

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

2017-07-31

2. Department

California Prison Industry Authority

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

Management Information Systems (MIS)

4. CEA Position Title

Chief Information Officer, Management Information Systems

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

The California Prison Industry Authority (CALPIA) seeks approval to establish a new policy setting CEA over the Management Information Systems (MIS) Branch. This position will become the Chief Information Officer of the CALPIA and be responsible for the Branch. This position will ensure effective enterprise management of Information Technology (IT) policies and have oversight of IT strategic planning, policy development, goal setting, ongoing support and enhancement of the statewide network of technology systems within CALPIA. CALPIA IT operates in Central Office and also within 35 California Department of Corrections and Rehabilitation (CDCR) institutions, on a 24 hour/7 day a week basis. CALPIA is a separate authority from CDCR and all of CALPIA's enterprises are managed solely by CALPIA.

6. Reports to: (Class Title/Level)

Chief Financial Officer (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): Reports to the Chief Financial Officer of CALPIA.

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 from the CALPIA's Chief Financial Officer (CFO), this CEA will be responsible for leading and directing all aspects of the Management Information Systems (MIS) within CALPIA. This position will be designed as CALPIA's Chief Information Officer. These duties are currently performed by a Data Processing Manager III, however, due to the growth of CALPIA over the past two -three years (more than 500 additional staff have been allocated) the complex decentralized nature of the Department, the projected needs of CALPIA over the next 5 years, along with the level of complexity regarding the policy associated with leading an enterprise as complicated and diverse as CALPIA's, which operates in 34 of the California Department of Corrections and Rehabilitation's institutions, it is now necessary to upgrade the level to a CEA A.

The CEA is responsible for developing and updating established statewide Information Technology (IT) policies for CALPIA, including developing stringent information security policies; oversees Applications Development, Maintenance and Support; Infrastructure Services, ERP Systems Support, Information Security, Database Administration, and LAN/WAN Desktop Support. In addition, the CEA will be responsible for CALPIA's Enterprise Applications development, implementation, operations and enhancements for the portfolio of applications supported by MIS. The portfolio includes all legacy and newly implemented enterprise systems, upcoming IT projects, analyze and distribute information collected and created in enterprise systems, web solutions and collaborative IT efforts with other governmental agencies.

CALPIA MIS currently supports 91 IT systems through either the application, interface, access and/or infrastructure. 35 are critical to CALPIA's mission; 53 contain sensitive, confidential Personal Identifying Information (PII); and 26 are cloud solutions. Most systems within CALPIA are window based, except one critical system which is currently on a mainframe. There are 600+ networked computers, cell phones, tablets, and laptops; along with more than 300 non-networked, standalone computers primarily used by offenders. In addition, there are more than 50 isolated networked workstations at which CALPIA offenders attend AutoCAD training.

New IT Projects: CALPIA is currently moving 6 IT systems to the cloud, with an additional 11 identified to be moved in the near future. 3 IT systems are being considered for consolidation and 14 systems are being considered or in the process of being upgraded or enhanced. In addition, 20 IT systems that are currently window-based will be replaced as they are legacy applications. There are more than 23 IT projects in progress, some which can not be disclosed at this time. Those that can be disclosed are as follows: Office 365 Email, Encryption, Skype for Business, Sharepoint, SBN-Health Facilities Maintenance Tablet Expansion; Statewide Network Upgrade; CALPIA Statewide Service Desk, Web Portal (Internet and Intranet) and Online Catalog Redesign, along with Computer Refresh.

