

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

2026-02-17

2. Department

Office of Data and Innovation (ODI)

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

Governmental Affairs and Innovation Training

4. CEA Position Title

Deputy Director, Governmental Affairs and Innovation Training

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

The mission of the California Office of Data and Innovation (ODI) is to drive innovation across California state government, using data, technology, and human centered design to achieve exceptional, equitable outcomes for all Californians. We collaborate with leaders and communities throughout California and the world. We partner to build empathy for the people we serve and create a government that is easy to interact with and solves big problems.

6. Reports to: (Class Title/Level)

Chief Deputy Director

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.

The Deputy Director, Governmental Affairs and Innovation Training will provide strategic alignment and partnership support across ODI's project portfolio and statewide training and innovation priorities. They will also direct the research, planning, development, and publication of statewide service delivery and data standards to support more equitable, effective, efficient government programs. They will also oversee and lead ODI's mandated statewide training program in user research, design, service delivery, and data practices that will enable the state workforce to better serve Californians. The incumbent will provide strategic direction for the development of training content in data, human-centered design, and innovation to ensure statewide workforce readiness for current and emerging service delivery needs. They will also align strategy on new and emerging program areas, in line with Administration priorities and Executive Orders

The Deputy Director, Governmental Affairs and Innovation Training will collaborate with the California Department of Technology (CDT's) Office of Professional Development (OPD), and the CalHR Training Office to ensure training courses compliment or enhance existing OPD and CalHR offerings. The Deputy Director, Governmental Affairs and Innovation Training will also identify opportunities to collaborate with academic partners, as well as learning-focused private sector and non-profit partners.

Works with executives across government agencies and departments to align data, human-centered design, and technology curricula with executive orders and statewide efficiency goals.

Oversees course creation via internal development or contracted services and will modify existing curricula from other civic tech government agencies, such as United States Digital Service (USDS), 18F, and non-profits like Code for America.

Oversees course proposals that define course requirements, rationales, goals, and objectives including course learning outcomes in line with subject matter requirements.

Provides strategic direction for the development of course materials in data and innovation that meet the current and future needs of the California state workforce.

Directs the research, planning, development, and publication of statewide service delivery and data standards to support more equitable, effective, efficient government programs.

Partners with departments and identifies opportunities for ODI staff and/or vendors to embed and scale ODIs best practices and procedures.

Provides leadership and strategic alignment across ODI's project portfolio and statewide training and innovation priorities.

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 mission of the California Office of Data and Innovation (ODI) is to drive innovation across California state government, using data, technology, and human centered design to achieve exceptional, equitable outcomes for all Californians. The CEA will direct the research, planning, development, and publication of statewide service delivery equity standards. They will also develop and lead ODI's mandated statewide training program in user research, design, service delivery, and data practices that will enable the state workforce to better serve Californians. This will allow ODI effectively achieve program goals and measure success. Internally, they will design, develop, and deliver ODI's professional development program as well as oversee mandated state training for ODI staff. The CEA will oversee the development of curricula that foster an understanding of human-centered design, equitable service delivery, and modern data best practices among state leadership and upskills state staff performing across a variety of related job types (Information Technology, Data, Design, Communications, etc.). They will implement adult learning strategies and best practices to ensure our workforce has access to modern skill sets needed to improve services and internal operations, and to do so while leveraging emerging technologies such as generative artificial intelligence (GenAI).

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 vacancy of the exempt Deputy Director, Strategic Initiatives created a direct supervision and governance gap over ODI's ITM II (Portfolio Manager) and ITS II (Project Manager) classifications. Under the redesigned structure, the Chief Strategist role shifts executive stakeholder management and strategic technology functions directly to the Chief Deputy Director and does not include direct reports. As a result, ODI no longer has appropriate CEA-level oversight of its active project portfolio and delivery lifecycle. These IT classifications require supervision from an executive with demonstrated competency across Business Technology Management, IT Project Management, enterprise governance, and statewide technology policy alignment.

Re-establishing the Deputy Director, Governmental Affairs and Innovation Training is necessary to formally align portfolio oversight with statewide training and innovation strategy under one executive leader. This expanded portfolio leadership was not previously within the scope of the Chief Innovation Training Officer role and now requires formal reclassification to align supervisory authority with the expanded enterprise governance functions now required.

