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**COMMONWEALTH OF MASSACHUSETTS  
HUMAN RESOURCES DIVISION  
MANAGEMENT QUESTIONNAIRE (MQ)**

**To be used for: a new managerial function; a managerial position that has never been evaluated; a managerial position for which there is no previous MQ or evaluation score; or, a managerial position which has undergone considerable significant change.**

**To be completed by incumbent and supervisor**

Agency: Executive Office of Energy and Environmental Affairs

Your Name: Robert A. Wilbur, Jr. Your Official Title: Secretariat Chief Information Officer

Your Supervisor's Name: Jane Corr Your Supervisor's Title: Chief of Staff

Your Signature: \_\_\_\_\_ Your Supervisor's Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

*The effective date of the new evaluation will be the Sunday preceding the date that HRD receives notification of the evaluation.*

**To be completed by Agency HR Department:**

Maintenance Request \_\_\_\_\_ Individual Appeal Request \_\_\_\_\_  
Appropriation Number: \_\_\_\_\_ Position Number: \_\_\_\_\_

Functional Title: \_\_\_\_\_

Current Management Grade Level: \_\_\_\_\_ Requested Grade Level: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Telephone: \_\_\_\_\_

E-mail address: \_\_\_\_\_ Fax: \_\_\_\_\_

**To be completed by HRD for Agency Heads and their Direct Reports:**

Date Received: \_\_\_\_\_ Evaluation Date: \_\_\_\_\_

**1. POSITION SUMMARY**

Briefly summarize what you do and describe how what you do contributes to your agency's mission.

The Secretariat Chief Information Officer (SCIO) is responsible for developing and implementing strategies to maximize the use of information technology to access and deliver accurate information to the Executive Office of Energy and Environmental Affairs and its agencies and programs. In concert with other EOEEA Senior Staff, the SCIO assesses information technology needs and requirements during the development of new programs due to regulatory, statutory or policy change and recommends solutions which promote efficiency and efficacy. The Secretariat CIO prepares information technology strategies encompassing both short and long range plans to ensure that immediate information requirements are viably met within budget while a functional analysis is conducted and a long range solution is designed. The Secretariat CIO assesses resource requirements, prioritizes the information technology projects and assigns staff for implementation.

The Secretariat CIO is responsible for developing budgets for information technology initiatives and negotiating fiscal support from a variety of sources including; state operating funds, EOEEA capital accounts, federal grants, and ITD's Information Technology Projects Bond.

The Secretariat relies on a mixture of funds and the SCIO oversees the fiscal management of those funds allocated to IT projects for the procurement of information technology goods and services. In addition to determining the Secretariat's investments in innovative technologies, infrastructure improvements, software systems, and new equipment for the support of EOEEA's networks, desktops, laptops, etc., the SCIO procures services of programmers, designers, and developers as warranted.

The SCIO prepares policies and guidelines which govern the use and implementation of EOEEA's information physical assets, including the network, hardware, and software. Such policies include, but are not limited to, the proper and legal use of the computers, internet access, and software products.

In addition, the Secretariat CIO annually recommends salary adjustments for all TPL professionals. The SCIO is charged with the recruiting, training, motivating, and retaining skilled technology professionals, ensuring that assignments maximize each person's contribution to EOEEA's information technology needs.

## 2. MAJOR RESPONSIBILITY AREAS

In the boxes below, **in order of importance**, (most important first) list brief statements which describe what you do. In the right-hand column, list the percentage of your time spent on these tasks. (Total percentage should equal 100%.)

What do you do?

Percentage of Time

1. Develop short and long range IT strategies and secretariat-wide policies regarding use of information technology and resources. Ensure that valuable resources are applied from the expanding range of information technologies that best match the operating and strategic programmatic needs of EOEEA and its agencies/programs.
2. Prioritize information technology initiatives. Mobilize support for the planning, development, and implementation of priority initiatives.
3. Assess program information technology requirements for new and existing environmental programs by working with other senior managers to develop program objectives and goals.
4. Coordinate, facilitate, and manage an ongoing dialog and exchange of information and priorities between EOEEA agencies, ITD, and other state agencies.
5. Manage the hardware infrastructure (Data Center) for all EOEEA agencies/programs at an acceptable service level agreement.
6. Plan, negotiate, and manage the information technology budget.
7. Manage IT managers and staff for purposes of day-to-day operations. Plan and oversee the continuing technical and managerial skill development of existing staff.

8. Improve information technology services for EOEEA and agencies/programs by managing a responsive, qualified Help Desk.

9. Other duties, as assigned.

### **3. PRINCIPAL PROBLEMS AND CHALLENGES**

Describe the most difficult or complex problems and the major challenges you face in performing your job. Describe only those which are the most critical to fulfilling the major responsibilities noted in Section 2. (Give specific examples).

1. Securing adequate financial support for EOEEA and its agencies for information technology.

2. Coordinating the collaboration and maximization in utilization and development of information technology across all EOEEA agencies, especially the application of the shared services concept.

3. Keeping myself and staff abreast of new technologies.

#### **4. DECISION MAKING AUTHORITY**

Please give examples of decisions you are expected to make, recommendations you are expected to propose and decisions/recommendations that you delegate to your staff.

