

**REPORT NO: 15-28 & 29**  
**DATE: 5/05/2015**  
**ANALYST: Michael Hebner**

**CLASSIFICATION REPORT**

**PROPOSED TITLE:** Deputy Director, Information Technology Services (add two positions)

**CURRENT TITLE:** Deputy Director, Information Technology Services

**INCUMBENT:** Robert Arko, Deputy Director Information Technology Services

**REASON FOR REQUEST:** Request to review proposals to establish two positions in an appointed level classification

**DATE QUESTIONNAIRE SUBMITTED:** 4/6/2015

**DATE OF PREVIOUS STUDY:** 2012

**DISPOSITION OF PREVIOUS STUDY:** Established as Deputy Director Information Technology Services, (Appointed, Grade 13, 610 Points)

**PERSONS INTERVIEWED:** Beth Cousins, Director, BIS Business Development/Deputy CIO

**RECOMMENDATION:**

1. Change the appointment of Deputy Director, Information Technology Services from 610 points to 603 points, Grade 13
2. The salary of the incumbent will be red circled and adjusted to the 603 point salary at the time of any appointed pay adjustments.
3. Establish two additional Deputy Director Information Technology Services, Grade 13 (603 points) appointed positions.

The Information Technology Services Department established the Deputy Director Information Technology (Managed Services) Appointed position in 2008. The idea in creating the position was to add a level of management between the Director and the highest level classified manager positions in the Department (Manager IT). The level was specifically set up as an entry into Department-wide activities and was set up to have authority to direct aspects of work across Divisions in the Department, but to operate under the level of the Director Information Technology Services. There is currently one position at this level. The Chief Information Officer and the Deputy Chief Information Officer are seeking to add two new positions to the title broadening its application. Like the Director Information Service these positions will be under a common title. This will allow the 'Chief Information Officer' flexibility in assignments in responding to the fast changing information technology environment. The positions being added are at the same level of authority sitting between the Manager IT and Director Level in the Information Technology Department. The areas of responsibility which these positions will oversee include vendor management and contract services (including the managed services contract), the new Service Desk Unit which is work being brought back into the Department that was previously outsourced, and the Collaboration and Content Management Unit which is a new focus on (IT) Department's collaboration and content management services aimed at working with stakeholders across the City to develop and maintain the collaboration and content management services roadmap, including staying current with emerging trends from the supplier community as well as within the City where early adopters are adapting consumer tools for business use.

The proposed duties for this level of appointed position in the Information Technology Department are as follows:

- **Information technology planning, analysis, and design:** Identify organizational architecture and financial impact of applications and technology infrastructure and processes. Direct the production of business proto-types and process flows on projects and for initiatives. Develop and direct execution of enterprise Service Management processes and procedures and define and direct the resolution of systems problems. Act as the primary service provider governance coordinator for the contract with the City's Managed Services provider. Work with business stakeholders and IT Architects to develop and maintain the collaboration and content management services roadmap. Represent the assigned unit in strategic and architectural planning sessions.
- **Delivery of systems implementation:** Direct and oversee systems implementation to address City needs. Evaluate the need for and the value of investment (VOI) for systems. Plan and execute unit and integration tests applying testing methodologies, and assist project teams in planning and executing acceptance tests on system projects. Engage other Directors within IT to create foundation solutions that can be used as building blocks for new business focused solutions. Ensure that system paybacks and contractual obligations are identified as agreed to align to the City's and IT goals.
- **Service delivery:** Supervise support and maintenance teams: Assign and schedule work; Provide work direction and prioritization; Review work product for quality control. Evaluate internal and managed service-provider performance against service level agreements (SLAs) and other key success indicators to ensure adherence and continuous improvement in the

value proposition for services provided. Negotiate compliance violation remediation and contract changes.

