



TO: The Honorable Chair and Members  
Of The Business Technology Services Board

FROM: Peggy Rowe, Director of Human Resources

A handwritten signature in purple ink, appearing to read "P. Rowe", written over the printed name.

SUBJECT: BTS Executive Director Recruitment

DATE: January 11, 2013

Attached is a list of several options for the BTS Board to consider with regard to filling the position of the Executive Director of Business Technology Services resulting from the departure of Paul Alexander. Included in the documents are cost estimates for each option as well as additional costs which may be incurred during the selection process regardless of the process you use.

I have also enclosed a recap of the recruitment, application process and selection process used in 2003, when we last recruited for this position. Finally, I have included the current classification specification for the position of BTS Executive Director as well as market data for IT Director positions in the area for public sector employers. My staff is seeking additional survey data that provides salary ranges for private sector employers. This information will be available for your consideration as well prior to any recruitment.

I will plan to be in attendance at the meeting scheduled for January 17<sup>th</sup> should you have questions.



## **Recruitment for BTS Executive Director**

With the departure of Paul Alexander as BTS Executive Director, the BTS Board will need to fill this position. A summary of options and estimated costs are presented below.

### **Information about the position:**

- Current class specification is attached
- Salary: pay grade E4  
Range: \$118,908 - \$173,362 (market value = \$136,744; midpoint = \$148,635)
- Current salary for Paul Alexander is \$134,388.80
- Last recruitment conducted in 2003. Information on that recruitment is attached.

### **Options for filling the position:**

#### **1) Appointment to fill position**

The BTS Board can appoint an individual to fill the position. This is the fastest and the least expensive solution. However, while there are no monetary costs associated with the Board simply making an appointment, there are opportunity costs. The Board would forgo the option of exploring whether there are better qualified candidates. There could be morale impacts to the BTS Department and customers if other potential candidates were not granted the opportunity to apply.

#### **2) Hire executive search firm to conduct/facilitate search and selection process**

The BTS Board would need to determine the functions to be performed by the search firm. Such functions might include recruitment, screening, interviews, reference checks, etc. The tasks performed will impact the cost. Cost estimates are \$18,000 to \$35,000 depending on tasks performed. (Note: this estimate does not include candidate interviewing costs for airfare and housing nor does it include candidate relocation costs. It includes only the fees charged by the search firm for the tasks performed.)

For reference information, the cost for the search firm engaged in early 2012 for the Executive Director for the Department of Environment and Infrastructure was \$18,500. This included development of an ad and document containing information about the position and department, advertising, reference checking and attendance at interviews. The cost for the search firm engaged for the County Administrator recruitment in 2007 was \$35,000. Services provided included development of full color recruitment brochure for direct mailing, ad development, advertising, screening pool down to short list (done using application and supplemental questionnaire and video interviews), background and reference checks, facilitating selection process with Commissioners, and attendance at all interviews.

Hiring a search firm may be done by issuing an RFP or by using a firm currently on State contract. The time needed for development and issuing of an RFP, evaluation of submitted proposals until firm engagement would take between 45 to 60 days. Use of a firm on State contract can greatly speed up the process for hiring a firm. Currently there are a few executive search firms on State contract, including Waters Consulting, the firm that conducted the 2007 County Administrator search.

- 3) Use of the County's Human Resource Department to conduct/facilitate search and selection process.

The County's Human Resource Department is willing and able to facilitate the process and handle the advertising. The Department conducted the last recruitment for this position and has conducted many comparable recruitments including BCC department head positions and the Director of the Office of Human Rights. The HR Department could begin work immediately. Cost estimates of \$1,000 - \$5,000 would be direct advertising costs, depending on advertising sources. The scope of advertising would depend on the scope of the recruitment (local, statewide, or national). As with a search firm, the HR Department would only perform those tasks determined by the BTS Board. With the commitment of the BTS Board, the position could be filled in as little as 90 days (30 days for advertising, 30 days for review, interviewing, and selection and 30 days for selected candidate to provide notice and assume the position).

**Additional Costs:**

In addition to the costs listed above, the following costs may be incurred during the selection process:

Interviewing costs: estimate of \$750 - \$1,000 per interview for out-of-state candidates, includes airfare, hotel, meals and rental car. Based on experience with previous recruitments, we expect total costs to be between \$4,000 and \$6,000.

Relocation costs: if the selected candidate resides outside the area, relocation expenses may be part of the negotiated compensation. The County has traditionally paid up to \$10,000 for relocation expenses at the department head level.

