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

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3. Organizational Placement (Division/Branch/Office Name)
Office of Statewide Project Delivery

4. CEA Position Title
Deputy Chief Project Officer

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

The California Department of Technology (CDT) is requesting approval to establish the Deputy Chief Project Officer for the Office of Statewide Project Delivery at the CEA level. The CEA is responsible for setting statewide policy and supporting the Chief Project Officer in the department’s ability to assist agencies/state entities in planning and implementing successful information technology (IT) projects and IT procurements to ensure that the state’s investments in technology are strategic and coordinated and achieve California’s strategic objectives.

6. Reports to: (Class Title/Level)
Chief Project Officer/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): 

8. Organizational Level (Select one)

☐ 1st ☐ 2nd ☑ 3rd ☐ 4th ☐ 5th (mega departments only - 17,001+ allocated positions)
9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

The Office of Statewide Project Delivery (OSPD) is comprised of Project Approvals and Oversight (PAO), Statewide Technology Procurement (STP) and the California Project Management Office (CA-PMO). The CEA will serve as the Deputy Chief Project Officer reporting directly to the Chief Project Officer in OSPD to provide direction and oversee service delivery in the areas of statewide technology procurements, project and portfolio management, project approvals and oversight of IT projects in accordance with State Policy.

The CDT has approval, suspension, termination, and oversight authority for California State IT projects (Government Code § 11546, et al). This includes maintaining policies and procedures for the approval, management, oversight and continuation of IT projects. The PAO oversees projects undergoing the various stage gates and critically important planning activities required under the Project Approval Life Cycle (PAL) toward eventual project approval. The PAO is currently performing oversight on 24 active medium to high criticality IT projects that are contained within the State’s IT Project Portfolio with an estimated value of $2.5 billion. The CEA will assist the Chief Project Officer in ensuring successful delivery of IT projects and business outcomes by providing leadership and direction to the PAL and PAO in their charge to guide and direct Agencies and Departments through the vital planning steps needed to ensure that their IT investments are sound and will deliver intended business results.

On February 1, 2012, telecommunications procurement authority was transferred from the Department of General Services (DGS) to CDT and the workload was located in STP. As of July 1, 2013, non-delegated IT project procurement authority was transferred from DGS to CDT and the workload located in STP. The transfer of these statewide IT procurement functions and authority into the STP expanded the state’s capability to improve IT project success by collaborating more closely with and leveraging the work and knowledge of the PAO. The CEA will lead and direct the work of the STP, further align IT project procurement policy and practices, and leverage lessons learned on IT projects to improve procurement practices and develop better contracts, thereby reducing risk to the State’s IT projects.

The CA-PMO establishes IT project management frameworks and manages IT projects on behalf of state departments and agencies that need technology systems (or upgrades) but lack the level of experience and/or expertise needed to manage IT projects. Located in the CA-PMO is Project Consulting Services, which engages customer department IT project teams to provide short-term “strike-team” assistance. Project Consulting Services provides executive-level assistance for IT projects experiencing challenges by offering intensive consulting services aimed at project recovery, restoring IT project equilibriums, and minimizing and mitigating risks which significantly threaten IT project success. The CEA will provide strategic direction to the CA-PMO.

The CEA will function at the executive level as the Deputy Chief Project Officer with responsibility for developing statewide project approval, project and portfolio management, project oversight, and IT project procurement policies and providing leadership to the PAO, STP and CA-PMO to mature and deliver OSPD services intended to increase the likelihood of success for State IT projects.
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 CDT is to partner with state, local government and educational entities to deliver digital services, develop innovative and responsive solutions for business needs, and provide quality assurance for state government IT projects and services.

CDT is the central IT organization for the state, responsible for approval, procurement, project management and oversight of state IT projects. The Department provides leadership for the state’s IT programs and works collaboratively with other IT leaders throughout the state. This includes maintaining policies and procedures for the approval, management, oversight and continuation of IT projects. The CDT has approval, suspension, termination, and oversight authority for California State Information Technology projects; STP has non-delegated IT procurement and telecommunications procurement authority; and the CA-PMO is responsible for planning and delivering successful IT projects on behalf of state departments and agencies that need technology systems but lack the experience and expertise required to manage technology projects in-house. OSPD’s mission is to improve statewide IT project planning and assist departments to increase their likelihood for project success and help to ensure that they achieve their targeted business outcomes.

