

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

9/22/2016

2. Department

Employment Development Department

3. Organizational Placement (Division/Branch/Office Name)

Information Technology Branch

4. CEA Position Title

Project Director, Benefit Systems Modernization

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

Under the general direction of the Deputy Director of the Information Technology Branch, the Project Director is responsible for planning, directing and overseeing a major Information Technology project to modernize EDD's three Benefit Systems. The Unemployment Insurance, Disability Insurance and Paid Family Leave systems need to be replaced and EDD intends to replace the three systems with one new benefit system that merges the business and policies of the three programs. The position will be responsible for carrying out the Department's mission to deliver valuable and innovative services to meet the evolving needs of California's employers, workers and job seekers.

6. Reports to: (Class Title/Level)

Deputy Director, Information Technology Branch (CEA C)

7. Relationship with Department Director (Select one)

- Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (Select one)

- 1st 2nd 3rd 4th 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the general direction of the Deputy Director of the Information Technology Branch, the Project Director is responsible for planning, directing and overseeing a major Benefit Systems Modernization Information Technology project for the Unemployment Insurance, Disability Insurance and Paid Family Leave benefit systems. The position will be responsible for carrying out the Department's mission to deliver valuable and innovative services to meet the evolving needs of California's employers, workers and job seekers.

The Project Director will be the principle policy maker for both business and technology as the department endeavors to re-engineer the processes and automation for three separate lines of business, into one logical business process, supported by one automated system.

The Project Director is responsible for overall project management and management of resources and workload throughout all lifecycle phases of the California Department of Technology's Project Approval Lifecycle process. The Project Director also serves as the primary liaison between the project, the Project Sponsors, and Executive Committee, and makes enterprise-wide decisions to resolve issues. The Project Director ensures that the project remains on schedule, within budget and is responsible for properly identifying, mitigating, and managing project risks throughout the project lifecycle.

The Project Director coordinates project-related issues with other efforts, reviews and resolves project issues not resolved at lower levels, and directs the project management functions. The Project Director will also oversee the work of multiple contract vendors.

The incumbent contributes toward the growth of the Information Technology Branch into a customer-focused, service organization by defining updated principles and architectures to support EDD's mission critical systems.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The EDD's mission is to enhance California's economic growth and prosperity by collaboratively delivering valuable and innovative services to meet the evolving needs of employers, workers, and job seekers. The EDD connects employers with job seekers, administers the Unemployment Insurance, Disability Insurance, and Paid Family Leave programs, and provides employment and training programs under the federal Workforce Innovation and Opportunity Act. Additionally, the EDD collects various employment payroll taxes including the personal income tax, and collects and provides comprehensive economic, occupational, and socio-demographic labor market information concerning California's workforce.

The Information Technology Branch (ITB) plays a lead role in achieving the Department's mission through innovative automation. The ITB is responsible for developing and delivering services and systems that meet the evolving needs of employers, workers and job seekers by recommending and implementing information technology solutions to support the Department's customer base. ITB is also instrumental in improving the efficiency of EDD staff by automating workload policies and procedures to improve workload turnaround time and to help reduce manual efforts to achieve cost efficiencies.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

The Project Director is necessary so that EDD can initiate and carry out a major Information Technology project to modernize the Unemployment Insurance (UI), Disability Insurance (DI) and Paid Family Leave (PFL) benefit systems. The three systems reside on a mixture of new technology and legacy systems utilizing an expensive mainframe platform and COBOL language). 75% of UI, 60% of DI, and 95% of PFL currently use technology that is quickly becoming obsolete, so we have no choice but to move off of the old technology. In addition, the complexity of today's systems requires more staff time to use and requires multiple work arounds to keep multiple systems updated. The current model is not fiscally sustainable.