## Recruitment Conducted Summer 2003

The following ad was placed on May 18, 2003

### Director of Information Technology

Pinellas County Govt (Clearwater, FL) is seeking a Director of Information Technology who has the ability to refine a diverse technological roadmap and who possess the leadership & organizational skills to lead the County into the future. A solid technical foundation and excellent management and communication skills are a must. This position is responsible to an IT Board composed of independently elected Constitutional Officers and the County Administrator participating in a voluntary interlocal agreement.

**Salary:** \$76,948 - \$119,270 plus excellent benefits

**Minimum Qualifications:** BS/BA and 5 years progressively responsible experience in both technical and administrative aspects of a large, diverse information technology department preferably in a governmental setting.

**Preferred Qualifications** include: MBA/MPA and 10 years progressively responsible experience with at least five years in a managerial/executive leadership capacity supervising complex IT operations.

**Apply by May 30, 2003.** County application required. Application and additional information may be obtained by contacting the Personnel Department (727.464.3367) or at the Employment Opportunities section of Personnel Department website at [www.co.pinellas.fl.us/persnl](http://www.co.pinellas.fl.us/persnl). AA/EOE/ADA

**Ad Placement:** The ad was placed using the following sources:

- St. Petersburg Times
- Florida Association of Counties - website
- National Association of Counties - newsletter and website
- Career Journal website (included all IDG magazine sites: Computerworld.com, Infoworld.com, CIO.com, Itcareers.com, and Networkworld.com/NWFusion.com)
- Florida Local Government Information Systems Association - website
- TampaBay CIO Council - email flyer to membership
- Government Management Information Services - email distribution to membership

An information sheet was prepared containing details about the position, the IT Board and the IT Department and was posted on the website.

**Application:** In addition to the standard application, applicants were required to respond to the following questions. (These supplemental questions allowed the Application Review Committee and the Selection Committee to make more informed decisions about candidate qualifications.) The following questions were asked:

1. Briefly describe your experience in the following areas of information technology: mainframe; networks (WAN, LAN, and/or SAN); distributed systems; software management (host and desktop); application development; E-Gov, E-Commerce; web applications; and other (please specify).
2. Describe your experience in the following areas:  
Management and administrative responsibilities for a department/organization; preparation and administration of departmental budgets; management of a diversified workforce; and experience in public speaking/presentations.

3. Describe one of your most important leadership accomplishments.
4. Describe a difficult management problem you had to resolve and how you handled it. What were the results?
5. The Director of Information Technology is occasionally involved in disputes between opposing factions. Provide an example of when you have had to negotiate or mediate between two such groups. Please include the steps you took, the final outcome, and what you would do differently today.
6. Describe your experience in working with and meeting the needs of multiple appointing authorities simultaneously.
7. What do you consider to be the highlights of your career or the most important contributions that you have made to the organizations at which you have been employed?

**Response:** 137 applicants responded to the ad.

**The selection process used:**

Application Review Committee (Beverly Waldron and Dave Sitter, Interim IT Director) reviewed the 137 applications and narrowed the field to 30 candidates.

30 Candidates were referred to the Selection Committee who narrowed the field to 8 candidates who were invited to participate in a first round interview with the Selection Committee. The Selection Committee was composed of a representative designated by each member of the IT Board.

Following the first round interview the Selection Committee narrowed the field to 4 finalists who were interviewed by the IT Board. Following the interview, the IT Board selected the individual to fill the position. Reference checks were conducted by the Personnel Department. Job offer and salary negotiation was conducted by the IT Board Chairman. Paul Alexander was selected and began work on 10/6/2003 at a starting salary of \$105,000.

## **BTS EXECUTIVE DIRECTOR**

<b>Job Code</b>	<b>Pay Grade</b>
<b>14699</b>	<b>E4</b>

### **Nature of Work**

This is highly responsible technical, administrative, and managerial work directing the overall operation of Pinellas County's Business Technology Services (BTS) Department. This is an appointed position, reporting to a multi-participant Business Technology Board pursuant to an Interlocal Agreement. This position is also an independent Appointing Authority under the Unified Personnel System. Work involves responsibility for planning and directing the overall operation of a full service information technology department. The department provides data communications support for LAN and WAN networks, application development utilizing leading edge development products, departmental and enterprise server software support, desktop product support and computer operations support. Work involves consultation with county management personnel to align county initiatives with department initiatives and prepare deliverable and milestone schedules and budgets for these initiatives. An employee in this class must exercise considerable independent judgment, discretion and initiative in planning and directing the work of managerial, professional, technical supervisory and clerical employees and in making highly technical decisions. Duties are carried out under general direction from the Business Technology Board that is comprised of primarily elected officials with multiple technologies.