The scope of the CEA's role will include strategic planning, policy development, goal setting, operations management, and the ongoing support and enhancement of the CALPIA's statewide enterprise resources and technology systems. The CEA will have supervision over 26 staff, including 1 Data Processing Manager III, 2 Data Processing Manager II's, 1 Data Processing Manager I, 1 Systems Software Specialist III (Supervisor), 2 Senior Information Systems Analysts, 1 Systems Software Specialist II, 2 Associate Information Systems Analysts, 1 Associate Systems Software Specialist, 1 Staff Programmer Analyst, 2 System Software Specialist I's, 3 Staff Information Systems Analysts, 1 Staff Services Analyst, 1 Assistant Information Systems Analyst, 1 Office Technician and several Retired Annuitant and Student Assistants. The Chief Information Officer will oversee the delivery of IT solutions that interface and enhance performance, scalability, and robustness throughout the enterprise. The Chief Information Officer is responsible for ensuring effective enterprise change management by implementing universal strategy with supporting tactics and process improvements, along with monitoring staff acceptance. While in this role, the Chief Information Officer will work with program managers to design a framework to prioritize, link and align IT projects, solutions, and operational processes along with their structural dependencies to achieve optimum benefits, and report all progress and solutions to the CFO.

**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: CALPIA's Strategic Business Plan spells out our department's mission which has four (4) main critical goals:

1. Reduce Offender Recidivism.
2. Maintain Self-Sufficiency.
3. Develop High Performing Staff.
4. Organization and Increase Customer Satisfaction.

The incumbent has a significant role as the Chief Information Officer, ensuring the Strategic Business Plan and CALPIA's Strategic Plan's objectives are met. This is done by ensuring staff have the IT resources and tools in place to track offender training and production; maintain systems that track CALPIA resources, including budget and accounting systems; allowing staff to work efficiently with IT solutions and thus increase overall customer satisfaction.

The Chief Information Officer plays a key role in the formulation and recommendation of new and/or recommending revisions to existing IT policies, making policy decisions that impact the effectiveness of the CALPIA's programs and quality of service. The incumbent advises members of the Executive Management Team and is the face of CALPIA for all IT with the California Department of Corrections and Rehabilitation and control agencies.

The incumbent is responsible for making executive level decisions and formulating, recommending and implementing major departmental policies and strategies to the CFO and General Manager on all areas related to CALPIA's IT enterprise architecture, IT portfolio management, data management activities, IT enterprise security and desktop support. The incumbent will develop and implement standards and policies for the IT planning efforts at the CALPIA through partnerships with other state and local government agencies.

## 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.

CALPIA's needs have changed and due to a significant increase in staffing (more than 500) over the past 2-3 years, along with upcoming changes over the next five years, it is critical to ensure the position be established at the CEA level. Over the next five years, the CALPIA IT Strategic Plan has identified several technology strategies and solutions that will evolve and improve current business practices in support of CALPIA's mission. The mission is to be self-supporting, customer-focused, reduce recidivism, increase prison safety, and enhance public safety by providing offenders productive work and training opportunities. The IT Strategic Plan includes 23 different strategies to be implemented over the next 5 years. The IT Strategic Plan includes as examples: interactive technology based offender learning environments; secure offender network infrastructure; identification badge proximity cards, time reporting and predicative alerts; GPS tracking, asset management, automated order and shipping notifications; streamlined and fully integrated manufacturing; advanced sales and purchasing analytics; employee self-service tools; wireless access; video conferencing; integrated phone and data; web accessible systems; automated process through cloud solutions; electronic forms and storage with automated approval routing and digital signatures; consolidated cloud data center; real time inventory; and advanced data analytics and reporting.

CALPIA's current IT model is based on previous technology practices. The model has provided a growing number of CALPIA locations (currently 35 institutions along with CALPIA Central Office) the ability to make technology investments to meet their business needs for the past 15 plus years. With the advent of cloud computing and the capability to acquire and deliver technology software and services through a secured internet based cloud, CALPIA is uniquely positioned to implement transformational changes in the way the Management Information Services Operations acquires, delivers, and supports CALPIA's underlying technologies. The cloud provides the ability to potentially reduce technology complexity, costs, and leverages the latest technologies equitably across the entire organization.

A key element is to implement and manage a shared IT shared services model strategy, when it makes good business sense. IT shared services is a business model that concentrates on eliminating inefficiencies and duplication through the identification of IT services that should be centralized, outsourced, or remain decentralized.