EDD's current benefit systems configurations are overly complex and not sustainable from both technology and staffing standpoints. In addition, EDD's three benefit systems are custom built for the Department, and the cost to maintain and enhance these systems will continue to increase over time. This project will ensure customers have a consistent, single portal into EDD services for claimants and employers. In addition, it will provide a solution that is maintainable and scalable, while at the same time reduces the current data integrity issues. Failure to approve this request will delay the benefit systems modernization, which will be a highly visible effort that impacts EDD's customers.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The EDD administers several multi-billion dollar benefit programs, including Unemployment Insurance (UI), Disability Insurance (DI), and Paid Family Leave (PFL) programs that provide financial stability to California citizens. The Benefit Systems Modernization (BSM) Project will be a highly visible effort that impacts EDD's customers. The Project Director will be the principle policy maker for the BSM Project which includes the following policy areas:

1. The development, establishment, and administration of all technology related policy for the BSM Project which must comply with all necessary State Administrative Manual and Statewide Information Management Manual policies. EDD's existing benefit system design is overly complex and not sustainable from both technology and staffing stand points. The BSM improvements along with technology advancements will provide both staff and customers a more user friendly experience when utilizing EDD's benefit systems. Replacing EDD's three siloed systems with one enterprise system will reduce cost and increase system availability.

2. Due to the nature and complexity of transitioning from multiple statewide legacy systems to one enterprise benefits system, the BSM Project Director will be responsible for significant policy development to address the implementation. This includes establishing policies that will determine when and how the new system's functionality will be deployed to statewide EDD offices.

3. Oversees and provides policy direction for the new benefits system, including incident reporting and resolution, tracking customer issues and management of outstanding issues.

4. The development and management of new policies to ensure the three programs (DI, UI and Tax Branches) utilize common data practices in the areas of personal data, claim data, accounting practices, and employer interfaces. Ensuring new IT policies and practices are defined and utilized enterprise-wide.

5. Oversees and provides policy direction for database management including planning, logical and physical modeling, data table preparations and management, processes, documentation, and support for data access performance and use activities.

6. Establish polices that will determine how the new benefits system will collect, track and report data to state and federal agencies.

7. Directs and participates in the formulation of policies for the delivery of services statewide. The Project Director meets with the EDD Executive Leadership Team to address enterprise-wide risks, issues, and significant policy changes for the new benefits system.

Specific examples of policy responsibilities for the Project Director within these areas of responsibility include:

*Defining response times and escalation paths for incidents and problems affecting production services.

*Developing standards for prevention of system failures through fail-over processing.

*Creating service level agreements with Program areas.

*Defining business disruption and disaster recovery programs, as well as, test plans and outcomes.

*Determining access management practices to ensure continuous protection of data and assets.

The Statewide impact of these policies affects thousands of California employers and workers. In addition to the 7000+ internal users.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

The Project Director is responsible for formulating policy and adopting processes for the Benefit Systems Modernization Project. The incumbent plays a key role to provide essential business support, and mission critical services to all of EDD.

To effectively oversee the Project, the incumbent will provide leadership and guidance to project staff to ensure efficient and effective delivery of services consistent with EDD and IT Branch goals and priorities. The Project Director will participate in the establishment and maintenance of IT policies, practices and procedures consistent with the Department's mission, goals and objectives. Once these policies and procedures are established, the Project Director will ensure the work products and IT systems that result from them are of high quality, produced timely, are efficient and sustainable and comply with Department and Branch standards for performance.

Additionally, the Project Director will serve as the key advisor to the Deputy Director in all areas related to the Benefit Systems Modernization Project, and will make decisions on operational issues that affect customer departments.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

The CEA will be doing both. The Project Director will be the principle policy maker as the Department endeavors to merge three programs to use some common policies, while at the same time, interpreting the current program policies to ensure program mandates are met by the new system and processes.

Additionally, the information technology field is a fast changing, quickly developing area. Creating new policy that covers changes in technology is a key component of the position. In the previous decade, applications that were on a personal computer are now accessible on a wide range of devices, such as mobile phones. New policy had to be created to utilize the new technologies. Another major policy area is security. As we give the public more access to their personal data, we must continually update and define security policies to meet ever changing standards. Existing policies may hinder development and need to be changed or removed altogether, and often these policies require the CEA to work collaboratively with executive staff in program and other IT areas of expertise.