CLASS TITLE: HEAD OF DELIVERY

CHARACTERISTICS OF THE CLASS

Under direction, this is a senior-level role responsible for overseeing teams of technologists (e.g., Engineers, QA Analysts, Data Analysts, Web Developers) and business-focused staff (e.g., Project Managers, Business Relationship Managers, Service Owners) to ensure enterprise-wide delivery of technology solutions by providing leadership, vision, and direction for the software engineering, data science, digital/web services, project management, and business relationship management functions. The Head of Delivery contributes to the establishment of citywide technology standards, development of policies and procedures, short- and long-term strategic planning, budget management, and is a member of the senior leadership team.

This class is assigned to the Leadership Technology Job Family which consists of positions responsible for overseeing the identification, prioritization, and delivery of work activities, coach and developing employees, providing thought leadership to business partners, and shaping and executing the technology vision and strategy to maximize business values.

ESSENTIAL DUTIES

- Collaborates with the CIO and other leaders to operationalize a service-oriented operating model that serves the business (30+ departments) and city stakeholders with best-in-class technical solutions and services

- Executes projects approved by the Technology Strategy Group, Head of Planning and/or as authorized by the CIO in an efficient and judicious manner; co-chair the Architecture Board

- Oversees resource allocation to form project teams by ensuring each team has the skills and capabilities needed to achieve project/initiative-based objectives; teams could be in-house, vendor-exclusive, or hybrid

- Oversees software engineering to ensure successful solution outcomes; champion best practices, development standards, and ensure goals for code quality, maintainability, security, and scalability

- Oversees Business Relationship Managers assigned to departments who are expected to have a robust understanding of business and technical priorities in their portfolio; understand the project demand backlog and system modification needs, and guide prioritization based on the City's IT Vision and Strategic Plan

- Ensures solution alignment with the city's technology architecture; reduce technical debt by application rationalization and modernization and contribute to platform standardization goals

- Oversees systems integrators and project modernization plans for major application overhauls such as Enterprise Resource Planning (ERP), Customer Information Systems (CIS), and Inspections, Permit, and Licensing Systems

- Ensures that solutions are digital-first, accessible, equitable, and focused on the best user experience for employees, residents, businesses, and other stakeholders

- Works with service owners and technical architects to design, manage, and/or execute product roadmaps that meet the needs of the user departments, while keeping the enterprise-wide goals in perspective

- Establishes a robust and professional PMO that develops and manages project plans, timelines, budgets, and key deliverables throughout the project life cycle

- Configures and ensures use of ServiceNow to manage demand, portfolios, projects, workloads, assets, and reporting, in cooperation with the Head of Planning and Head of Support

- Oversees the transformation of the City's websites, microsites, and development of new mobile applications to improve user experience, accessibility, and best-in-class digital experiences

- Oversees data governance for both internal and external uses; manage the Open Data Portal and other data repositories (in cooperation with the Head of Support); establish data sharing agreements with third parties, in cooperation with partners in the Mayor's Office, Department of Law, and the CISO

- Oversees the development of a robust citywide data science practice that uses predictive modeling, analytics, machine learning, AI, and various reporting tools; ensures resources are available to support department technologists and business users

- Collaborates with Service Owners and the Head of Support to ensure software performs well in production and meets SLAs; oversee DevOps processes and practices, including the handoff of code releases to operations

- Works with the Information Security Office to ensure that software is effectively secured, and risks are mitigated

- Oversees relationships with consultants and vendors that are awarded work in the Delivery tower; supports development of statements of work, task orders, and negotiation of terms; receives vendor and project reports ensuring that project deliverables are on time and on budget and that vendors perform at expected levels

- Establishes and manages the division's budget in coordination with the Head of Planning and CIO

- Assists with recruiting, hiring, and developing technical talent to address new needs and skill gaps; contributes to the development of a culture of success

- Provides effective leadership for staff (delegates, coaches, and evaluates work); establishes standard operating procedures; measures performance; and oversees administrative functions as an executive leader

NOTE: *The list of essential duties is not intended to be inclusive; there may be other duties that are essential to particular positions within the class.*

MINIMUM QUALIFICATIONS

Education, Training, and Experience

- Graduation from an accredited college or university with a Bachelor's degree in Information Technology, Business, Computer Science, or a directly related field, plus ten (10) years of software engineering experience, or an equivalent combination of education, training, and experience.