The change proposes to leverage existing government cloud services and the CDCR's IT organization, for the transition of technology assets and services associated with CALPIA applications and supporting network infrastructure. The results would improve customer service and service delivery to all CALPIA locations through the leverage of IT services provided by vendor government approved cloud services and the CDCR IT field staff, whom are located regionally throughout the State of California.

Transitioning CALPIA to an agile sustainable future will require a mature information technology operating model that includes enhanced elements of IT governance, matured business and technology processes, trained people, and advanced technology. Without these key building blocks, CALPIA's current and future technology investments are at a high risk of not being successfully sustained. The following industry best practices should be fully implemented, managed, and maintained in order to transform information technology in support of CALPIA's Strategic Business Plan.

\*Solidify Governance - Maintain the necessary mechanisms to comprehensively manage people, process, technology, and data associated with IT service delivery, at an enterprise-wide level.

\*Employ Life Cycle or Continuous Improvement Practices - Define and document key aspects of the IT processing environment (people, process, governance and technology) and keep it "living" by monitoring and managing information technology performance indicators.

\*Business Drives Technology - Ensure that the enterprise technology supporting CALPIA is driven by clear business needs, requirements, and focuses on business-based outcomes.

\*Align by Service - Minimize duplicate actions and technology efforts by creating new or sharing existing defined services and supporting processes where available.

\*Enable Data-Based Decisions - Make the applicable data available at the appropriate time to the right people to aid in making strategic, tactical, and operational business decisions associated with the management of all CALPIA services.

\*Manage Risk - Proactively monitor IT processes, practices, policies, and technologies for emerging and/or evolving risks.

\*Buy Before Build - Avoid the burden of ownership and strain on resources by purchasing enabling technologies solutions instead of creating or customizing solutions and;

\*Deploy Quickly - Implement secure cloud based solutions that are readily available and fully scalable to meet the current and future business demands. Realize return on investment more rapidly with experienced cloud providers who guarantee service delivery through contract agreements.

### **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.

This CEA position is a high level position which requires the level of a CEA. This position will report directly to the CFO and must have the in-depth knowledge of Information Technology and policy development and oversight required at this level.

Inmate Network Design and Architecture - Because of the sensitivity related to offenders having access to the Internet, the policies associated with ensuring the appropriate access needed tempered by security and safety, are critical and overarching.

Central Office Wireless Connectivity and Guest WIFI - Policies associated with establishing wireless connectivity to Central office staff, along with Guest WIFI are complex and sensitive as there are staff computers that offenders have access to.

Improved customer service - Recent CALPIA customer surveys show that improvement in IT services is needed. Establishing, managing and communicating IT service targets in which customers can expect to receive response and resolution for core IT services is a high priority for CALPIA. Standardizing IT help desk support policies are high on the list for immediate change. Services, metrics and procedures are all needed to be incorporated into a new IT Help Desk solution that the CEA will lead and oversee.

**C. ROLE IN POLICY INFLUENCE (continued)**

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

With the growth of the program it is necessary to have this This CEA is expected to display initiative, leadership, and entrepreneurial skills to lead the Management Information Systems Branch for CALPIA. CALPIA's CEA for this program plays a vital role to the mission of CALPIA. IT expertise and leadership are critical in order to meet the CALPIA's Strategic Business Plan, which then results in reducing offender recidivism.

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

This CEA will be implementing and developing new policy as well as implementing and updating current policy of the Management Information System Branch. This CEA will oversee the administration as well as the program itself within Central Office and 35 institutions. The CEA must make sure all policies and regulations remain in force and in compliance. Policies such as determining the appropriate technology investments to acquire and implement within CALPIA; ensuring information security remains a top priority; solidifying the appropriate governance levels to provide service delivery within CALPIA, managing risk by pro-actively monitoring IT processes, practices, policies and technologies; and ensuring deployment policies are established and maintained.