MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject	Position Description for Chief Digital Officer, Office of the County Executive	Number 9-19
Originating Department Office of Human Resources		**Effective Date**

Montgomery County Regulation on

POSITION DESCRIPTION – CHIEF DIGITAL OFFICER, OFFICE OF THE COUNTY EXECUTIVE

Issued by: County Executive
Regulation No. 9-19
Authority: Montgomery County Code (2014) Section 1A-104(b)(2)
Supersedes: None
Council Review: Method (1) under Code Section 2A-15
Register Vol. 36 No. 2
Effective Date: _____
Comment Deadline: March 3, 2019

Summary: This regulation establishes the position description for Chief Digital Officer, Office of the County Executive, a non-merit position.

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Background: Montgomery County Code § 1A-104(b)(2) requires that certain positions in the Executive Branch designated by law as non-merit must be supported by a position description established by executive regulation under method (1).

CHIEF DIGITAL OFFICER, OFFICE OF THE COUNTY EXECUTIVE

DEFINITION OF CLASS:
This is an appointed, non-merit full-time position in the County Government reporting to the Chief Administrative Officer (CAO). The Chief Digital Officer is a visionary leader with strong Information Technology (IT) focused skills and sound knowledge of the County's internal and external business environments (demographics, partners), services and processes. The incumbent advises the CAO on digital

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business opportunities that leverage technology to drive cross-organizational synergies, partnerships, and integration to meet the County's priority objectives; enhance stakeholder value; and lower the overall cost of service delivery. The incumbent monitors trends in digital government practices and strategies; leverages experience in enterprise technology management business transformation and IT driven innovation ideas; organizational management; asset management; multi-generational technology investment; digital government strategy planning; systems, technologies and techniques; and knowledge of information privacy and security risk management to advise the CAO on IT governance and digital risk management. The incumbent works proactively with business units to implement practices and governance that maximize return on investment in process and service automation initiatives to deliver targeted outcomes and meet investment objectives on a large scale.

MAJOR DUTIES:

The Chief Digital Officer serves under general policy direction from the CAO.

Works collaboratively with other County executive-level managers to achieve the priority goals and objectives of the County.

Monitors trends in digital government practices and strategies.

Reviews current and planned information technology and digitalization efforts, investments, and initiatives of the County to advise the CAO and major stakeholders in the development and maintenance of appropriate organizational structures necessary for the County to meet emerging and future challenges and demands in enterprise digital business management.

Works with the Department of Technology Services and all others to make recommendations to the CAO related to the County's services and digital business.

Monitors digital trends and opportunities and advises the CAO on their use to affect large-scale outcomes; including the use of smart mobile devices (in the hands of customers/citizens and employees), social media, technology embedded in products (such as vehicles), the integration of IT and operational technology (e.g., 5G telecom networks, county-wide networks, energy and transportation grids), and the Internet of Things (e.g., smart lighting, sensor-based SMART controls, body worn networks and devices).

Makes recommendations on augmenting current enterprise organizational structures and increasing the focus on the big digital picture including opportunities, threats, capabilities and gaps; ensures resourcing and organizational design strategy recommendations integrate well with the overall business strategy of the County.

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Advises on the selection, acquisition, or creation of digital solutions and services or the addition of digital capabilities to existing solutions and services.

Assists in identifying digital products, services or customer experiences to broaden constituent and partner engagement and service equity through appropriate digital channels and communities selection.

Develops digital risk governance artifacts and instruments to support the digital risk management objectives of the County.

Works with executive management to determine acceptable levels of risk for the organization and guides security culture, policy, and technology for measurable improvement in the County's digital services risk posture.

EXAMPLES OF DUTIES: (Illustrative Only)
- Advise the CAO on IT investments, policies, and practices and in the development and maintenance of appropriate organizational structures necessary for the County to meet emerging and future challenges and demands of the constituency through digital services.
- Lead the development of a digital government plan and roadmap for the County.
- Continually assess past, current, or proposed future IT programs and advise the CAO on a range of related matters.
- Formulate and establish Countywide enterprise-level digital business management and governance frameworks, artifacts and instruments.
- Ensure Countywide reduction in risk to digital initiatives by ensuring representation and participation in programs by all business units and stakeholders.
- Administer governance artifacts and instruments (e.g., dashboards) that address risk to digitalization efforts and projects.
- Identify policy and standards gaps in IT program/project management.
- Identify and help in incorporating management best practices to transform increasingly more County's service to digital than present.
- Work in a team with County departments and agencies on IT driven innovation projects/ideas.
- Collaborate with information asset owners, asset custodians and other business, technology, and digital security and risk stakeholders to manage risk.
- Encourage accountability for the successful delivery of County information technology programs/projects and digital services.
- Advise the CAO on technology acquisition practices, strategies and partnerships.