- **Staff Management:** Direct and supervise daily operations of IT Service Desk Program and employees; manage and coach Collaborative Services and Vendor Management and Contract Services team members. Evaluate employee performance, monitor workloads, schedule assignments, provide coordination for development needs of employees, and participate in the hiring, management, and coaching of staff responsible for creating support solutions, developing and driving plans toward defined targets. Evaluate employee performance, monitor workloads, and make required adjustments.
- **Communication:** Work with other Directors within IT, Deputy CIO and CIO to develop and support an enterprise strategy for IT. Communicate effectively with peers, subordinates, and IT Senior management; internal and external computer users regarding needs, requests, inquiries, and technical problems. Oversee the partnership with the other IT groups to ensure there is alignment in how services are planned, delivered and supported. Develop and maintain good business relationships with vendors.
- **Technology:** Maintain a current and relevant level of technical skill and knowledge by reading trades articles, attending training, and attending seminars; and evaluating new technology.
- **Project Management:** Produce high quality estimates, including itemization of tasks, and Statements of assumptions made. Conduct initial and on-going meetings with users. Create, maintain, and communicate project **and support** plans and issue log to users and systems personnel on projects; and provide business oriented reports. Oversee all IT solution development / acquisition projects to ensure that all steady-state support plans and materials are complete and adhere to Service Desk support standards. Lead projects and serve as lead designer to develop new collaboration and content management services.
- **Administration and Management:** Plan and facilitate the assignment of project resources. Coordinate project resources with the assignment of human resources. Coordinate financial and architectural compliance. Develop and manage demand and capacity strategies. Prepare presentations regarding the use of technology for business outcomes. Develop and administer enterprise IT policy and procedures.

## POSITION ANALYSIS

### PREREQUISITE KNOWLEDGE

The requirements for the Deputy Director level in the Information Technology Department are a Bachelor's Degree in Computer Science, Information Technology, Information Solution Architecture, or equivalent. This level requires seven years of experience in an information technology organization with enterprise wide responsibility, and four years of management experience.

A rating of **70 points** is appropriate and will be assigned.

## **DECISIONS AND ACTIONS**

The Deputy Director Information Technology has a high level of authority below the Director Information Technology level and above the Manager Information Technology. There will be three positions in the title. One will be over all Departmental Contracting and Vendor Management. It will have responsibility for IT administration and finance and be the primary vendor manager/service provider governance coordinator for the City's multi-million dollar contract with the City's Managed Services provider, a large City contract. It will have high level vendor performance management responsibilities. As such its decisions will touch most other departments in the City. The second position will be over the new Service Desk Function. The IT Service Desk provides IT support to all City Departments and staff, and the enterprise tools that support employee self-service, the service catalog and knowledge base. The position will be responsible for City IT-governance groups and committees. The positions will manage Information Technology Service Model ISTM tools. The third position that will be in this title will oversee the Collaboration and Content Management Services Unit and will be responsible for working with other IT Directors to develop and support enterprise strategies and governance plans along with the IT collaboration and content-management service delivery program. The position will oversee the processing of requests for new services or changes to existing services. It will manage the gathering, review, and analysis of business needs for design of new services on existing platforms, and for overarching service-lifecycle planning. It will take a lead role in informing the customer community, and gathering group feedback regarding efficacy of service

All three positions will be responsible for working with other IT Directors to develop and support enterprise strategies and governance plans. They will manage projects, including project financials. They will have to manage budgets for major projects and for day to day service delivery and operations. All these positions will oversee staff performance and will be responsible for hiring, training, coaching, performance evaluation, and other personnel decisions as required.

A rating of **70 points** will be assigned. Jobs at this level take action on some of the more complex and unusual problems that arise and develop solutions to complex problems involving advanced principles and techniques and considerable original thinking. Jobs at this level may manage mid-sized departments or a branch or sub-function of a large or major department with significant impact on expenditures or revenue.

## **SUPERVISORY RESPONSIBILITY**

The Deputy Director Information Technology will supervise an average of 7 employees. Titles that will report to this level include Contract Administrator, Service Desk Agent, Senior Application Analyst, Software Engineer, Manager Information Technology, Business Analyst, Collaboration Analysts, and Collaboration Engineers. A rating **10 points** will be assigned.

