

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

2026-07-28

2. Department

Child Support Services

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

Child Support Services Division

4. CEA Position Title

Chief Data Officer

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

The Chief Data Officer will oversee statewide child support program data analytics and governance and direct program research to support the advancement of the mission and strategic goals of the department through data-driven decision making. The position has statewide responsibility for Federal and State performance measures and compliance with Federal data programs.

6. Reports to: (Class Title/Level)

Deputy Director, Child Support Services Division (CEA B)

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 position serves as the Chief Data Officer (CDO) and chief policy maker for all aspects of program research, data analytics, and data governance. The CDO directs the data reliability, federal reporting, and legislatively mandated reporting functions of the Department; and directs program research and data analytics efforts to support the state DCSS and local child support agencies (LCSAs) to advance the mission and goals of the Child Support Program and ensure data-driven decision-making capabilities. The role is responsible for trend analysis and forecasting and for guiding the standardization and alignment of data collection and data management. The CDO will develop policies and processes that advance improvements in data quality necessary to support accurate analytics and reporting. The CDO oversees the production of data queries and reports for State DCSS, LCSAs, and to respond to information requests from various stakeholders including Health and Human Services (CalHHS), the Department of Finance, and Legislative staff. The position collaborates and coordinates with division stakeholders to help solve business problems with appropriately aligned data strategies and collaborates with technology leadership to advance data pipelines to support new analytics and strategies.

The CDO has statewide responsibility for Federal and State performance measures and data reliability efforts, directly impacting the level of funding which is received for the State and LCSAs. They will coordinate Annual Performance Reports to the legislature and any ad hoc Legislative requests for child support research or data and ensure departmental compliance with the Data Reliability Audit and the federal Data Reliability Review.

The CDO is responsible for oversight functions, ensuring county and state compliance with DCSS' program policies, state statutes, and federal regulations and rules. Focus will be on continuous improvement and evolution of the department's compliance and monitoring effort, and a focus on expansion to develop a robust compliance monitoring plan that supports the California Child Support Program.

The CDO serves as an Executive Team Member providing guidance and advising the Directorate on program objectives and alignment with department mission and strategic goals. The position reviews the need for data, staff resources and limitations, and formulates organizational changes to accommodate the continued reporting needs of DCSS and Branch. Additionally, the CDO provides leadership and participates in departmental and divisional strategic planning, goal setting, and performance achievement analysis while establishing and maintaining positive relationships with executive staff, department leadership, and other key stakeholders. They will remain abreast of data standards, changes, and impacts to current best practices and policies and maintains up-to-date expertise on key data standards and specifications.

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 DCSS is to promote parental responsibility to enhance the well-being of children by providing child support services to establish parentage and collect child support.

The CDO will provide oversight, collect, verify, compile, and distribute data to provide vital information in the determination of departmental priorities and guidance to the 49 LCSAs throughout the state of California. The CDO will provide guidance to LCSAs on consistent data collection and input methods into the Child Support Enforcement System (CSE) to ensure overall accuracy and consistency of data elements across the state. Accurate and informative data is necessary to ensure services provided meet the needs of customers with current or future child support cases, and to inform modification decisions and enhancements to CSE.

The CDO ensures statewide compliance with federal and state statutory and regulatory data reporting requirements. Compliance with these programs impacts the federal funding received by DCSS for programs, new services, and enhancements to existing services. Failure to comply with these requirements would have a severe impact on DCSS' ability to deliver services to the LCSAs, trickling down to the families who depend on the LCSAs and CSE for their case management.

Various Department strategic plan initiatives and goals interface with the CDO's program. Specifically, the initiatives Promote Consistency of Process Statewide, Implement Organization and Program Efficiencies, Expand the Use and Sharing of Data, and Expand Data Analytics. Under these initiatives, there are eleven tactics that rely on the CDO's program for successful completion. In addition, data collected by the CDO's program is used to identify Strategic Plan Initiatives and in evaluating the Critical Success Factors of those initiatives. For each Strategic Plan cycle, the data collected by the program improves and will allow for the development of more effectively targeted initiatives and goals. It is anticipated that the CDO will play a crucial role in planning and providing data resources for future strategic plan initiatives.

In addition, DCSS contributes data sets for the California Health and Human Services Agency's (CalHHS) Open Data Portal, which provides public access to non-confidential health and human services data.

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.

Data plays an integral role as modern strategic planning depends on data reliability, advanced metrics, and informative analytics to drive departments' program directives. The need for data and strategic application of data has only grown as the Child Support Program and CSE needs have expanded.

