



**CHIEF INFORMATION OFFICER (CIO)  
AND  
STAFF EXECUTIVE, INFORMATION TECHNOLOGY**

**Confidential:** This document and the information contained within is confidential and is provided for applicant education. This information has been prepared in good faith by IEEE but may require future verification or correction. Distribution or reproduction of this document outside and/or its contents outside of the IEEE Human Resources Department is strictly prohibited.

The IEEE is an equal opportunity/AA employer.

---

**Candidates who are interested in the CIO position need to send their resume to:  
ieee-cio@spencerstuart.com  
This search is being managed by Spencer Stuart.**

## **POSITION SPECIFICATION**

### **Position Summary**

The Chief Information Officer and Staff Executive (CIO-SE) for Information Technology reports to the Executive Director/Chief Operating Officer of the IEEE, James Prendergast, Ph.D.

The CIO-SE provides strategic and operational leadership and direction to an organization of 80+ full-time staff working in functional areas that include telecommunications and networking, enterprise-wide administrative systems, user services, systems, strategic communications, information security, and the operations and efficacy of the data center.

The CIO-SE will have direct responsibility for a \$35 million budget, which represents approximately 65% of the IEEE's technology and technology-related expenditures. As is sometimes seen in major not-for-profit associations like the IEEE, some information technology support and services at the IEEE are delivered outside of the central IT organization. At IEEE, a complex web of complementary and overlapping services provided by Organizational Units (OUs) and technical societies has evolved. This network reflects both unique priorities and decentralized budget authority. The CIO-SE provides influential leadership to the many pockets of technology services across the OUs and technical societies of IEEE that are not directly part of the IT department.

The CIO-SE ensures the technical services and systems of the IT portfolio serve the diverse needs of volunteers, 380,000 members, institutions, and 1,000 staff working in multiple global locations.

### **Key Relationships**

The CIO-SE reports directly to the Executive Director/Chief Operating Officer (E. James Prendergast, Ph.D.) and the CIO-SE is a member of the senior management staff known as the management council.

Direct reports are Information Technology professionals who, in turn, supervise 80+ professional staff.

Professional colleagues include the directors and managers of organization units (OUs), IEEE technical societies, volunteer committees, and the IEEE Board of Directors.

### **Key Project Challenge Underway**

IEEE is in the process of replacing its Siebel-based business management system (BMS) with an Oracle-based service-oriented architecture (SOA) enterprise management system. The CIO will be expected to provide – either personally or through subordinate staff -- large project management and service execution, while working effectively with both staff and volunteers. He or she must have the knowledge, skills and abilities to move this project forward within its timeline and budget.

### **Key Outcomes Expected**

Among the key desired outcomes for the CIO-SE are the following.

- The CIO-SE will create a strategic and tactical IT roadmap for IEEE and work collaboratively across the enterprise to define a strategic IT vision for the Institute. He/she will generate a well-balanced technical alignment throughout IEEE and influence volunteers, staff, and OU IT organizations to work toward common goals.
- The CIO-SE will provide a core computing and communications resource for all IEEE activities that meets the interrelated goals of increased efficiency and effectiveness.
- The CIO-SE will collaboratively analyze IT issues from the different perspectives represented by the many IEEE constituencies and facilitate resolution of competing interests. He/she will provide guidance and counsel to IT organizations within the OUs.
- The CIO-SE will provide clear strategic direction and leadership to the IT organization while executing tactical plans with excellence. He/she will play a leadership role in negotiating and establishing IEEE-wide technical policies and standards.
- The CIO-SE will ensure efficient and secure management of the IEEE technology systems.

- The CIO-SE will ensure a strong customer-service orientation within the IT organization and develop an environment that is attentive to user services capability.
- The CIO-SE will identify, evaluate, and guide the introduction of new and emerging technologies for assimilation at IEEE in order to support business needs. He/she will develop synergies across the organization to manage IT costs and improve productivity.
- The CIO-SE will recruit, develop, and motivate a superior services organization that is customer-focused and driven toward excellence in performance and execution.
- The CIO-SE will capitalize upon aspects of the IEEE environment and build a rewards-oriented environment.

