Division of Enterprise Technology
Classification Title: Information Technology Manager
Working Title: Director, Bureau of Infrastructure Support

<u>**POSITION SUMMARY**</u>

The Director of Infrastructure Support reports to the Division of Enterprise Technology's Deputy Division Administrator and is responsible for the overall management of the Bureau of Infrastructure Support (BIS). This role is responsible for defining IT infrastructure strategy, direction, architecture, standards, and management to include disaster recovery (DR), security, systems, servers, databases, identity and access management, monitoring, performance management, networks, and storage and more. This role must ensure reliable 24x7x365 operations and be a champion for the journey to Cloud and DevSecOps. This position will act as a liaison between IT Operations and other functions within State Government such as application development, and IT Security as well as external IT vendors and other business units as required. This is a highly visible, strategic role tasked with building and maintaining a best-in-class IT Operations function within the organization that operates with a "Cloud-appropriate/Cloud Considered" and DevSecOps mindset.

The Director is responsible for establishing the direction and implementation of new or consolidated service offerings and assessment of the short and long-term strategic and financial consequences of these initiatives. Primary responsibilities are to ensure that the state's investments effectively support the State's business goals and that available resources are used as efficiently as possible while meeting those goals.

The State's primary and secondary data centers are a core element to the division providing economical, efficient, high quality information technology compute services. These world class facilities have complex systems interfacing with many mission-critical state agency applications and statewide or cloud networks providing services to meet the needs of the state.

The position operates with a high degree of independence and broad policy guidance consistent with direction defined by the Deputy Division Administrator of Enterprise IT Operations and the State of Wisconsin Chief Information Officer (CIO).

<u>**Goals and Worker Activities**</u>

25%   A.   Manage the unit programs, staff, and functions. Provide leadership, management
                   expertise, and direction to unit staff.

   1. Plan, direct, manage and evaluate the operations of the Unit.
   2. Direct the development of Unit plans to respond to the goals established by the
      department and division. Develop work plans to assure efficient use of staff resources.
   3. Establish annual objectives for the Unit. Analyze resources in terms of overall goals and
      objectives of the Unit to ensure proper allocation.
   4. Organize the resources and activities of the Unit for maximum effectiveness and
      efficiency in achieving Unit, Division, Department and Enterprise responsibilities,
      objectives, and strategic plans.

5. Establish workload priorities, assign tasks, and instruct and direct employees in completing their assigned duties.
6. Counsel and motivate staff to improve the quantity and quality of work, including formal performance evaluation and goal setting sessions.
7. Develop performance standards to maximize productivity, conduct periodic performance evaluations and recommend training to meet performance standards and for career development. Develop training plans for staff to assure the necessary level of staff competency and backup for major applications.
8. Provide for a current and continuing program of research and analysis in information technology and for utilizing the information in planning, developing, and maintaining an effective program.
9. Recommend/initiate personnel actions (hiring, reclassification, reallocation, competitive promotional examination, etc.) as needed to ensure appropriate and effective allocation of staff resources and compensation of employees.
10. Maintain channels of communication with all staff to ensure that employees are informed of division and project objectives, activities, and plans and encourage input from all employees regarding division or project policies and procedures.

25% B. Leadership and management of the state data centers to ensure that the infrastructure meets the current and ongoing needs of the enterprise.

1. Manage and direct data center services and operations to meet required level of services to agencies and customers.
2. Assess the IT infrastructure and operations organization (people, process, and technology) to determine best course of journey towards on-premises or external cloud. Implement and manage processes and controls that assure maximum uptime and quick service to the user community for both on-prem and Cloud workloads.
3. Assess the current deployment process to identify bottlenecks and implement solutions towards continuous deployment and continuous integration. Adapt, implement, and manage a robust DevSecOps environment to support customer activities.
4. Manage third party vendor relationships to ensure compliance with expectations defined for them as a component of outsourced functions.
5. Develop and implement a robust D R strategy for critical systems and infrastructure and lead technical teams in assisting supported customers in defining their DR needs.
6. Assess single points of failure in infrastructure and recommend actions as appropriate.
7. Establish standardized processes and key operational metrics based upon ITIL to effectively manage the performance of the Operations organization. This includes availability and performance of applications and servers, service desk ticket management, hardware, lifecycle management, license etc.
8. Work with division leadership to develop technical, strategic, and financial policies, which align to division and Enterprise goals.
9. Recommend enterprise strategies to ensure adequate links between current and future business and technology needs.
10. Actively participate in the ongoing efforts to establish and manage enterprise architecture.

11. Identify and implement effective methods of engaging agency and inter- governmental staff and leaders working on common or enterprise issues.
12. 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.
13. Develop operational and budgetary plans to ensure state data center activities meet the short and long-term goals of the enterprise and its customers.
14. Maintain current knowledge of state, regional and national technology and enterprise technology management efforts and determine applicability in relation to Wisconsin.
15. 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.
16. Communicate strategic issues at the appropriate level across a range of stakeholders including elected and appointed officials, organization executives, business/program managers, financial analysts, technology managers, technology professionals, vendors, and the public, as defined or required.
17. Evaluate technology proposals from agencies and others; identify and effectively communicate strengths and weaknesses; propose alternatives; make recommendations regarding modification, approval/denial, and inclusion in the enterprise services portfolio.

