

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

April 1, 2018

2. Department

Fair Employment and Housing

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

Information Technology Services Division (ITSD)

4. CEA Position Title

Chief Information Officer (CIO)

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 Chief Deputy Director, the CIO will have overall responsibility for the Information Technology (IT) activities that support the Department of Fair Employment and Housing's (DFEH) critical lines of business and will have direct authority for IT operations, project activities, and policies. The CIO will have responsibility for the establishment and execution of the DFEH's infrastructure, Strategic Information Systems Plan, and technology and project management methodologies that guide the development and implementation of technology components and IT projects that support the DFEH's business objectives. The CIO will serve as a member of DFEH's Executive Team and as a key advisor to executive staff on all IT related matters.

6. Reports to: (Class Title/Level)

Chief Deputy Director, Exempt

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):

The CIO will report to the Chief Deputy Director and serve as a member of DFEH's Executive Team. The CIO will oversee the DFEH's IT Division and have authority over the Department's information technology operations, have a high policy influencing role with significant responsibility in providing direction on the development and implementation of departmental policies, procedures, and strategic plans for technology required to meet the Department's mission critical goals and statewide programs.

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 DFEH is the largest state civil rights agency in the nation. The Department enforces California's civil rights laws, including the Fair Employment and Housing Act (FEHA), Unruh Civil Rights Act, Ralph Civil Rights Act, Disabled Persons Act, human trafficking and hate violence laws. The DFEH has five (5) office locations throughout the State of California including in Elk Grove, Los Angeles, Bakersfield, Fresno, and Fremont.

Specifically, this position will:

Serve as DFEH's CIO with responsibility for providing policy direction, strategic leadership, and overall responsibility for all staff and functions of the Information Technology Services Division (ITSD), including enterprise architecture and standards, network and desktop management and support, information security, system implementation and change management, client server applications, and quality assurance and testing. The CIO will also serve as the principal policymaker for the IT Division and serve as the Chief IT advisor to the Director, Chief Deputy Director, and executive management on all aspects of IT.

The CIO plays a major role in the formulation, recommendation, and evaluation of a wide range of IT policies and programs with statewide impact to ensure the security, confidentiality, integrity, and availability of DFEH IT assets, and will develop short and long-term IT strategic plans and initiatives to improve technology business alignment and maintain a cost-effective IT infrastructure.

Additionally, the CIO will serve as the Project Director on major IT projects and system implementations, including DFEH's new California Civil Rights System (CCRS) case management system. In order to achieve this objective, the CIO will work with the Department of Technology (CalTech); Business, Consumer Services and Housing Agency (BCSH); control agencies; project managers; and vendors to ensure full implementation of the system and provide governance of technology operations and projects to ensure they produce a maximum return on investment for the Department.

The CIO will also oversee business analysis, application development, and data management and analysis which comprise the mission critical applications for the CCRS. The CIO will be responsible for the development of policies relating to all aspects of the system and will ensure appropriate compliance and oversight of these functions. Lastly, the CIO will provide oversight of departmental IT projects ensuring that the deliverance of defined business results are within departmental budget, scope, and schedule, and will provide consultation and guidance to executive management regarding IT services that will assist the Department accomplish its program objectives.

**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 ITSD is critical to achieving the Department's mission. The CIO will provide high-level management oversight of the Department's Information Technology Division, evaluate resources, issues, and problems and independently set policy for IT as it relates to the implementation and use of information technologies. The CIO will also be responsible for maintaining critical departmental data assets and protecting the security of said assets. The CIO will play a key leadership role in the critical strategic, technical and management initiatives — from information security to customer experience and leveraging data — that mitigate threats and drive department's mission.

Additionally, at the core of the DFEH's mission is the mandate to provide thorough, timely, and fair investigations of discrimination complaints received from the public. The ITSD is charged with executing the case management system utilized to process these complaints/cases.

**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 DFEH receives approximately 23,000 employment and housing complaints annually. Approximately 50 percent of the complaints are requests for "Right to Sue." This occurs when complainants decide to immediately sue rather than proceed through DFEH's investigation process and the Right to Sue letter from DFEH is required to file the lawsuit. The remaining 50 percent of claims are investigated by the Enforcement Division. Thorough and timely complaint resolutions provide just outcomes for individuals and businesses, reduce the risk of litigation, and support a social and economic landscape in California that is free of discrimination, retaliation, and harassment. It also ensures ongoing federal financial support from the EEOC and HUD which provides approximately six percent or about \$1.7 million dollars of the DFEH's budget this fiscal year.