## **CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA**

### **Ideal Experience**

- The IEEE CIO-SE will possess fifteen or more years of experience as a senior technology leader in a complex and diverse global organization that has successfully implemented service-oriented architecture, preferably in an Oracle environment.
- The CIO-SE will have significant experience leading, directing and managing people of diverse cultures and business experience in the achievement of shared objectives within a dynamic and challenging environment.
- The CIO-SE will possess a proven ability to work successfully in a shared governance environment in order to achieve consensus on and support of IT projects and initiatives.
- The CIO-SE will have a demonstrable and impressive record of innovation and attainment of goals in complex organizations.
- The CIO-SE will possess a demonstrable record of experience in leading a technology organization that successfully provides complex services to large, globally-focused customer groups.
- Historically, the individual will have experienced success in managing the provision of Web-based services rather than managing a traditional, raised-floor data center.
- The CIO-SE will possess strong change management and leadership skills, and possess the ability to apply those skills to the implementation of new systems and redesign work.
- The CIO-SE will have a history of excellence in applying technology to meet business needs.
- The CIO-SE will be a conceptual thinker with a strong strategic business sense, who is organizationally savvy and personally effective with a variety of personalities and professional disciplines.

- The CIO-SE will have a record of successfully and inventively managing a complex budgetary process. His/her reputation will be of an effective financial steward of his/her employer.
- This individual will possess cultural agility and be skilled in leading a large global organization.
- A baccalaureate degree is required; an advanced degree is an advantage; a Ph.D. in computer science is strongly preferred.
- He or she may be required to travel overnight up to fifteen percent of the time. Some overnight travel outside the United States will be required.

### **Critical Competencies for Success**

- *Leadership skills:* This individual must be a self-starter who can excel in a heavily decentralized, shared-governance environment. The CIO-SE must be perceived as a leader and non-political team player who builds immediate credibility with the senior leadership team and the IT staff across the organization. He/she will be seen as a peer by key leaders at IEEE and will position IT as a strategic asset for the organization. It is essential that this individual have the ability to solve problems, coach and mentor people, and take decisive action to rectify any divergences from agreed-upon goals. Most of all, he/she must be recognized as the primary IT leader for a \$350 million organization.
- *Customer-service orientation:* He/she must possess and inspire in others a passion for satisfying diverse user needs in a complex global environment. This position demands an individual with an exceptionally strong customer-service orientation who can build collaborative relationships and be a true strategic business partner to and within the organization. Part of his/her personal philosophy is that he/she measures his/her success by the success of others.
- *Strong execution skills:* The CIO-SE drives high-performance execution of day-to-day operations and continuous improvement initiatives, along with the management of critical projects and programs. This leader will work closely with the user community to create tactical and strategic plans, and ensure objectives and timetables are aligned with the needs of the Operational Units across IEEE. He/she must have a strong

project and process orientation, and ensure the quick resolution of flaws that arise on a daily basis.

### **Other Personal Characteristics**

- The CIO-SE must be a person of integrity, with high professional standards and a strong work ethic who demands and inspires the same qualities in the IT staff.
- The combination of skills, experience and personal leadership style must result in immediate recognition and acceptance of this individual as the CIO-SE of a \$350 million organization that is the world's largest association for the advancement of technology.
- The CIO-SE aggressively pursues excellence and measures achievements not only by immediate functional results, but by the success of the entire IEEE organization.
- In addition to personal leadership skills, this individual must be a master communicator – verbal and written – who is effective with a highly diverse IT staff, in specific, and a highly diverse IEEE staff, in general. The CIO-SE must relate well across the IEEE staff organization and be equally at ease in the staff community, in the global IEEE volunteer community, and in the general member community.
- The CIO-SE will be a financial steward of the IEEE organization and must possess sound budgetary judgment and planning skills.