##### **DECISIONS YOU MAKE**

1. ITO priority list and assignments.
2. ITO organizational structure.
3. ITO project timelines and deliverables.
4. Hardware infrastructure.
5. Software infrastructure.

##### **RECOMMENDATIONS YOU PROPOSE**

1. Policies governing the use of EOEEA information technology resources.
2. Information Technology budget
3. Information Systems to enhance information gathering and delivery.
4. Long Range Information Technology strategies.

##### **DECISIONS THAT YOU DELEGATE TO STAFF**

1. Maintenance and operation of the EOEEA Help Desk.
2. Local Area Network programming and maintenance.
3. Wide Area Network programming and maintenance.
4. Internet/Web development and maintenance.

### 5. SUPERVISION EXERCISED

Please list the titles and functions of your direct reporting staff. List the number of employees in each of your reporting staff's units.

Titles	Function	No. of Employees
DBA	Data Base Administration	1
WWAN Manager	Wide Area Network Manager	1
LAN Manager	Local Area Network Manager	1
Webmaster	Web Development	1
Consultant	Application Developer	1

### 6. DIRECTION, GUIDANCE AND SUPPORT RECEIVED

What is the nature of the direction, guidance and support which others in the organization provide you to ensure the achievement of your objectives? What positions (other than your direct supervisor) functionally review the quality of work you perform and what is the nature of that review?

Direction and guidance is normally received from the Chief of Staff. Guidance is also received from Senior Staff of EOEEA and its agencies.

The SCIO is also a member of the State's CIO Kitchen Cabinet.

The Secretariat CIO is also the chair of the Secretariat IT meetings. This is made up of senior IT personnel from across the Secretariat.

### 7. WORKING RELATIONSHIPS

List the titles of individuals, departments and organizations over which you have functional supervision, or, with which you have the most frequent contact. Include contacts both inside and outside the agency. Briefly describe the nature or purpose of these contacts.

#### ***Chief of Staff, Secretary, Assistant Secretaries, Program Directors***

Work/meet with Senior EOEA managers to determine how information technology can be best utilized to achieve EOEEA mandates and objectives.

#### ***ITD's Chief Information Officer and her senior staff***

Seek financial support, technical assistance; seek approval for EOEEA information technology initiatives; understand how to better integrate EOEEA information technology efforts into the Commonwealth's IT planning process; give opinion on ITD initiatives.

**MassGIS Director, DEP CIO, DCR CIO, DFW CIO, DAR MIS Coordinator**

Promote collaborative and cooperative IT ventures among EOEEA agencies and ensure standards for the exchange of ideas and information.

**Senior Information Technology Managers in other government agencies in Massachusetts and in Environmental Departments**

Participate in information technology forums designed to expand and maximize technology development and to encourage the exchange of environmental data / systems among states.

**8. SERVICE DELIVERY**

Please describe the nature of your contacts with clients, patients, inmates, residents, constituents or the general public. Please describe the general physical and psycho-social condition of those individual for whom you provide services.

**9. DIMENSIONS**

List all significant statistical data that will provide an indication of the size of the area upon which your position has impact. Use annual figures for current fiscal year.

**Annual Agency/Department Budget:** \$ \_\_\_\_\_ **FY:** \_\_\_\_\_

**Annual Budget Dollars You Directly Manage:** \$ \_\_\_\_\_  
Explain: \_\_\_\_\_

**Annual Budget Dollars You Indirectly Manage:** \$ \_\_\_\_\_

Check block(s) and show total dollar amounts for each applicable category:

\_\_\_\_\_ **Flow Through Program Dollars:** \$ \_\_\_\_\_  
Explain: \_\_\_\_\_

\_\_\_\_\_ **Dollars Regulated:** \$ \_\_\_\_\_  
Explain: \_\_\_\_\_

\_\_\_\_\_ **Benefits Disbursed:** \$ \_\_\_\_\_

\_\_\_\_\_ **Other:** \$ \_\_\_\_\_

Explain:

Explain:

## 10. PREFERRED QUALIFICATIONS

### A. Knowledge, Skills and Abilities

Describe the critical and typical knowledge, skills and abilities you believe are necessary to perform this job at a minimally acceptable level of competence.

### B. Experience Necessary

If you were selecting a person to fill this position, what minimum background (experience and/or education) do you believe would be required? Also list any special requirements such as licenses or certificates that incumbents would have to possess at the time of hire.

Advanced degree in Information Technology, Public Administration, or Business Administration.

10+ years work experience in a technology management position (private, government, or non-profit)

## 11. ADDITIONAL INFORMATION

Briefly, explain any aspect of your position which you feel has not been adequately covered by the previous questions and which you feel is important in understanding your position (use additional paper if necessary). Please attach any work products that you feel are particularly illustrative of your duties and responsibilities.

**12. FOR SUPERVISOR**

**Are the employee's statements in response to all questions complete and accurate?**

\_\_\_\_\_ **YES**

\_\_\_\_\_ **NO**

If no, please explain.

Supervisor's signature: \_\_\_\_\_

Date: \_\_\_\_\_