The current incumbent, Anne Crew-Renzo, is uniquely positioned and the only internal leader with the cross-domain experience required to supervise the ITM II and ITS II classifications. In Business Technology Management, she executed enterprise IT strategic planning by designing and scaling ODI's innovation and emerging technology learning strategy in alignment with Administration priorities. Leading Workforce deliverables under Executive Order N 16 22 required translating a statewide executive mandate into an operational GenAI learning pathway, including structured policy development, scope definition, risk mitigation, and measurable performance metrics tied to ODI's strategic goals. She oversaw procurement of IT and user-centered design training services, demonstrating budgeting and vendor oversight, and implemented Asana as a standardized work management platform to improve portfolio transparency, accountability, and delivery tracking. Her IT Project Management experience includes managing a 1.5 million dollar digital credentialing line of business at Parchment across 23 states, aligning two testing vendors with competing objectives under varying compliance requirements. This required contract management, cost oversight, stakeholder communications, integration management, and cross-jurisdictional coordination. At ODI, she led Executive Order N-16-22 workforce implementation through defined scope management, cross-agency coordination with CalHR and CDT, timeline control, and proactive risk management. As Strategic Plan Lead at Jesuit High School, she directed a full planning lifecycle including data collection, stakeholder engagement, quantitative analysis, executive reporting, and Board approval, demonstrating structured governance consistent with formal project management frameworks. In Software Engineering governance and data administration, she oversaw data procurement, cleaning, transformation, and visualization to inform executive decision-making. At CalAcademy, she aligned data literacy and product-thinking curriculum to measurable outcomes, reflecting product lifecycle oversight and quality assurance principles. Her review of the CalLearns system lifecycle and deployment of plain language training to over 8,000 employees required governance over deployment strategy, user adoption, and enterprise platform quality control. Her work also reflects alignment with Information Security and state IT governance frameworks. Leading statewide workforce initiatives required adherence to privacy standards, acceptable use policies, and compliance requirements in coordination with GovOps, CalHR, and CDT. Oversight of enterprise learning platforms required attention to responsible information use and secure technology adoption. From a systems perspective, reviewing CalLearns and implementing Asana required evaluation, configuration, deployment planning, user training, and operational sustainment within the broader enterprise architecture. At Parchment, coordinating digital credentialing across multiple state systems required awareness of integration dependencies and lifecycle management across vendors and jurisdictions.

Legislative and External Affairs and Communications functions have appropriately been reassigned under the Chief Deputy Director to maintain governmental continuity, while day-to-day curriculum management is being redirected to a newly established Supervisor II (Innovation Program Manager) position through a BCP. This ensures the Deputy Director role shifts upward into enterprise governance and portfolio leadership rather than program-level execution.

This reorganization is a structural necessity to preserve CEA-level supervision over ODI's IT portfolio and align project delivery, innovation strategy, and statewide workforce initiatives under a leader with demonstrated cross-domain expertise in the State's IT framework. Without this change, ODI would lack appropriate executive governance over its ITM II and ITS II classifications and risk fragmentation between project delivery, enterprise oversight, and statewide innovation priorities.

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 Deputy Director, Governmental Affairs and Innovation Training will be responsible for defining and developing policy related to ODI's mandated statewide training program in user research, design, service delivery, and data practices that will enable the state workforce to better serve Californians. They will oversee the development of curricula that foster an understanding of human-centered design, equitable service delivery, and modern data best practices among state leadership and upskills state staff performing across a variety of related job types (Information Technology, Data, Design, Communications, etc.).

The Deputy Director, Governmental Affairs and Innovation Training will define policies and procedures related to adult learning strategies and best practices to ensure our workforce has access to modern skill sets needed to improve services and internal operations, and to do so while leveraging emerging technologies such as generative artificial intelligence (GenAI). They will ensure that state entities learn operational patterns consistent with modern and innovative research, service delivery, design, engineering, and analytics practices to effectively achieve program goals and measure success.

The Deputy Director, Governmental Affairs and Innovation Training will develop the policies for collecting and measuring program success via business intelligence, performance data collection and interpretation, and learning acquisition data. They will collaborate with the California Department of Technology (CDT's) Office of Professional Development (OPD), and the CalHR Training Office to ensure training courses complement or enhance existing OPD and CalHR offerings. The Deputy Director, Governmental Affairs and Innovation Training will also identify opportunities to collaborate with academic partners, as well as learning-focused private sector and non-profit partners.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA serves as a principle policy maker and an advisor to the Chief Deputy Director on policy related to statewide service delivery and data standards to support more equitable, effective, efficient government programs. They are responsible for developing and leading mandated statewide training programs in user research, design, service delivery, and data practices. This position's scope and nature of decision-making authority drives course creation via internal development or contracted services and will modify existing curricula from other civic tech government agencies, such as United States Digital Service (USDS), 18F, and non-profits like Code for America. They oversee the development of course proposals that define course requirements, rationales, goals, and objectives including course learning outcomes in line with subject matter requirements. They strategically will determine which course materials in data and innovation that meet the current and future needs of the California state workforce while working closely with subject matter experts to create high quality, meaningful, hands-on, data-driven tasks, activities, lessons, and projects.

This position provides strategic leadership and technical, operational, and managerial leadership for successful implementation of curriculum across the state and ensures that the CalAcademy program is technically sound, evidence-based, and consistent with the department's and stakeholders' priorities. This position will ensure that ODI and agency partners are trained and well versed in the policies and processes that are necessary to maintain compliance with statutory and policy requirements.

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

This position will be developing and implementing new policies, as state and federal legislation, regulations, and policies change and are updated as well as interpreting and implementing existing policies related to statewide training program. As changes occur, the CEA will be responsible for developing and implementing new policy to ensure ODI is in compliance with new legislation. This will involve work not only within the department and with existing stakeholders, but coordinating with other entities such as the Governor's Office, California Department of Technology, GovOps, California Health and Human Services, Employment Development Department, Department of General Services, Labor & Workforce Development Agency, etc. to identify, define and deploy new policies and procedures with impact across state agencies and directly impacting Californians. The CEA will consistently consider sustainability in practice to ensure policies and procedures can be easily updated to accommodate evolving business and stakeholder needs.