



MONTGOMERY COUNTY EXECUTIVE REGULATION

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

Subject Chief Operating Officer, Department of Technology and Enterprise Business Solutions	Number 7-24
Originating Department Office of Human Resources	Effective Date November 12, 2024

Montgomery County Regulation on

POSITION DESCRIPTION - CHIEF OPERATING OFFICER, DEPARTMENT OF TECHNOLOGY AND ENTERPRISE BUSINESS SOLUTIONS

Issued by: County Executive

Regulation No. 7-24

Authority: Montgomery County Code (2024) §§ 1A-104(b)(2); 2-58D(e)

Supersedes: Executive Regulation 5-19

Council Review: Method (1) under Code Section 2A-15

Register Vol. 41, No. 4

Comment Deadline: April 30, 2024

Effective Date: November 12, 2024

Summary: This regulation repurposes the non-merit position of Chief Data Officer, Department of Technology and Enterprise Business Solutions (TEBS) by abolishing that position and establishing the non-merit position of Chief Operating Officer, TEBS.

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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).



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COMCOR 01A.104.29 Chief Operating Officer, Department of Technology and Enterprise Business Solutions

01A.104.29.01 Definition of Class:

This appointed, non-merit executive management job classification is in the Department of Technology and Enterprise Business Solutions (TEBS). The incumbent performs as the TEBS's Chief Operating Officer (COO) and is appointed by the County Executive. The COO works under the administrative direction of and reports to the Chief Information Officer (CIO)/Director, Department of Technology and Enterprise Business Solutions. The COO oversees and manages the daily operations of the TEBS divisions and assists the CIO/TEBS Director in all aspects of planning, implementing, maintaining, and guiding the County Government's information technology programs, infrastructures, and services. The COO will have a clear understanding of the County's business functions and services, data assets, technology platforms, strategic priorities, and, in close coordination with the CIO/TEBS Director ensures an effective TEBS operations and services and the best results for County programs and services.

01A.104.29.02 Major Duties:

The incumbent is responsible for assisting the CIO/TEBS Director in developing and implementing state of the art operational technology strategies aligned with the County's overall goals and objectives, while ensuring efficient and effective use of County resources. The incumbent is also responsible for facilitating cross-departmental collaboration and fostering effective communication and coordination to ensure overall operational efficiency at all levels of government. The incumbent will identify opportunities for technology adoption to enhance government services, streamline processes, and improve overall operational and service efficiency. The incumbent will also establish, enforce, and monitor staff and operational performance metrics and benchmarks for all TEBS Divisions and TEBS services. In addition, the incumbent will develop and implement plans for emergency response and recovery, collaborating with relevant agencies to ensure the safety and well-being of county employees and residents.

01A.104.29.03 Examples of Duties: (Illustrative Only)

- Technology Management including call center technology and CRM systems: Oversees efficiency reviews as well as audit review and response. Maintains and supports work to address council concerns and issues. Coordinates interfaces with the PIO Office as a leadership representative of the department. Management and oversight of multiple organizational divisions/teams with varying needs and priorities.



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Develops and implements programs, systems, and procedures to improve internal and external TEBS services. Expected to make independent decisions guided by the CIO, departmental and County policies, and guidelines.

- Customer and Vendor Relations: Written and verbal communication to address customer, council, and employee matters. Will be the sponsor and project lead on high-profile projects, programs, and operations. This will require accuracy and strategy when working with stakeholders. Cultivates strong customer/vendor relations to lead to the continued success of TEBS endeavors. Exhibits strong managerial expertise and discretion regarding personnel issues and adherence to County rules, policies, and requirements. Fosters professional growth of team members, resulting in innovation and continued success of departmental work.
- Perform duties assigned by the CIO/TEBS Director to represent TEBS: Develops presentations, written documentation to respond to technical issues in well-defined nontechnical terms as specified by the director. This will require both the technical knowledge as an SME and the skill to communicate the work of TEBS to individuals of various backgrounds. Functions as a delegate of the department and County in situations that will impact the short-term and long-term operations and reputation of TEBS and MCG. Maintains skill in current and new methods of presenting information to leadership and stakeholders.
- Assist with the development and strategies for a comprehensive budget submittal: Oversees and collects data, establishes return on investment analysis, conducts predictive analysis, and works towards a logical innovation agenda. Assists the CIO/TEBS Director in the TEBS budget development and leadership throughout budget discussions and analysis. Offers input based on expertise, research, and vetting of options. Provides timely and accounting throughout the year. Works with and reviews TEBS leadership, budget team, and administrative staff to staff to build and maintain strong relationships with OMB, Council, CEX, and other partners throughout the budget process.
- Play a key role in effective and efficient development and implementation of a variety of enterprise-wide technology-based strategies, systems, and services.
- Work with the County departments to identify new strategies for larger outcomes and enhancement of service delivery, cost avoidance and process innovation.