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- Participate in the County's information technology strategic planning and governance structure, to make recommendations and provide cohesion and convergence with the digital government plan.
- Participate in steering committees or advisory boards of major programs.
- Provide regular reporting on the current status of the digital risk reduction program to enterprise risk teams, senior business leaders, independently elected and appointed officials and the County Executive, as part of a strategic enterprise risk management program, thus supporting County business outcomes.
- Advise on the development, implementation and monitoring of a strategic, comprehensive program to ensure appropriate levels of confidentiality, integrity, availability, safety, privacy and recovery of information assets owned, controlled or/and processed by the County.
- Create a framework for roles and responsibilities with regard to information ownership, classification, accountability, and protection of information assets and investments.
- Facilitate a metrics and reporting framework to measure the efficiency and effectiveness of the program, facilitate appropriate resource allocation, and increase the maturity of information management programs, and review these with stakeholders at the executive and IT Policy Advisory Committee (IPAC) and Interagency Technology Policy Coordination Committee (ITPCC) levels.
- Identify technology opportunities outside of direct organizational control to include contracts and acquisition alternatives for managing digital business.
- Conduct surveys of comparable experiences and programs in other jurisdictions and sectors.

MINIMUM QUALIFICATIONS:
Education: Bachelor's degree in Management Information Systems, Business Management, or Public Administration or a directly related field.
Experience: Seven (7) to ten (10) years of relevant work experience, in digital business management, enterprise information systems management, or related role.
Equivalency: Any combination of education and experience that has been achieved and is equivalent to the stated education and experience and required knowledge, skills, and abilities deemed adequate by the County to successfully perform the duties and responsibilities of this job.
Licenses, Registrations, Certifications, or Special Requirements:
Preferred:
- Graduate degree in Business Administration, Public Administration, Computer Science, Digital Business Management, or related field.
- Experience in digital transformation and digital service delivery management.
- Experience with HIPAA, PCI and CJIS compliance.

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Knowledge, Skills, and Abilities:

Knowledge of:

- Emerging and mature digital services in the public, not-for-profit, and private sectors.
- Management and supervisory principles, practices, and techniques in senior level information technology management and governance.
- Policies, practices, procedures, and terminology of assigned function.
- Federal, State, Local and County applicable laws, rules, regulations, and guidelines.
- Compliance with federal, State and local laws.
- Information Technology best practices as related to assigned tasks.
- Information Security Management best practices.
- Information Technology risk assessment and management.

Skill in:

- Technology and digital services strategic planning and visioning.
- Agile and Lean methodologies.
- Information Technology and Digital Services investment portfolio management and governance.
- Large program/project management oversight and governance.
- Results-based program planning and accountability.
- Understanding IT, Operational Technology (OT) and Internet of Things (IoT), and the overlap of technology and the physical world.
- Understanding the desired business outcomes of the organization, the supporting business processes, and the technology dependencies.
- Expressing risk tolerance and understanding risk appetite in terms of business and organizational outcomes.
- Supporting and working effectively with business units to envision future (digitalized) states.
- Managing technology dependencies that are outside of direct organizational control; including reviewing contracts, mapping data flows across external services, and creating alternatives for managing business service delivery.
- Leadership, collaboration and negotiation techniques, including contracts, agreements and proposals.
- Negotiating Public-Private Partnerships.
- Developing and evaluating procurements, e.g., Requests for Proposals (RFPs).
- Interacting with and supporting the activities of Information Technology and information security professionals.
- Problem-solving and decision-making, Strategic planning, developing, monitoring. and evaluating.

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- Both verbal and written communication, including presentations and communication technical issues in non-technical language.
- Presentation and briefing skills.

Ability to:
- Work with Executive and Senior level managers.
- Work with a large number of stakeholders in various sectors and the public.
- Establish and maintain effective working relationships with departmental clientele, representatives of outside agencies and providers, other County employees and officials, and the general public.
- Work in a people-centric style that supports improved behavior across the enterprise with respect to technology use and dependency.
- Establish and sustain an on-going program of results-based accountability.
- Manage, motivate, train, develop and evaluate programs.
- Work independently and efficiently and as part of a team.
- Manage time well; perform multiple tasks; and organize diverse activities.
- Translate policies and objectives into ideas and initiatives that deliver results.
- Research, compile, analyze, interpret, and prepare a variety of memoranda or reports.
- Deliver awareness formal or informal training.
- Identify security safeguards using risk management-based analysis that are in line with the value of the assets being protected.

MEDICAL EXAM PROTOCOL: Medical History Review

Approved:

_____   _____
Marc Elrich, County Executive   Date

APPROVED AS TO FORM AND LEGALITY
OFFICE OF THE COUNTY ATTORNEY
BY: _____
DATE: 1/24/19