the position was credited with needing significant mental effort in coordinating the needs of multiple users with the push on automation/technology in the City due to the new ways of conducting business, i.e., outsourcing. Then there are additional pressures experienced by this position in the role as Deputy Director, which include mental pressures experienced in the job from dealing with deadlines and time pressures from project schedules, budgets, business/strategic plans and other time sensitive assignment deadlines. There is justification to increase the factor rating based on the additional pressures experienced managing the day to day operations of the department. The rating is being increased to 70 on this factor.

RECOMMENDATION

Reclassify one Director, Information Technology Services (Appointed) position (#3672) at Grade 14 with 638 Total Points to Director, BIS Business Development/Deputy Chief Information Officer (Appointed), allocated to Grade 15 with 698 Total Points.

CONCLUSION

The BIS department has constantly undergone reorganizations and title changes as technology changed and the needs of the City changed. Since this position was last evaluated in 2001 the department has sought new ways of doing business, which included outsourcing work. Along with this change the Chief Information Officer identified the need for a new position which will play a dual role. The position will continue to direct business development and will take on duties as Deputy Chief Information Officer, assisting and directing the day to day operations of BIS; the development and execution of the 5 year BIS Business Plan; the development of the Strategic Information Systems Plan (SISP); and the development and execution of a citywide vision for electronic access to information and government services. The position is being elevated from a Grade 14 with 638 Total Points to a Grade 15 with 698 Total Points. The position still meets the criteria for Appointed Positions as outlined in the City Ordinance (20.1010) according to the Chief Information Officer.

1. The person occupying the position must report to the head of the designated City department or the designated City department heads deputy.

As the Deputy, the position will report to the Chief Information Officer.

2. The person occupying the position must be part of the designated department head's management team.

The position will be part of the designated department head's management team.

3. The duties of the position must involve significant discretion and substantial involvement in the development, interpretation or implementation of city or department policy.

Yes.

4. The duties of the position must not primarily require technical expertise where continuity in the position would be significant.

The position's duties do not primarily require technical expertise where continuity in the position would significant.

5. There is a need for the person occupying the position to be accountable to, loyal to, and compatible with the mayor, the City Council, and the department head.

The position's primary accountability, loyalty and compatibility is to the department head, who is accountable to, loyal to and compatible with the Mayor and City Council.