25%   C.   Involvement in developing and implementing recommendations related to enterprise policies, service offerings, and strategies.

1. Meet with agency leadership and staff to define/review/determine feasibility, establish system scope, goals, business requirements, objectives and perform cost benefit analyses.
2. Develop and implement techniques, where practical, to integrate cloud-based systems.
3. Provide leadership and support for the planning, acquisition, installation and implementation of hardware and software to meet the requirements of the statewide enterprise.
4. Establish policies related to the use of hardware and software throughout the department and other agencies, which make use of the enterprise IT infrastructure. These policies are issued in the form of bulletins and guides and may be prepared for issuance by the CIO or the department Secretary.
5. Determine annual and long-range strategic planning objectives; develop plans and acquire the tools needed for implementation.
6. 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.
7. Review and verify the technical feasibility as well as performance impact of enterprise-wide IT systems.
8. Develop enterprise-wide procedures and guidelines for the effective use of IT standards supported by the organization.
9. In consultation with agency and divisional leadership, establish priorities and maintain workflow for various projects within the division to ensure their timely completion.
10. Develop and maintain implementation schedules for the enterprise-wide projects

resulting from various planning efforts.

11. Monitor utilization data and determine policies to better utilize resources for optimum performance. Maintain records of improvements made and impact on resource utilization.
12. Work with division staff to instill discipline in technology and service delivery analysis and planning.
13. Provide management reports on the current and projected utilization of the enterprise IT infrastructure technologies.

15%   D.   Oversee the assessment, evaluation and coordination of Bureau plans, budgets, policies, and objectives.

1. Oversee and monitor the bureau operating budget to ensure the effective/efficient utilization of financial, physical, and personnel resources in alignment with departmental, enterprise, legislative, or executive policy objectives.
2. Provide detailed reports of any potential financial, physical, or personnel resource problem areas.
3. Reviews budget requests as directed and prepares recommendations accordingly.
4. Develops proposals and recommendations for improvement in the budget or financial processes.
5. Coordinates development of, and progress on, both short-term (current year) and long-term (ongoing) objectives of the division in support of the enterprise.
6. Performs special assignments and conducts necessary studies to justify policy recommendations for improvement to division operations. Assignments are to be submitted according to guidelines established and be of acceptable quality.
7. Raises pertinent questions concerning division operations and recommends appropriate solutions to questions.
8. Initiates and drafts, for subsequent approval of the Administrator's Office, new policy decisions, rules, and legislation within the framework of departmental management policies and procedures and manages the implementation of final policy decisions or legislation.
9. Analyze forecasted volumes with consideration to historical trends and initiatives known to impact resources. Recommend plans that maximize capacity, performance, and efficiencies.

10%   E.   Other duties as assigned
1. Represent the Department and State at appropriate user conferences, other local, state, and national seminars.
2. 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.
3. Initiate and coordinate the development of major new department policies and rules. Coordinate rule-making process with Department's Legal Counsel.
4. Work with division leadership on issues requiring legislative involvement.
5. Draft and manage proposed legislation in support of IT operations.
6. Direct the development of and accuracy of statutorily mandated reports related to

enterprise initiatives.

Knowledge and Skills

General

1. 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.
2. Demonstrates the business and financial acumen necessary to develop and present data-based ideas and solutions in a clear, concise, organized manner. 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 in a centralized environment.
3. Good organization change management skills and the ability to manage multiple concurrent priorities.
4. Demonstrated ability to effectively interface with technical staff, senior leadership, and external parties.
5. Experience leading, directing, and mentoring IT professionals.
6. Proven ability to plan and organize work, requiring an in-depth understanding of IT technology issues and ability to integrate into the work of others.
7. Ability to defend and explain difficult issues with respect to key decisions and positions to staff and senior officials.
8. Experience in analyzing enterprise business and technology issues in a large corporation or government organization.
9. Ability to establish credibility so decisions and recommendations are adopted.
10. Ability to identify appropriate members and develop effective teams with specific knowledge and skills needed to develop solutions and make recommendations.

Technological and Operations Specific

11. Must be an articulate and persuasive leader who can serve as an effective member of the senior leadership team and who is able to communicate IT related concepts to a broad range of technical and non-technical staff.
12. Demonstrated experience transforming IT infrastructure and moving an organization toward a mature hybrid cloud services model.
13. Knowledge of data center best practices related to people, process, tools, data, services. and technology.
14. Experience with business continuity planning, auditing, and risk management, as well as contract and vendor negotiation.
15. Extensive knowledge of network, infrastructure, application, mainframe, database, cloud and security best practices and technologies.
16. Demonstrated the ability to work with leaderships and staff at various levels of the organization to implement sound IT practices.

17. Demonstrated the ability in the development and use of process metrics.
18. Possess experience in DevSecOps with proven results enabling continuous deployment and continuous integration.
19. Knowledge and proven experience of information technology infrastructure management in a complex, customer facing environment and its respective hardware, software, planning, implementation, and troubleshooting while sustaining services 24x7x365. Experience managing formal state and federal audit responses and follow-up activities.
20. Demonstrated ability to work independently and exercise appropriate discretion with minimum of supervision and produce effective, acceptable results within short time frames.