DCSS strives to ensure that performance data entered into CSE is consistent and governance does not vary by county. Some smaller counties have little to no staffing available to generate performance data on their own programs. In an effort to correct these deficiencies, the CDO will oversee the implementation and management of a data governance function for DCSS and LSCAs. The need for solid performance data has never been more important in determining and guiding the direction of DCSS' goals and objectives as it relates to the Child Support Program and the work of LCSAs. In addition, the CalHHS' launch of the Open Data Portal and each of the agency's department's integration of their own data into that system drives DCSS' need for a formalized data governance function.

The department is also attempting to establish and align existing related functions under one CEA to ensure consistency throughout all functions while at the same time improving their effectiveness. For example, data governance of DCSS and LCSAs, data performance and analysis, and data reliability functions will all fall under the domain of the CDO, rather than fragmented throughout the organization.

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.

Research & Data Analytics: The CDO will have responsibility for data governance policies affecting DCSS and LCSAs. They will work with program areas and LCSAs to establish comprehensive data definitions so all users can identify and capture data consistently across lines. They will also determine the most appropriate business intelligence software and tools to be utilized by DCSS and LCSAs and define how those entities will apply the technology to ensure consistency and effectiveness, including the formatting and data definitions for the data to be captured on business intelligence dashboards. The CDO will have the independence to engage directly in data and research policy discussions with CalHHS, LCSA directors, and other key stakeholders and will be given a high-level of deference when presenting recommendations to the Executive Team. In addition, the CDO will act as the DCSS Data Governance Council chairperson and represent DCSS at CalHHS Data Governance meetings to discuss strategies that will ensure consistent data collection across all agency departments so they can share and leverage data effectively. Contributes to the CalHHS Data Dashboard and open data catalog related to the Child Support Program.

Data Governance: The CDO manages data governance related to the department's Tableau platform and enterprise data warehouse. Access to self-serve data queries and the ability to interact with business data directly reduces dependence on technology resources and reduces time to deliver actionable data. Additionally, business analytics available through Tableau allows for leveraging of data to support LCSA and improve outcomes for families. The data warehouse provides comprehensive and up-to-date data, connects data from various sources into a single analytics source. Access to the data warehouse improves decision-making, information security, and statewide consistency while reducing technical debt and workload costs.

Data Performance, Monitoring, and Compliance: The CDO establishes guidelines and procedures for LCSAs in the area of reporting data and correcting deficiencies related to that performance data. The performance of the LCSAs, captured by this reported data, directly influences the amount of funding provided to the state and local agencies by the federal government. Effective monitoring and management of LCSA performance is vital to the growth and support of the State's Child Support Program as it relates to funding needed to invest in improvements and continued operations. In the areas of program monitoring and compliance efforts, the CDO sets requirements and guidelines for LCSA compliance levels and CSSD ensures those requirements are met, adhered to, or it modifies/establishes guidelines to create efficiencies or to address deficiencies.

Data Reliability Audit and Federal Data Reliability Review: The CDO ensures DCSS adheres to the Data Reliability Audit and Federal Data Reliability Review frameworks for assessing and maintaining data. Data hygiene and reliability is essential in order to make informed decisions and to build and maintain trust with data stakeholders who depend on DCSS to ensure accurate, consistent, and complete data and reporting. The CDO is responsible for identifying and directing departmental projects with multiple stakeholders that ensure alignment with the established data frameworks and in an effort to pass the full audit(s).

In addition to the above, the CDO serves as a member of the Executive Management Team and works in collaboration with other team members on department-wide policies and their implementation.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CDO has primary responsibility for the state-wide oversight of data-related activities and receives general direction from the Deputy Director, Child Support Services Division (CEA B). The CDO provides consultation to the DCSS directorate on data functions. The CEA's scope will extend department-wide and to LCSAs in relation to data governance and reporting and will regularly meet with all members of the Executive Team to discuss strategic plan tactics involving data requirements and establishing success measures. The CDO decides how DCSS and LCSAs approach gathering, managing, and reporting data, as well as governance of data dashboards utilized by both groups of stakeholders.

The CDO will be the chief policy maker for all aspects of program research, data analytics, and data governance, and has state-wide responsibility for federal reporting requirements, legislatively mandated reporting functions of the department, and data and performance measures.

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

New policies will be developed, implemented, and maintained encompassing data research and analytics, data governance, as well as program compliance. Policies affect how DCSS and LCSAs interact with their data to ensure consistency, accuracy, and security of data collection, compilation, and distribution. The CDO will also interpret, implement, and/or recommend changes to existing policies as they interface with data and program compliance. As with other members of the Executive Team, the CEA will have input on most policy decisions affecting the department, as the CDO's functional oversight dovetails with all programmatic areas' strategic goals and tactics.