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01A.104.29.04 Minimum Qualifications:

Education: Graduation from an accredited college or university with a Master's Degree.

Experience: Ten (10) years of progressively responsible professional experience in organizational management or in a field related to the assigned area, seven years of which are in a supervisory role.

Licenses, Registrations, Certifications, or Special Requirements: Possession of a valid Class "C" (or equivalent) driver's license from the applicant's state of residence when required for job-related duties.

01A.104.29.05 Knowledge, Skills, and Abilities:

Advanced knowledge of:

- County or large local government data-driven operations and needs;
- Various government privacy, security and associated laws, rules and regulations including all applicable standards;
- Data security risk analysis and the development of data security architectures and protocols;
- Leadership techniques, principles, and procedures to assign work, schedule, train, and evaluate the work of assigned or matrixed staff;
- Principles and processes for providing customer services; this includes meeting established quality standards;
- Strategic planning principles and theories to ensure competitive advantage;
- Management techniques for high-impact outcomes in service delivery virtuous cycles, e.g., in law enforcement and human services;
- Enterprise data management best practices and strategies;
- Expertise in data governance and quality control;



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- Working with data storage, aggregation, analysis, and retrieval;
- Creating best practices and methodologies for technical projects;
- Building business cases for large technical projects;
- Data modeling and visualization techniques;
- Various sources and resources for information at the federal, state and local level in the privacy and security areas;
- Managing large cross-agency, cross-departmental programs.

Ability to:

- Participate with upper management in a decision support mode through the development of appropriate management information;
- Emotional Intelligence to carry out cross-agency, cross-departmental work;
- Advocating for data analytics value across a business to diverse audiences with solid business experience in the field;
- Information management projects and programs;
- Influence personnel through a matrix organization as opposed to line management authority;
- Deal with the public, press, other officials, members of the County Council, boards and commissions, and State and federal officers or representatives in a manner that is diplomatic, clear, and knowledgeable;
- Work in a fast-paced environment, meet deadlines with a sense of urgency, focus on detail and accuracy and be an independent thinker;
- Lead and think strategically;



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- Use logic and reasoning to analyze, understand, and evaluate complex situations. Leverage ability to identify the strengths and weaknesses of alternative approaches or solutions, to a situation or targeted outcome. Exercise appropriate judgment in establishing priorities. Consider the relative costs and benefits of potential actions in developing and defending the business case;
- Develop and maintain cooperative and professional relationships with employees at all levels, representatives from various departments, and outside agencies. Effectively respond to and resolve complex inquiries;
- Communicate complex ideas and proposals effectively so others will understand to include preparation of reports, agendas, and policies;
- Listen and understand information and ideas presented verbally and in writing;
- Handle a variety of human resources issues with tact and diplomacy and in a confidential manner.

Skill In:

- Large program management;
- Working with multiple stakeholders at various organizational levels;
- The design, development, and validation of descriptive, predictive, prescriptive, and applied analytics;
- Mentoring, training, and working with data owners and expert personnel in tense situations.

01A.104.29.06 Medical Exam Protocol:

Medical History Review.

Approved:



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Marc Elrich, County Executive

May 31, 2024

Date

APPROVED AS TO FORM AND LEGALITY:
OFFICE OF THE COUNTY ATTORNEY



April 12, 2024

Date