POSITION SUMMARY

This is a senior management position responsible for managing the Data Management Bureau and serving as the department's Chief Data Officer (CDO). The position works under general supervision reporting to the Division of Management Services Administrator but also works side-by-side with the Executive Leadership Team and senior managers across the department. The CDO is a peer to and partners with the Chief Information Officer (CIO) whose focus is delivering and maintaining technology and the Chief Information Security Officer (CISO) whose focus is cyber defense and preventing attacks, but the CDO practices a distinct role from the CIO and CISO in driving data management capabilities for the agency and within the ETF business areas supported by common, consistent, and efficient approaches. This position also partners with managers responsible for privacy and compliance programs which focus on a defensive approach for the protection of data whereas this role takes an offensive approach by working to leverage the business value of data and analytics. The CDO partners with ETF leadership including the Office of Enterprise Initiatives (OEI) to identify business opportunities and use data and analytics to help influence transformational changes to the department's operations, processes, systems, and programs. This position plays a critical role in cultivating a data-driven culture across the organization through development and implementation of initiatives to improve data literacy and expand adoption of data management best practices.

The Data Management Bureau Director and CDO is responsible to ensure that ETF data is managed as an organizational asset, second only to people or ETF's workforce in criticality. The scope of the bureau consists of all agency data management functions: data strategy and architecture, data quality, master data management, data warehousing and business intelligence, and data governance. The Director/CDO is the chief strategist and principal advisor for the ETF data management program. This position formulates, determines, and implements management policies related to the data management program and participates in policy development as part of the Agency Management Council. In addition, this position leads the agency cross-functional Data Governance Council management group. The Director/CDO develops short- and long-range plans and budgets and represents the agency at internal as well as external meetings of other agencies, governing boards, technology and program administration vendors.

The Director/CDO is responsible for leading large Request for Proposals and other types of procurements for data management professional services and solutions. As the agency data management contract administrator, this position works with legal counsel and business program and other technical managers to conduct successful negotiations with vendors and ensures vendor compliance with contract terms and project requirements.

Data management is a major and significant ETF program affecting the entire operations of the agency and service provision to over 640,000 members and 1,500 employers. The nature and volume of data assets is extensive encompassing member and employer demographics and account information, financial data as well as eligibility, coverage, and benefit distributions for the full complement of ETF administered public employee benefit programs (pension, disability, deferred compensation, health and life insurances and others). ETF Data is organized into six major data domains and 25 subdomains with data residing in approximately 90 different

business systems. Department operations rely on 184 regular inbound and outbound data file exchanges.

GOALS AND WORKER ACTIVITIES

35%   Goal A: Function as the Chief Data Officer (CDO)

A1.   Serve as the principal data management expert advisor to agency executives and senior management.

A2.   Guide the agency through collaboration with managers and key staff in the adoption and use of strong data management practices to identify opportunities to use data effectively to improve the customer experience, create operational efficiencies, identify cost savings, and/or improve risk management.

A3.   Lead the agency Data Governance Council management group.

A4.   Consult, advise, and initiate action, including through contract administration, with vendors, technology consultants, and third-party program administrators that provide high value data solutions to agency operations and business programs.

A5.   Promote data-driven insights that support exploitation of strategic and tactical business opportunities, and act as a champion for a data-driven, decision-making culture. Exploit data using research and analytics to maximize the return on data assets and develop methods to ensure consistent application and use of analytics.

A6.   Develop the vision and strategy for data management including preparing, implementing, and maintaining short-range and long-range plans, measuring outcomes and adjusting plans as the circumstances evolve.

A7.   Innovate with and expand the organization's research and analytics offerings — emerging analytical approaches, skills and technologies.

A8.   Identify and standardize the use and governance of data and analytics in support of the agency's strategy.

A9.   Oversee the development and maintenance of the data lakes, data warehouse and data marts, for use by analysts throughout the organization.

A10. Organize and lead a cross-functional data analytics Center of Excellence.

A11. Maintain an excellent working partnership with the Department of Administration Division of Enterprise Technology, other agencies, and public employee benefit industry partners and organizations. Represent departmental interests regarding state-wide data management standards, practices, and services provided by DET.

A12. Manage the preparation of annual, biennial and project data management budgets; provide justification to acquire necessary resources, (personnel, software, and hardware) that best meet the needs of the department.

A13. Coordinate, collaborate, and cooperate closely with ETF's CISO, Office of Policy, Privacy, and Compliance (OPPC), and their staff on data-related policies to define, manage and advance data management principles, policies and programs for ownership, stewardship, and custodianship of data and analytics, in concert with legal, security, and risk and compliance offices.

A14. Define, manage and ensure an adequate information trust model, controls for master data and metadata management, including reference data.

A15. Develop, implement, and manage an agency data literacy program.

35%   Goal B: Provision of data management administration, project leadership, and contract administration and oversight

B1. Provide management oversight, leadership, coaching and guidance to bureau staff and other managers and distributed staff involved in data ownership and stewardship or analytics.

