

**Information Technology Manager**  
**Working Title (Assistant Bureau Director for Platform Services)**  
**Updated March 20, 2014**

**Position Number:**

Department of Administration  
Division of Enterprise Technology

### **POSITION SUMMARY**

The position operates with a high degree of independence and broad policy guidance consistent with the direction of the State of Wisconsin CIO (Administrator, DET) and Deputy Division Administrator - DET.

Under the general supervision of the Director, Bureau of Infrastructure Support, this position will manage critical platform services: including Database, Application Server, Directory, Exchange, SharePoint, Lync, Call Center and Enterprise Service Desk. This position is critical to establish state-wide Platform as a Service vision including direction for premise, hybrid and public cloud services. This position is vital to set standards, manage vendors and run operations flawlessly to ensure state-wide infrastructure support the business of 52 agencies and boards. This position actively engages a wide variety of customers in understanding business needs and cooperatively develops plans which delivers high value infrastructure at a competitive price point. This position focuses on exceeding customer expectations by proactively setting goals, measuring results against expectations and continually improving IT service operations.

The cloud services director is responsible for establishing IT Service delivery for infrastructure services in an efficient and effective manner. This position will implement IT Service Management (ITSM) based upon ITIL v3 framework in efforts to manage infrastructure service delivery achieving operations excellence. This position is responsible for establishing SLAs and metrics used to monitor and improve efficiency and effectiveness. This position is responsible for establishing, managing and executing a large platform budget. This position is responsible for establishing a rate recovery model which will ensure financial sustainability. This position negotiates service and support levels with outside hardware and software vendors. Position provides consulting services and training for utility supported software. This position ensures that services provided are compatible with the division goal of reducing costs and providing acceptable service levels.

This position manages Enterprise Service Desk operation responsible for handling over 50,000 support calls annually. This position is responsible for vendor management over contract service desk staff. This position manages the policies, procedures and metric management over service desk operations in efforts to provide continuous improvement and reduce costs.

The platform services group is responsible for providing secure data management over state-wide Oracle and SQL Server operations running on multiple hardware and converged infrastructure environments. Platform services provides all application server, proxy server, directory and business applications platforms used by all state agencies.

### **GOALS AND WORK ACTIVITIES**

- 30% A Manage and coordinate bureau-wide operations, service management and projects relative to day to day operation of the database, application server, directory, call center and service desk environments.**
- A1 Reviews and monitor Bureau operations on a continuous basis in terms of objectives, and identify and prepare recommendations for improvement. Utilize ITIL v3 processes to guarantee service delivery performance measured through robust metrics management practices.
  - A2 Provide procedural and policy recommendations to Division Administrator for approval in a timely manner to reduce problems and increase efficiency.
  - A3 Participates in discussions and provides advice on decisions concerning operations and other related activities.
  - A4 Upon request, organize and direct special project teams in the evaluation and recommendation of improvements to Division services. Ensures that time lines are met and final product is of acceptable and appropriate quality.
  - A5 Ensures action is taken to coordinate staff input in regard to Bureau operations as applicable.
  - A6 Identifies when situations arise that dictate meetings (internal or external) and arrange such meetings to resolve situations or implement actions as applicable
- 20% B Ensure that the vision and direction of a state-wide Platform as a Service architecture and operation is able to meet the current and ongoing needs of the Enterprise.**
- B1 Provide leadership and support for the planning, acquisition, installation and implementation of hardware and software to meet the requirements of the statewide enterprise. Orchestrate the creation of enterprise architecture to support current and future platforms running on-premise and in hybrid clouds.
  - B2 Determine annual and long-range strategic planning objectives; develop plans and acquire the tools needed for implementation.
  - B3 Determine and define IT infrastructure policies, procedures and guidelines necessary to facilitate a successful transition from current agency standards to the enterprise-wide IT standards.
  - B4 Review and verify the technical feasibility as well as performance impact of enterprise-wide IT systems.
  - B5 Develop enterprise-wide procedures and guidelines for the effective use of IT standards supported at the center.
  - B6 In consultation with management, establish priorities and maintain work flow for various projects within the division to ensure their timely completion.
  - B7 Develop and maintain implementation schedules for the enterprise-wide projects resulting from various planning efforts.
  - B8 Monitor utilization data and determine policies to better utilize resources for optimum performance.
  - B9 Maintain records of tuning changes made and their effect on total resource utilization.
  - B10 Work with DET staff to instill discipline in technology and service delivery analysis and planning.
  - B11 Provide management reports on the current and projected utilization of the enterprise IT infrastructure technologies.
- 20% C. Responsible for establishing standards, procedures and enterprise policies and service offerings.**