- MBA or Master's Degree preferred

Licensure, Certification, or Other Qualifications

- Applicable professional licenses or certifications relative to the specific responsibilities of the position may be required

WORKING CONDITIONS

- General office environment

EQUIPMENT

- Standard office equipment (e.g., phone, printer, copier, computers, mobile devices)
- Standard productivity suites (e.g., Microsoft Office Suite, OpenOffice, Google Workspace)

PHYSICAL REQUIREMENTS

- No specific requirements

KNOWLEDGE, SKILLS, ABILITIES, AND ADDITIONAL COMPETENCIES

Knowledge

Comprehensive knowledge of:

- *managing cross-functional teams or projects, influencing senior-level management and key stakeholders
- *developing and maintaining IT strategic plans
- *assessing policy needs and developing policies to govern IT activities
- *technical project management principles, methods, and practices
- *program management principles
- *managing project timelines and budgets
- *cost-benefit analysis principles and methods
- *IT concepts, principles, methods, and practices
- *IT systems developing life cycle management concepts
- *systems testing and evaluation principles, methods, and tools
- *systems security methods and procedures
- *requirement analysis principles and methods
- *preparing IT budgets
- *performance monitoring principles and methods
- *applicable computer programming languages and software packages
- *supervisory and management principles, methods, practices, and procedures

Knowledge of applicable City and department policies, procedures, rules, and regulations

Skills

- ACTIVE LEARNING - Understand the implications of new information for both current and future problem-solving and decision-making
- ACTIVE LISTENING - Give full attention to what other people are saying, taking time to understand the points being made, ask questions as appropriate, and not interrupt at inappropriate times
- CRITICAL THINKING - Use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems
- MANAGEMENT OF PERSONNEL RESOURCES – Motivate, develop, and direct people as they work and identify the best people for the job
- JUDGEMENT AND DECISION MAKING – Consider the relative costs and benefits of potential actions to choose the most appropriate one

- ANALYTICAL THINKING - Works with data to identify patterns and uses judgment to form conclusions that may challenge conventional wisdom. Interprets, links, and analyzes information in order to understand issues.

Abilities

- COMPREHEND ORAL INFORMATION - Listen to and understand information and ideas presented through spoken words and sentences

- SPEAK - Communicate information and ideas in speaking so others will understand

- COMPREHEND WRITTEN INFORMATION - Read and understand information and ideas presented in writing

- WRITE - Communicate information and ideas in writing so others will understand

- REASON TO SOLVE PROBLEMS - Apply general rules to specific problems to produce answers that make sense

- REACH CONCLUSIONS – Combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events)

Additional Competency Requirements

- COMMUNICATIONS FOR RESULTS - Develops and communicates a clear and compelling vision that moves others to act. Converses with, creates strategic documents for, and delivers presentations to internal business leaders and external groups. Leads discussions and effectively debates issues to bring the most critical points to the forefront for decision making. Easily adapts to the diverse interests, styles and perspective of key players.

- GROWTH MINDSET - Identifies knowledge, skills and competencies that are key to the business's long-term business success. Facilitates and promotes team learning through analysis of team successes and failures. Solicits feedback on improvements needed to make enterprise-wide strategies effective. Sets direction for the personal growth of self and the organization.