Delivering digital services and responsive solutions for business needs through successful IT projects and procurements is imperative to the mission of the CDT, as well as the Governor’s Office and the Legislature’s expectation of reliable IT services to achieve strategic direction.
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 CDT was formerly divided into two executive branches with two main areas of responsibility, Policy and Operations. However, in November 2016, the CDT realigned the organization to make it more relevant to IT in the State and to move the CDT towards greater capacity and sustainability in the future. Through this strategic realignment, the CA-PMO, was incorporated into the Office of Statewide Project Delivery (OSPD). The OSPD now consists of three major statewide areas, 1) Project Approvals and Oversight, 2) Statewide Technology Procurement, and the 3) CA-PMO. With this realignment, there is a critical need to create a new Deputy Chief Project Officer position (CEA C) to oversee the three major areas residing within the OSPD. This newly created Deputy Chief Project Officer position will also enable the CDT to fill an existing gap of responsibility and enhance the policy making responsibilities within the OSPD. The CDT is requesting to redirect the existing CEA C, that currently oversees the CA-PMO, as the new Deputy Chief Project Officer to better align the level of responsibilities, provide executive leadership, as well as developing and maintaining the policies, processes and procedures that strategically align the PAO, STP and the CA-PMO.
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.

OSPD has the responsibility of administrating the Independent Verification and Validation (IV&V) program. The CEA will act as the administrator and will develop new statewide policies requiring departments to incorporate CDT provided IV&V vendors through PAO for medium and high complexity IT projects, as well as develop processes for procuring, contracting and deploying qualified IV&V vendors. Additionally, the CEA will develop and maintain processes and systems for managing IV&V contracts and for evaluating IV&V vendor performance. The State Administrative Manual (SAM) and Statewide Information Management Manual (SIMM) need to be modified to require that IV&V services be obtained solely from the CDT. This will apply to all state departments – including Constitutional Offices.

Departments seeking to undergo an IT project are required to utilize the Project Approval Life Cycle (PAL) (as in accordance with existing policy in SIMM and referenced in SAM). The CEA will be the principle policy maker to ensure that projects approved under the CDT have a strong business justification, undergo appropriate levels of alternatives analysis, utilize best practices in procurement and are ready to take on the project. The CEA will evolve current policy and practices to enhance stakeholder ability to build a solid foundation for project success, ensure that the most useful information is collected to form the basis for project approvals and provide an enhanced basis for IT project investment decisions.

The California Project Management Framework (CA-PMF) (existing policy in SIMM and referenced in SAM) is being updated by the CA-PMO. To complement that effort and to fill in policy gaps that have existed for some time, OSPD must enhance the requirements for adequate project management practices for medium and high complexity projects. As currently written, CA-PMF represents “guidelines and best practices”. OSPD has identified a number of issues that are common to projects that struggle or fail which could be ameliorated if departments were required to follow specific policies that are necessary to prevent the development of risks and issues. Examples of this include the requirement that all medium and high complexity projects have:
- An integrated, resource loaded master schedule
- A qualified project manager
- Timely and accurate project status reporting
- Timely and accurate project oversight reporting

The aforementioned statewide policies would apply to all state departments, including Constitutional Offices.

The CEA will create policies from lessons learned to improve the procurement processes, create stronger bid requirements and contracts, and reduce the risk to the state’s IT initiatives.
13. What is the CEA position’s scope and nature of decision-making authority?

The scope of policy for OSPD includes setting of statewide governance pertaining to approval, suspension, termination and oversight authority for California State IT projects (Government Code § 11546, et al). This includes maintaining policies and procedures for the approval, management, oversight and continuation of IT projects.

On February 1, 2012, telecommunications procurement authority was transferred from the Department of General Services (DGS) to CDT along with the workload and responsibilities that resided with STP. As of July 1, 2013, non-delegated IT project procurement authority was transferred from DGS to CDT and the workload located in STP. The transfer of IT procurement functions and authority expanded the state’s opportunity to improve IT project success by collaborating and leveraging the CDT’s PAO and Project Consulting Services. The CEA will now be better able to align IT project procurement policy and practice because of the awareness of changes and developments that could significantly impact what the state procures, how it procures and how it is deployed.

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

As a direct report to the Chief Project Officer, the CEA will develop and implement new policy, as well as, interpret and update existing policy. The CEA will be responsible for developing statewide policies for the PAL, which will include new polices, refinements of policies and processes, and updates to the CA-PMM, SAM and SIMM. The CEA will develop and implement policy and processes regarding the IV&V program and its vendors to all departments whose projects are classified as “reportable” to the CDT. The CEA will further elaborate on policies in keeping with existing requirements that IV&V in CA state projects follow the Institute of Electrical and Electronics Engineers (IEEE) 1012 standard for IV&V practices. The policies will address the basis for establishing a “pool” of qualified vendors to perform IV&V services and the selection and allocation processes for awarding contracts. The CEA will also refine the existing policies that allow departments to contract directly with vendors to perform IV&V and instead require that CDT award and manage these contracts. This will ensure the independence of information developed from IV&V vendors and as a result improve the completeness and quality of this aspect of program oversight work.