- C1 Prepare or coordinate preparation of cost estimates for long-term strategies, including biennial budget requests, federal grant requests and proposals and similar purposes; identify potential funding and revenue sources.
  - C2 Maintain current knowledge of state, regional and national technology and enterprise technology management efforts and determine applicability in relation to Wisconsin.
  - C3 Raise issues proactively with department management related to enterprise technology issues; take initiative in framing issues, providing information and making recommendations.
  - C4 Recommend enterprise strategies to ensure adequate links between current and future business and technology needs.
  - C5 Identify and document enterprise business and technology goals and determine their relation to enterprise strategies.
  - C6 Conduct appropriate short and long-term financial analysis of enterprise technology efforts including identification and analysis of alternative means of accomplishing goals, analysis of pros and cons, and making recommendations on solutions, projects and funding.
  - C7 Identify and apply appropriate return on investment measures for government projects based on analysis of both public and private sector models.
  - C8 Evaluate and propose methods used to assess enterprise technology investments, including identifying appropriate data needed, data sources and data gathering techniques. Collect or work with others to collect data as needed.
  - C9 Stay abreast of changing enterprise business needs and technology capabilities and make recommendations for changes to strategic direction as appropriate to ensure that Wisconsin government leverages technology effectively in service delivery.
- 10% D    **Oversee the assessment, evaluation and coordination of Bureau plans, budgets, policies and objectives.****
- D1 Oversee the monitoring of the operating budget to assure the effective/efficient utilization of financial, physical, and personnel resources using these resources to assure achievement of departmental/ executive legislative policy objectives.
  - D2 Reviews and monitors budget on a monthly basis and notifies Administrator of any potential problem areas. Reviews budget requests as directed and prepares recommendations accordingly.
  - D3 Develops proposals and recommendations for improvement in the budget process.
  - D4 Coordinates development of and progress on both short-term (current year) and long-term (ongoing) objectives of the Division including Quarterly Management Report.
  - D5 Performs special assignments and conducts necessary studies to justify policy recommendations for improvement in Division operations. Assignments are to be submitted according to guidelines established and be of acceptable quality.
  - D6 Raises pertinent questions concerning Division operations and recommends appropriate solutions to questions.
  - D7 Initiates and drafts for subsequent approval of Administrator new policy decisions, rules and legislation within the framework of departmental management policies and procedures and manages these policy decisions, rules, and legislation once implemented.
- 10% E    **Manage the Bureau Programs, Staff, and Functions. Provide leadership, management expertise and direction to Bureau staff.****
- E1 Plan, direct, manage and evaluate the Section chiefs and operations of the Bureau.

- E2 Organize the resources and activities of the bureau for maximum effectiveness and efficiency in achieving Bureau, Division and Department responsibilities, objectives and strategic plans.
  - E3 Direct the development of Bureau plans to respond to the goals established by the department and division.
  - E4 Evaluate employee performance, provide training, conduct regular performance evaluations, acknowledge formal recognition of good performance, take appropriate disciplinary action, and resolve grievances.
  - E5 Recommend personnel actions (hiring, reclassification, reallocation, competitive promotional examinations, etc.) as needed to ensure appropriate and effective allocation of staff resources and compensation of employees.
  - E6 Establish annual objectives for the bureau.
  - E7 Analyzes resources in terms of overall goals and objectives of the Division to ensure proper allocation.
  - E8 Develop training plans for staff to assure the necessary level of staff competency and backup for major systems software.
  - E9 Develop work plans for each section to assure efficient use of staff resources.
- 5% F Conduct complex studies, reviews and assessments or other staff functions as the Administrator may direct.**
- F1 Investigates and recommends solutions on a wide range of problems and complaints relating to Division operations and services.
  - F2 Investigates feasibility of alternative solutions through studies and reviews.
  - F3 Advises Administrator of any concerns or potential problems and recommended solutions.
  - F4 Coordinates personnel actions as directed by Division Administrator such as reclassification requests, pay adjustments, affirmative action compliance, recruitments, employee assignments, training, etc.
  - F5 Anticipate, respond and resolve, in cooperation with other management staff, issues and/or programs in the Department, which require attention, and develops strategies and systems for appropriate and timely resolution of these problems.
  - F6 Assists in review and evaluation of employee performance evaluations and recommends appropriate action(s) to address any problems or concerns.
  - F7 Serves on ad hoc personnel groups or committees on a volunteer basis or as designated by Division' Administrator.
- 5% G Personal professional development through training, conference, and reading.**
- G1 Represent the Department and State at appropriate user conferences, other local, state and national seminars.
  - G2 Keep current on industry trends through trade journals, product bulletins, reference material, Internet and attend appropriate conferences. Maintain a high level of knowledge of new technologies and their possible application to state programs.