### **Compensation**

The IEEE will offer a starting salary range of \$200,000 to \$240,000, depending upon the skills, experience and leadership style of the candidate. By participating in a company-wide incentive award program, and achieving documented goals and measurements, the CIO will have an annual opportunity to earn a performance-based incentive award.

The IEEE offers a comprehensive benefits program that includes multiple opportunities for retirement savings and a tuition reimbursement program.

**About the Organization.**

IEEE, a tax-exempt organization, is the world's leading professional association for the advancement of technology. IEEE is a 501(c)(3) charitable enterprise that was incorporated under the laws of New York.

The CIO position is located in the IEEE Operations Center, which is located in Piscataway, New Jersey. Other offices are located in Beijing, China, Los Alamitos, California, New York City, Singapore, Tokyo, and Washington, DC.

The IEEE name is an acronym for the Institute of Electrical and Electronics Engineers, Inc. The organization's scope of interest has expanded into so many related fields that it is simply referred to by the letters I-E-E-E or the phrase I-triple E.

**Membership and Constituencies.** There are more than 380,000 IEEE members in over 160 countries around the world. IEEE members are engineers, scientists and allied professionals whose technical interests are rooted in the computer sciences, engineering and related disciplines. Approximately 40% of the IEEE's members are located outside of North America.

Its 375,000 members rely on IEEE as a source of technical and professional information, resources and services, certification, and networking. To foster an interest in the engineering and technology professions, IEEE also serves 90,000 student members in colleges and universities around the world.

Other important constituencies include prospective members and organizations that purchase IEEE products and participate in conferences and other IEEE programs.

**Intellectual Content.** The IEEE publishes nearly one-third of the world's technical literature in electrical engineering, computer science and electronics. IEEE publications include 130 journals, transactions and magazines. Over 400 conference proceedings are published annually. In cooperation with a major publisher, the IEEE also produces technical books, monographs, guides and textbooks. IEEE journals are consistently among the most highly cited in electrical and electronics engineering, telecommunications and other technical fields

Since 1988, IEEE has made its intellectual content available in digital format; plus, specifically selected content dating back to 1950 is also available in digital format.

The IEEE *Xplore*® digital library contains more than 1.2 million documents from IEEE and IEEE journals, transactions, magazines, letters, conference proceedings and active IEEE standards

**Conferences.** Each year, over 100,000 technical professionals attend the conferences sponsored or co-sponsored by the IEEE and its technical societies. IEEE conferences cover relevant topics that showcase the depth and breadth of members' technical fields

**Standards.** The IEEE is a leading developer of international standards that underpin many of today's telecommunications, information technology and power generation products and services. The IEEE Standards Association is often the central source for standardization in a broad range of emerging technologies. It has a portfolio of some 900 active standards and more than 400 standards in development. This includes the prominent IEEE 802® standards for wireless networking.

**Educational Offerings.** By awarding continuing education units and professional development hours, the IEEE helps its members meet their continuing education requirements, and develop products and services in support of these efforts. At the pre-college level, the IEEE works with industry, universities and government agencies to raise students' literacy in science, math, engineering and technology

**Grants.** Through the IEEE Foundation's General Fund and over 80 smaller special-purpose funds, the IEEE Foundation provides approximately US\$2 million in philanthropic support each year to IEEE-related programs worldwide. This support helps develop educational and public-information programs, sustain historical research services, subsidize workshops that facilitate the exchange of electronic information, propel technological innovation, and increase public awareness about the vast impact of engineering on society.

**Awards.** Accomplishments in IEEE technical fields are recognized with annual awards for outstanding contributions to technology, society and the engineering profession.

## CONTACT INFORMATION

Additional information about the IEEE and its stature, organization, size, and scope may be found at the IEEE Web site: <http://www.ieee.org>. Interested qualified candidates should send their resume to: [ieee-cio@spencerstuart.com](mailto:ieee-cio@spencerstuart.com).