- INITIATIVE - Integrates future and conflicting scenarios and opportunities. Directs planning for potentially significant outcomes and contingency plans. Identifies areas of high risk. Procures significant commitment of organizational resources, involving resource owners, organizational leaders, core business processes and technologies. Leads step-by-step long-term responses, seeking and evaluating input from authoritative sources. Sustains progress in unprecedented strategic directions while maintaining superior ongoing performance.

- OWNERSHIP AND COMMITMENT - Directs planning for potentially significant outcomes. Procures commitment of organizational resources, involving resource owners, organizational leaders, core business processes and technologies. Sustains progress in unprecedented strategic directions while maintaining superior ongoing performance.

- CHANGE ADVOCATE - Leads the planning and implementation of change programs that impact critical functions/processes. Partners with other resource managers/change agents to identify opportunities for significant process enhancements. Recommends changes that impact strategic business direction. Sets expectations for monitoring and feedback systems and reviews performance trends. Evaluates progress and involves peers and team members in analyzing strengths and weaknesses in performance. Improves efficiency by spearheading pilots and planned functional change initiatives.

- DECISION MAKING - Makes key decisions that have a enterprise wide or strategic impact. Predicts how a decision will affect key stakeholder groups (internal and external) and develops

strategies to build support for the decision and overcome obstacles. Rapidly identifies the key issues that need to be considered when making strategic decisions.

- CUSTOMER PARTNERSHIP - Partners with business leaders to identify cross-functional opportunities that integrate organizational and technological strategies, meet externally benchmarked criteria and integrate the customer's specific operational requirements as they relate to the organizational strategy. Devises enhancements to plans and advises on emerging opportunities during large-scale implementations. Proactively identifies and creates options to meet the needs of multiple integrated customer groups. Identifies potential initiatives through input from staff, vendors and customers. Meets with peers from customer groups and proposes technological and deployment solutions and related changes in business processes. Shares and assesses potential solutions with appropriate experts. Recommends technological solutions that fit the customer's needs, capabilities and culture. Uses appropriate interpersonal skill and communication methods to build constructive relationships with customers, business units and organizations to meet mutual goals and objectives.

- LEADERSHIP – Continually measures the organization's performance against the "best in class" in its peer group and sets a vision and plan to exceed these benchmarks. Allocates functional roles, levels of accountabilities and strategic assignments. Empowers and enables team members to carry out and implement that vision. Effectively coaches, mentors and trains new and existing team members in political, organizational, industry/business, behavioral and technical skills.

- OUTCOME DRIVEN - Assesses group performance against goals and identifies areas for improvement. Translates business opportunities into concrete measures that are beneficial for the organization. Dares to take calculated risks in order to let the business develop positively.

- SELF CONFIDENCE – Finds opportunities to execute new initiatives. Reports trends and offers ideas. Debates opinions. Proposes reasoned but contested viewpoints. Shares perspectives on controversial issues. Sets high standards for self and others. Provides tough feedback when agreed-upon standards are unfulfilled. Shares counsel and advice. Demands honest and direct feedback.

- STRATEGIC BUSINESS PLANNING – Reviews, approves and sponsors the cross-functional strategic technology plan. Integrates strategic business cases for composite enterprise and program-specific initiatives. Presents summary of enterprise issues and technology responses for strategic planning purposes. Presents detailed strategic plans and investment requirements to senior leadership and monitors progress against the plans, reallocating resources and changing priorities as needs dictate.

- STRATEGIC RELATIONSHIP MANAGEMENT - Partners with business leaders to identify cross-functional opportunities that integrate organizational and technological strategies, meet externally benchmarked criteria and integrate the customer's specific operational requirements as they relate to the organizational strategy. Provides recommendations and agrees to plans that align medium-term needs with strategic goals and objectives.

All employees of the City of Chicago must demonstrate commitment to and compliance with applicable state and federal laws, and City ordinances and rules; the City's Ethics standards; and other City policies and procedures.

The City of Chicago will consider equivalent foreign degrees, accreditations, and credentials in evaluating qualifications.

* May be required at entry.

City of Chicago