To better manage all of the complaints received by the DFEH, the Department transitioned from paper processing of employment and housing discrimination complaints to the use of the electronic case management system, Houdini, in 2012. However, over the years the needs of the Department expanded and changed and the Houdini system could no longer meet those needs. As a result, the Department identified the need to implement a new case management system, CCRS, to meet the high demand of employment and housing complaints received by the Department. The new system was implemented in November 2017.

To meet the ever growing needs of the Department and IT infrastructure, the proposed CIO is necessary to provide high level oversight over the Department's IT projects ensuring that they deliver defined business results within budget, scope, and schedule. The CIO will establish and implement information technology strategies that support the accomplishment of the Department's mission, departmental and statewide strategies, policies, requirements, and standards. The CIO will formulate departmental policies, procedures, and strategic plans to improve technology/business alignment and maintain a cost effective IT infrastructure. The CIO will evaluate information technology processes and services and create innovative solutions to meet business objectives. Additionally, the CIO will implement and maintain appropriate security systems that provide detection, prevention, containment, and deterrence mechanisms to protect and maintain the integrity of confidential data for the people of California, DFEH computer systems, network, applications, and data files, and ensure compliance with State and federally mandated security policies.

### 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 CIO will be responsible for formulation of the Department's most sensitive, critical, and complex policy issues related to the governance of technology within the Department. The CIO will be responsible for ensuring that the Department adheres to Department of Technology (CalTECH), Business, Consumer Services and Housing Agency (BCSH), and all other applicable IT policies and directives. The CIO will be responsible for the development and submission of information packages and required reports to Executive Staff and control agencies and will represent the DFEH as a member of the BCSH Agency Chief Information Officer's Executive IT Committee.

The CIO will be responsible for the development, administration, and operation of DFEH best practices and processes for technology domains. The CIO will provide oversight of the DFEH's IT projects ensuring that they deliver defined business results. The CIO will develop and implement short and long-term IT strategic plans to improve technology and business alignment and will develop, implement, and revise as necessary, the Department's information management strategy while ensuring compliance with all applicable laws, rules, regulations, and policies.

The CIO will provide leadership and set policy direction that will have a direct impact on DFEH's ability to manage the voluminous number of discrimination complaints received by the department each year which ultimately impacts the Department's ability to meet its State and federal mandates. The CIO will ensure proper security systems are in place that provide detection, prevention, containment, and deterrence mechanisms to protect and maintain the integrity of DFEH's CCRS case management system used by the public to submit discrimination complaints and by staff to manage the complaints/cases.

This position will formulate, modify, and implement new and existing policies and procedures supporting various State Administrative Manual (SAM) Sections 4800 - 5200 and the Statewide Information Management Manual (SIMM) Sections 05 through 80 and Sections 5300 et seq. which contain standards and instructions that DFEH will use to comply with IT policy.

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

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

The CIO will possess independent decision making authority. The CIO will act as the primary decision maker on IT policy matters affecting the Department's most sensitive, critical, and complex policy issues and statutory obligations related to information technology. The CIO will serve as a member of the Executive Team with continuous and direct interface with the Chief Deputy Director, Director, and executive staff. The CIO will represent the Department on complex and sensitive issues relating to all aspects of departmental IT operations with control agencies as well as California Department of Technology, other state departments, vendors, suppliers, and public organizations, and will provide oversight for the development and deployment of department-wide IT infrastructure and centralized technologies that enhance the delivery of services provided to the Department and the public.

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

This position establishes IT standards including policy and practice development, planning, budgeting, resourcing and training. The CEA will serve as the principal policymaker in the IT Division and will play a major role in the formulation, recommendation, evaluation, and implementation of new policies related to information technology and security to meet DFEH business needs. The IT strategy covers future proofing, procurement, and the external and internal standards laid out by DFEH. The position will continually develop and establish operating policies and approaches for security, and evaluate overall operations of computing and information technology functions and recommend enhancements. The CIO will create policies on how services and data will be shared between programs. The CEA will formulate and direct the development of new or revised information security policies and strategies based on ongoing security challenges to ensure continued commitment to protecting the confidentiality, integrity and availability of the DFEH information assets.

While continuing with interpreting and implementing existing policy, the CEA will develop and implement new policy by working with DFEH staff, Department of Technology, Department of Finance, and external stakeholders groups,