

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	2. Department
2018-06-04	California Prison Industry Authority (CALPIA)

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

Fiscal Services Management

4. CEA Position Title

Chief, Center of Excellence

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

The Chief Center of Excellence (CoE), will primarily be responsible for building a team of professionals representing all business process areas. With this team the Chief CoE will play a critical role in supporting and developing the road map and implementation for fixing and/or replacing the current ERPLX system used enterprise wide for CALPIA. The ERPLX is a comprehensive process manufacturing system used enterprise wide.

6. Reports to: (Class Title/Level)

Chief Financial Officer (CFO) (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(CFO) of CALPIA (CEA B)

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 CEA will primarily be responsible for building a team of professionals representing all business process areas. They will also play a critical role in supporting and developing the road map and implementation of enterprise resource planning (ERP) systems within all CALPIA operating units.

Responsible for the oversight, development and execution of the strategy and enterprise goals related to the ERP system at CALPIA. Leads, develops and maintains an ERP governance structure to ensure alignment with business processes, continuous improvement and ongoing transformation. Manages a team of Specialists and third-party vendors to support and maintain ERP system process continuity; identifies and implements opportunities to improve business processes and works closely with business process owners.

The Chief CoE will lead the development and standardization of CALPIA standards, programs, business processes, and tools & guidance for the adoption, application and use of the CALPIA ERP system and supporting applications in driving effectiveness and efficiency of business operations. Lead a team of subject matter experts focused on driving consistency and providing standard direction, tools, policy and guidance on business practices, processes, and the use of technology to drive better results, accountability and effective managerial decision making.

As a team leader and people manager, the Chief CoE is responsible for the ongoing development, mentoring, and organization of multiple direct reports that represent subject matter expertise within the CoE. The Chief CoE will be responsible for identifying and defining common strategies and standard ways of working. Through research and networking, review and recommend new technologies, tools, and processes to support and simplify the execution of CALPIA's core business operations.

The Chief CoE will be required to regularly lead projects of critical importance to CALPIA and will direct programs with organization wide impact that include formulating strategies and administering policies, processes, and resources. The Chief CoE must be forward-thinking with a strong ability to design and execute solutions that power the enterprise. The Chief CoE will play a key role in continuously re-imagining efficiency by creating transformative solutions that serve diverse aspects of the enterprise.

**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: Mission Statement: CALPIA is a self-supporting, customer-focused business that reduces recidivism, increases prison safety, and enhances public safety by providing offenders' productive work and training opportunities.

Vision Statement: Changing offenders' lives through innovative job training for a safer California.

Goals and Objectives: To achieve its vision, CALPIA has established four main strategic and business goals:

- Goal 1: Reduce offender recidivism – By providing offenders' productive work and training opportunities. CALPIA's ability to operate efficiently and effectively, produce and distribute products, satisfy customer needs, effects job growth, sustainability of operations and opportunities for offenders to be employed in operations. In addition, providing training and experience for offenders on the CALPIA ERP system provides valuable real work hands on experience.
- Goal 2: Maintain self-sufficiency- It is important the CALPIA's manufacturing industries be as efficient and effective as possible to maintain self-sufficiency. The effective alignment of People, Process, and Technology will directly impact each industries ability to be self-sufficient.
- Goal 3: Develop high performing staff and organization – The CoE will play a direct role in training staff in the use of the ERP system effectively aligning People, Process, and Technology.
- Goal 4: Increase customer satisfaction- Customer satisfaction is the result of getting quality products, in a timely manner at a reasonable price. Each of these areas will be positively impacted by the CoE through continuous improvement efforts. The CoE will work directly with the industries to ensure best practices are adopted to improve operations, data quality, and strategic decision making.

**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 leadership is concerned about data quality, reliability and lack of reporting to effectively forecast and make strategic managerial decisions on an enterprise basis and/or by specific sites/industries. Currently CALPIA uses Infor's ERPLX is a legacy system. It is not easy to use compared to other more modern ERP systems. ERPLX is not part of Infor's strategic product road map. There have been no new sales of ERPLX for many years, thus the user base is shrinking and very few skilled ERPLX resources available.

CALPIA hired a consulting firm to conduct an assessment of the ERPLX system, its usage, and to evaluate the best long-term plan to ensure continued success.

The consulting firm recommended that CALPIA establish a CoE as a first step due to the lack of enterprise wide visibility, expertise, standardization, or policy. The use of a CoE will be a new function within CALPIA.

The problems with CALPIA's use of ERPLX are so fundamental that it will be impossible to immediately replace it. Basic master files, such as item masters, bills of material, and routings are set up incorrectly, maintained poorly, and are inaccurate as a result of out dated technology. Basic processes, such as inventory management, shop floor control, and labor reporting, are poorly designed and lack discipline. As a result, basic reporting, such as inventory balances and produce costing, is inaccurate and not useful. There is little standardization of ERPLX set up and practices between plants enterprise wide. Instead of relying on ERPLX, the plants have built many little side-systems (e.g. Access or Excel) to provide basic support: there are 70+ side-systems identified in just five locations and CALPIA's Central Office.

### 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 Chief CoE will create a standard with data governance, data quality, pricing and financial reporting through organizational consistency by guiding best practices, business procedures, support, innovation, and training. Develop procedural standards enterprise wide for CALPIA as well as conduct ERP and policy/procedure user training enterprise wide.

An example of this role is the architectural authority and system alignment between evolving business requirements and the ERP system(s) will be critical in ensuring the ERPLX is correctly defined to meet needs of all system functions enterprise wide.

It is important the CALPIA's manufacturing industries be as efficient and effective as possible to maintain self-sufficiency. The effective alignment of people, process, and technology will directly impact each industries ability to be self-sufficient.

Additionally, the Chief CoE will oversee all future upgrades and improvements to the ERP system and ensure that ERP changes are successful both from the technical side and the people side of change.

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

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

The Chief CoE will be responsible for making executive level decisions and formulating, recommending and implementing major departmental policies and strategies to the CFO on all areas related to CALPIA's progress on fixing and maintaining the ERPLX systems enterprise wide architecture, data management activities, enterprise security.

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

This Chief CoE will be implementing and developing new policy for the CoE. This Chief CoE will oversee the administration as well as the program itself within Central Office and 35 institutions statewide. The Chief CoE will ensure all policies and regulations remain in force and in compliance. Policies such as determining the appropriate ERP to acquire and implement within CALPIA; solidifying the appropriate governance levels to provide service delivery within CALPIA, managing risk by pro-actively monitoring ERP improvements, processes, practices and policies; and ensuring deployment policies are established and maintained.