## **RELATIONSHIPS RESPONSIBILITY**

These Deputy Director level positions will need to establish and maintain relationships with Information Technology staff at all levels. Because of the nature of duties of the three positions they will consult on system design decisions; assign and schedule project teams; provide input into IT architectural decisions (system, data, and application architectures). They will work with City staff from other Departments regarding technology questions, issues, and on-going projects and operations. Communication will include resolving service needs, and providing decision support and technical consulting as required. There will be contact with Department Managers, Elected Officials, and other high level decision makers to strengthen relationships, focusing on those areas that leverage IT systems. They will need to foster these relationships and ensure the services IT provides are meeting the demands of the departments and understand what future opportunities exist to increase or enhance the IT services. The City Attorney and the City Attorney's Office are contacts for legal and contractual questions. The Finance Department will be contacted for assistance with managing operational and project budgets and expenses, and to collaborate and make decisions on an IT cost-recovery billings model. There will be contact with the Purchasing Department regarding compliance with procurement and contracting procedures.

Outside contact will include contact with contractors, consultants, and vendors regarding contracting and services. There will contact regarding performance issues and to hold them accountable.

A rating of **65 points** will be assigned. Jobs at this level require considerable tact and diplomacy. Issues dealt with are of broad or City-wide impact and where achieving objectives may require considerable persuasion, where cooperation is essential, and issues often controversial. Internally contacts will be with other divisions and departments through all levels, but typically through higher levels such as Directors, Deputy Directors and highly placed managers. At this level the job typically represents the division or department before the City Council, and other important bodies. At this level the job is in a high-level leadership position in terms of communication for the area(s) that the job represents.

## **WORKING CONDITIONS**

The position will work in an office setting with exposure to keyboarding and computer equipment and other typical office tools. A rating of **20 points** will be assigned.

## **EFFORT**

The Deputy Director Information Technology level position under study will require considerable mental effort in coordinating the needs of multiple users of technology. It will be heavily involved on a City-wide basis in developing IT strategy and governance. It will architect business solutions across Departments and Divisions. The Position entails mental effort in making sound decisions, often in a quick timeframe to deal with problems, resolve questions, and maintain service levels. There will be mental effort in coordinating and managing assigned

staff in the areas assigned. The position will deal with deadlines in projects, which will contribute to the stress which will be experienced.

The effort required in the position will be comparable to the other executive (director) level positions in the Information Technology Department.

A rating of **65 points** will be assigned. Jobs at this level have wide-ranging responsibilities that require considerable mental effort and involve time pressures, stress, and deadlines. Jobs at this level are responsible for planning, organizing and managing larger more complex areas, dealing with setting priorities, and ensuring compliance to City goals and objectives. There is pressure in meeting deadlines and pressure in responding to demands from various parties.

**The proposed position meets the criteria for appointed positions under the Minneapolis Code of Ordinance, Section 20.1010 as follows:**

- 1. The person occupying the position must report to the head of the designated City Department or the Designated City Department Head's Deputy.**

The position will report to the Deputy Chief Information Officer (Department Head's Deputy)

- 2. The person occupying the position must be part of the designated Department Head's management team**

The position will be part of the Chief Information Officer's (Department Head) management team in the IT Department.

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

The position will be responsible for development, interpretation, and the implementation of Department and City policy

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

The position requires strong critical thinking and judgement skills, good business analysis and service development skills, strong communications skills, good leadership skills, and broad based progressive experience is required rather than technical expertise.

- 5. There is need for the person occupying the position to accountable to, loyal to, and compatible with the Mayor, City Council, and the Department Head.**

The person hired will have to be loyal to and accountable to the Chief Information Officer, and to Elected officials.

**RECOMMENDATION:**

1. Change the appointment of Deputy Director, Information Technology Services from 610 points to 603 points, Grade 13
2. The appointment of incumbents in the current Deputy Director Information Technology Services (610 points) will end with this change requiring reappointment or un-appointment
3. Establish two additional appointed positions to the Deputy Director Information Technology Services, Grade 13, 603 points, for a total of three positions at this level

CLASSIFICATION FACTOR WORKSHEET								
Benchmark Classifications	Factors						Total Points	Grade Level
	1	2	3	4	5	6		
Deputy Director Information Technology (Current)	70	70	25	60	20	65	610	13