### **Minimum Qualification Requirements**

- 10 years of progressively responsible managerial experience in both the technical and administrative aspects of a large, diverse information technology department preferably in a governmental setting combining both supervision and management of both professional and technical staff responsible to implement advanced state-of-the-art complex major agency or business technology support; or
- Associate's Degree in Computer Science, Business Administration, Public Administration or related field and 8 years experience as described above; or
- Bachelor's Degree and 6 years experience as described above; or
- An equivalent combination of education, training, and/or experience.

### **Appointing Authority May Also Require**

- Florida Driver's License or Florida Commercial Driver's License and endorsement, if any.
- Assignment to work a variety of work schedules including compulsory work periods in special, emergency, and/or disaster situations.
- Candidate to demonstrate competence and/or possess certifications in one or more specific IT functions.
- Other highly desirable knowledge, skills, abilities, and credentials relevant to a position.

### **Illustrative Tasks (These are examples and are not all inclusive.)**

- Plans, assigns, directs and exercises general supervision, through management and supervisory personnel, the work of employees engaged in a variety of business technology, telecommunications, networking, operating system, computer operations and applications development activities.
- Plans, assigns, directs and exercises general supervision over the preparation of the departmental budget, control over expenditures, establishes and enforces departmental policies, procedures and work performance and safety standards.
- Develops short and long range plans for extending the business technology systems service to county departments; confers with personnel of other county departments to ensure cooperation and further define the nature and feasibility of the projects.
- Serves as the primary relationship manager for the BTS Department with the BTS board and the BTS Department's customer base.

## BTS EXECUTIVE DIRECTOR (continued)

Job Code	Pay Grade
14699	E4

### Illustrative Tasks (continued)

- Keeps current with changes in technology and with how those changes can be integrated with or replace legacy systems.
- Ensures security standards are met as directed.
- Acts as technical consultant to the county implementing new systems as directed by the Business Technology Board; identifies and leads or coordinates new enterprise initiatives.
- Maintains knowledge and awareness of current technological developments in the fields associated with business technology.
- Provides technically progressive leadership and innovative technology management.
- Interacts with other boards and commissions as deemed necessary.
- Performs related work as assigned or required.

### Knowledge, Skills, and Abilities

- Knowledge of the technical areas of information technology, such as telecommunications, central processors, peripheral and support hardware and software, distributed networks, etc.
- Knowledge of the principles and practices associated with public administration.
- Knowledge of county regulations, policies and procedures related to the personnel system.
- Knowledge of governmental budgeting, expense control, county fiscal policies and procedures and generally accepted accounting practices.
- Ability to manage a large staff of technical employees.
- Ability to communicate effectively with departmental employees, vendors, other county employees, Constitutional Officers and others interacting directly with the department or the county, verbally or in writing.
- Ability to perform the function of consultant to the county on technical areas such as telecommunications, micro to mainframe processing, support software and applications systems.
- Ability to coordinate all the activities associated with the operation and/or support of highly integrated information systems.

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Revised	EEOC Code	Overtime Code
6/08	Officials & Managers	Exempt

## IT Director

Organization	Min	Midpt	Max	Actual	Incun	Match	FLSA
Alachua County	81,975	112,716	143,456	116,103	1	Its Director	E
Broward County	95,283	125,773	156,263	155,000	1	Chief Information Officer	E
City of Clearwater	76,332	96,788	117,245	103,706	1	IT Director	E
City of Lakeland	76,885	109,844	142,802	129,854	1	Information Technology Director	E
City of Largo	79,726	95,670	111,613	101,941	1	IT Director	E
City of Naples	98,992	118,791	138,589	114,494	1	Technology Services Director	E
City of Sarasota	75,067	100,550	126,032	110,000	1	Director, IT	E
City of St Petersburg	N/A	N/A	N/A	137,659	1	Chief Info Officer	E
City of Tampa	84,261	108,212	132,163	N/A	1	Director of Technology & Innovations	E
Collier County	92,597	110,603	128,608	109,709	1	Same	E
Hillsborough County	NR	NR	NR	125,570	1	Director of Information Technology	E
Manatee County	94,515	122,866	151,216	110,011	1	Same	E
Orange County	82,722	107,630	132,538	125,362	1	Chief Information Officer	E
Pinellas County Schools	86,369	106,917	127,464	103,420	1	Chief of Technology & Information Syst	E
Sarasota County	105,165	134,690	164,216	120,973	1	Chief Information Officer	E
Seminole County	74,194	98,290	122,387	115,003	1	Chief Information Officer	E
Volusia County	84,864	106,590	128,315	121,186	1	Information Technology Director	E

Survey Summary Data	Min	Midpt	Max	Actual	
Survey Average	85,930	110,395	134,860	118,749	17 Incumbents
Median	84,261	108,212	132,163	115,553	17 Organizations
Weighted Average Salary				111,764	