## KNOWLEDGE, SKILLS AND ABILITIES

### Supervisory Skills

- Knowledge of supervisory authority, contract administration, employee performance, merit/compensation, disciplinary process, affirmative action/equal opportunity employment, position classification.
- Ability to develop consensus with stakeholders across a wide variety of competing agendas.
- Ability to clearly and concisely explain complex technical and business concepts to stakeholders.
- Supervisory skills and abilities (e.g., interpersonal skills, performance measurement, making data-driven decisions, training).

### Strategic Planning and Business Planning

- Ability to establish business unit goals, establish work load priorities and manage work loads to achieve results.
- Ability to create 3 year Strategic Plans based upon business direction.
- Provide leadership to execute the (e.g., leading change, strategic planning).
- Ability to create long term enterprise architecture vision for an organization through application of the architecture discipline.
- Ability to establish an enterprise infrastructure architecture 3 year roadmap to lay out a course of action and provide leadership to achieve this vision.

### Project Execution and Operations Management

- Knowledge and experience in Project Management, preferably by being a certified PMP, PMI and PMIBok methodologies.
- Advanced knowledge on Project Management methods and principles.
- Ability to manage multiple projects in a program setting enabling integration and coordination of resource to achieve objectives.
- Ability to develop and maintain effective working relationships with staff in other divisions/ departments, vendors and a wide variety of customers.
- Ability to manage multi-platform infrastructure in an ITIL v3 environment enforcing service design and service delivery processes
- Ability to orchestrate and implement ITIL Service Management Metrics program which is used to evaluate operational effectiveness and monitor SLA performance.
- Ability to establish SLA over operations and manage to committed SLA objectives.

### Technical Knowledge and Skills

- Detailed Knowledge of information technology from EMC, VMWare, IBM, Commvault and others and know how to integrate vendors to provide robust, reliable and secure infrastructure services.
- Knowledge and skills to build a service provider organization to satisfy customers' needs for infrastructure services.
- Ability to serve as a solutions advisor solving complex business problems using sophisticated multi-platform solutions.
- Ability to understand multi-platform design and cloud infrastructure enabling placement of systems in the most cost effective and secure environment.

- Develop and maintain detailed knowledge about converged infrastructure, cloud management stacks, Hybrid cloud solutions, data base management, network management and applications management.
- Ability to provide design complex solutions involving remote devices, such as mobile, and synchronized data management.
- Knowledge of research techniques and resources which are used to stay current with new technology trends
- Financial skills (e.g., budgeting, working with spreadsheets).
- Experience in analyzing enterprise business and technology issues in a large corporation or government organization.
- Strong analysis skills grounded in technology and business planning and management.
- Ability to learn quickly; synthesize complex information; identify key points and communicate results accurately and effectively.
- Ability to identify appropriate members and develop effective teams with specific knowledge and skills needed to develop solutions and make recommendations.
- Ability to influence others and encourage creative and broad thinking to identify solutions.
- Effective use of consensus building to reach decisions.
- Ability to establish credibility so decisions and recommendations are adopted.
- Ability to obtain information and insight even when others are reluctant to share.
- Resourceful in identifying and obtaining information sources needed to perform responsibilities effectively.
- Ability to work independently and exercise appropriate discretion with a minimum of supervision and produce effective, acceptable results within short time frames.
- Experience working directly with management and understanding management perspective and requirements.
- Strong oral and written communication skills including the ability to communicate business and technical concepts and information effectively to a wide range of audiences including the public.
- Strong inter-personal skills including the ability to work independently with high-level government officials, business and IS managers and staff in federal, state and local agencies, and with division and department managers.
- Knowledge and experience in completing Applications Development Projects at multiple levels.