CLASSIFICATION FACTOR WORKSHEET								
Benchmark Classifications	Factors						Total Points	Grade Level
	1	2	3	4	5	6		
Director Information Technology Services (2015)	75	75	15	65	20	65	638	14
Deputy Director Information Technology (Managed Services)	70	70	25	60	20	65	610	13
Director IT Business Development -Deputy CIO	80	80	25	75	20	70	698	15
Assistant City Coordinator/ Chief Information Officer	90	85	45	80	20	75	775	17
<b>PROPOSED CLASSIFICATION</b>								
Deputy Director Information Technology Services (Proposed)	70	70	10	65	20	65	603	13

1. Prerequisite Knowledge
2. Decisions and Actions
3. Supervisory Responsibility
4. Relationship Responsibility
5. Working Conditions
6. Effort

#### Executive Exemption

These positions will be compensated on a salary basis (as defined in the regulations) at a rate not less than \$455 per week. Their primary duty will be managing a subdivision in the Information Technology Department of the City. These positions will customarily and regularly direct the work of at least two or more other full-time employees or their equivalent. They will

have the authority to hire or fire other employees, and their suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees will be given particular weight in the City system.

**DEPUTY DIRECTOR INFORMATION TECHNOLOGY SERVICES      CODE: C**

**REPORTS TO: Chief Information Officer, and Deputy Chief Information Officer**

**SUPERVISES: Contract Administrator, Service Desk Agent, Senior Application Analyst,**

**Software Engineer, Manager Information Technology, Business Analyst,  
Collaboration Analyst, and Collaboration Engineer**

**NATURE OF WORK**

**Responsible for directing managed and support services for the City's IT Department, including the governance of contracts with service providers for information technology services, and managing the service desk support services, and collaboration and content management units, including development and management of demand and capacity strategies. and development and administration of enterprise IT policy and procedures**

**TYPICAL DUTIES AND RESPONSIBILITIES**

**(Including, but not limited to the following)**

- **Information technology planning, analysis, and design:** Identify organizational architecture and financial impact of applications and technology infrastructure and processes. Direct the production of business proto-types and process flows on projects and for initiatives. Develop and direct execution of enterprise Service Management processes and procedures and define and direct the resolution of systems problems. Act as the primary service provider governance coordinator for the contract with the City's Managed Services provider. Work with business stakeholders and IT Architects to develop and maintain the collaboration and content management services roadmap. Represent the assigned unit in strategic and architectural planning sessions.
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**MINIMUM QUALIFICATIONS:** Bachelor's Degree in Computer Science or equivalent

**MINIMUM EXPERIENCE:** Seven years of experience in an information technology organization with enterprise wide responsibilities, including four years in management.

**LICENSES/CERTIFICATIONS:** N/A

#### **OTHER SPECIFICATIONS**

- Effective skills and abilities in leadership, oral and written communication, interpersonal relationships, time management and decision-making.
- Ability to lead an IT operation under an IT governance or management framework
- Strong skills in organizational change management
- Strong functional technical skills in the area assigned:
  - Skill in developing and maintaining information architecture for complex SharePoint sites, including security (access control) and retention management configurations.
  - Ability to configure and to train others to use digital interaction platforms such as web meetings, online surveys, personal/professional social sites (e.g. Linked In / Facebook), knowledge-management tools such as blog sites, etc.

- Experience with and ability to manage 3rd party support contracts or IT outsourcing agreements.
- Experience and ability to manage IT support operations in a large enterprise environment.
- Knowledge of and ability to oversee group performance in technical troubleshooting, research, analysis and prioritization.
- Ability to understand and communicate technical information on various levels in an easily understood manner
- Ability to multi-task and manage multiple initiatives of varying sizes at the same time
- Experience in planning, facilitating, and managing change.
- Ability to manage projects: Recruit stakeholders, gather requirements, define scope and deliverables, develop and track project plans and financials, maintain quality control, and effectively transfer deliverables from development to operations.

**WORKING CONDITIONS:** Normal office setting

<b>SERVICE:</b>	<b>APPOINTED</b>
<b>GRADE:</b>	<b>13 (603 Total Points) Executive Exemption</b>
<b>RE-TITLED:</b>	<b>May 2015</b>
<b>JOB SPEC:</b>	<b>May 2015</b>

**CITY OF MINNEAPOLIS**