B2. Lead procurement projects for data management professional services and solutions including RFP development, vendor evaluations, contract negotiations, contract administration, and vendor management.

B3. Incorporate input from legal counsel, policy and program managers, and technical experts into vendor contracts for agency-wide data-related management functions.

B4. Ensure that data management vendors establish appropriate Statements of Work, workplans, schedules and milestones, and staffing allocations.

B5. Ensure vendor deliverables meet contract terms, requirements, and specifications for agency-wide data management initiatives.

B6. Troubleshoot and resolve data management vendor issues; develop remediation or corrective action plans and oversee penalty assessments and contract amendments as needed.

B7. Provide effective project sponsorship, strategic guidance, team leadership, and project management oversight for data management projects. Include regular review of work plans and priorities, analysis, design, testing, implementation, written descriptive status reporting, post implementation evaluation, etc.

B8. In partnership with the ETF CIO, CISO, and OPPC Director, collaborate on policies and standards for data management.

B9. Maintain responsibility for data and analytics software evaluation, support and recommendations. Assure production, system, test and operational environments on multiple platforms meet Department needs and requirements.

B10. Provide for a current and continuing program of research and analysis in data management and practices; and, for using the information gained in planning, developing and maintaining an effective data management program.

B11. Institute a programmatic approach for data management to identify, prioritize and execute the data and analytic initiatives with clear line of sight to enterprise strategies and business outcomes.

20%   GOAL C: Supervision and management of the Bureau of Data Management

C1. Comply with the ETF managerial standards at all times.

C2. Establish the Bureau organizational structure; organize and appoint standing or ad-hoc work groups, teams, and committees for purposes of communication, coordination, executing projects, and other special purposes.

C3. Staff the bureau and plan employee development through recruitment, selection, training, progressing work assignments, performance evaluation, promotion, retention and career path training and addressing disciplinary matters.

C4. Lead and inspire, coach and mentor, guide staff within the bureau and members of cross-functional teams.

C5. Plan and assign activities and priorities and identify and resolve resource issues.

C6. Maintain basic knowledge across the bureau of all Department internal and external administered programs offered to members of the WRS and be able to recognize potential for improvements through advanced technology or revised/combined systems or configurations.

C7. Maintain a team culture of continuous improvement.

C8. Promote, implement, and administer appropriate Affirmative Action goals and agency equity and inclusion objectives and priorities.

10%   GOAL D: Performance of special assignments, consultation, training, and/or support agency policy and participation in employee development programs

D.1 Carry out special assignments to respond to the needs of agency management and the divisions.

D.2 Prepare special reports and recommendations as required.

D.3 Maintain a program of personnel development through appropriate training, selected reading, conferences, and seminars as attendee and participant to maintain up-to-date knowledge of both technology and best practices related to data management.

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KNOWLEDGE, SKILLS AND ABILITIES

1. Significant knowledge of data management programs, functions, principles, practices, standards.
2. Excellent leadership skills and abilities (e.g. leading change, strategic planning, team building, etc.).
3. Management skills including proven ability to direct and organize program activities and large projects, manage resources, identify problems, evaluate alternatives, exercise good judgement, make informed decisions, implement effective solutions.
4. Knowledge of information technology programs and functions.
5. Significant knowledge of contract administration and vendor management.
6. Knowledge of state government processes and ETF programs and business operations.
7. Strong oral and written communication skills including the ability to communicate business and technical concepts and information effectively to a wide range of diverse audiences.
8. Strong inter-personal skills including the ability to work independently with diverse customers, both internally and externally, at various levels.
9. Proven ability to learn quickly; synthesize complex information; identify key points and communicate results accurately and effectively.
10. Ability to identify appropriate members and develop effective teams with specific knowledge and skills needed to develop solutions and make recommendations.
11. Proven ability to influence others and encourage creative and broad thinking to identify solutions.
12. Significant knowledge and understanding of data governance concepts, processes, and standards.
13. Extensive knowledge of the relationships between data, business systems, and IT systems, including their application across ETF programs.
14. Knowledge of state and federal laws, administrative rules, codes, and procedures relating to data and data governance.
15. Knowledge of supervisory methods and techniques used in performance planning and evaluation, mentoring/coaching, goal setting, employee development, succession planning, conflict resolution, and discipline.
16. Knowledge of policy development methods, techniques, and procedures.
17. Ability to make sound, independent decisions and to execute such decisions effectively.
18. Excellent organizational skills and ability to prioritize.
19. Effective critical thinking and analytical skills.
20. Ability to deal with controversial and sensitive information and issues.
21. Ability to maintain confidential information in accordance with policies, guidelines and direction from manager.
22. Ability to understand and comply with all ETF and enterprise security standards, policies, and processes.
23. Commitment to creating and supporting a diverse and inclusive work force.