

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

4/19/16

2. Department

Department of Social Services

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

Children and Family Services Division (CFSD)/Child Welfare System-New System (CWS-NS) Bureau

4. CEA Position Title

Child Welfare System-New System Branch Chief

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

The proposed position will oversee the initial design, development, implementation, system transition and subsequent ongoing maintenance and development/operations of the Child Welfare Services- New System (CWS-NS) application that supports approximately 25,000 county welfare social workers and 250 county licensing staff who are responsible for providing efficient and effective services to children and families impacted by child abuse, neglect, and exploitation.

6. Reports to: (Class Title/Level)

Deputy Director, Children and Family 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 CEA A - Child Welfare System-New System (CWS-NS) Branch Chief, working title Digital Services Director, is responsible for directing all service managers (each responsible for a distinct digital service module under the agile methodology) on program priorities and ensuring the successful delivery of effective, efficient and integrated digital service modules that collectively meet end-user needs and the requirements of the California Child Welfare System (CWS) business practice model.

Duties include and are not limited to:

1. Develops statewide CWS-NS business operations program policies, in accordance with the Division 31 Child Welfare Services Program Manual, that impact all child welfare case workers, and licensing staff, in all 57 counties.
2. Ensures the CWS-NS is designed, developed, and implemented in accordance with the California CWS business model and ensures the CWS-NS complies with federal and state requirements for a Statewide Automated Child Welfare Information System (SACWIS) to maintain Federal Financial Participation.
3. Develops Division and Department policies to ensure the successful transition from the legacy system to the new system and manages the agile strategic deliverables methodology to ensure the new system is deployed on time and on budget.
4. Oversees and directs the implementation of policies and related procedures, processes, and protocols required to meet agile and strategic objectives for business process design.
5. Communicates business user needs across agile teams through Office of Systems Integration, Office of Technology and contracted vendor executives to ensure procured and designed Information Technology (IT) applications support business user requirements.
6. Tests modules to ensure the system design will interact with business users as expected and provide business user training on deployed modules.
7. Transition system services and resources from the legacy system to the new system.
8. Continuously monitor the system for opportunities for application updates in the interest of business user ease of use, mobility and case management accuracy.
9. Provides monthly project status updates to the legislature, GovOps, Administration on Children, Youth and Families, California Department of Technology, and department executives.
10. Communicates and collaborates with the CWS stakeholder community, including County Welfare Directors Association, Chief Probation Officers of California, Tribes, and advocates to determine business needs and priorities.
11. Monitors and reports on project progress, milestones, and impediments to the CWS-NS Executive Board and CDSS Directorate.

The Digital Director is also responsible for managerial and administrative tasks, including:

12. Supervising two Staff Services Manager (SSM) IIIs, one SSM II, one SSM I and one Associate Governmental Program Analyst and oversees as many as 23 project staff in accordance with the agile project methodology.
13. Ensures all subordinate managers, CWS-NS Bureau staff, and assigned agile subject matter experts achieve project objectives as anticipated by the Legislature.
14. Represents CDSS at CWS-NS Executive Board meetings, Legislative hearings, and county stakeholder meetings; reviews and approves CWS-NS communications and outreach to all stakeholders in the CWS-NS.
15. Serves as "Acting" CFSD Deputy Director during the Deputy Director's absence and travels to various counties to meet with county managers, licensees and other project stakeholders.

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 Child Welfare Services (CWS) program is the primary prevention and intervention resource for child abuse, neglect, and exploitation in California. California is dedicated to providing a continuum of programs and services aimed at safeguarding the well-being of children and families in ways that strengthen and preserve families, encourage personal responsibility, and foster independence. The overall objective of the CWS program is that every child in California lives in a safe, stable, permanent home, nurtured by healthy families and strong communities. The mission work of CWS does not occur in an office at a desk, but rather in the community, homes, schools, hospitals, foster homes, and community centers.

In order to effectively protect California's at-risk children and preserve families, the State requires a multi-agency, collaborative service approach supported by a statewide, automated case management system. The current case management system, the Child Welfare Services/Case Management System (CWS/CMS), is a legislatively mandated statewide application implemented in 1997 based on the CWS business needs and practices at that time. Today, the CWS/CMS does not fully support child welfare practice and is no longer an economical, efficient, or effective automated tool to support the delivery of effective child welfare services. In addition, the CWS/CMS does not incorporate all of the required Administration for Children, Youth and Families (ACYF), Statewide Automated Child Welfare Information System (SACWIS) functional components required by federal regulations, which may jeopardize the State's ability to retain Federal Financial Participation (FFP).

For these reasons, the CWS-NS project is critical to supporting the effective, efficient and economical provision of services necessary to achieve the safety, permanency and well-being of California's children.

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.

In 1989, SB 370 (Chapter 1294, Statutes of 1989) authorized the development and implementation of a statewide computer system to automate the case management, services planning, and information gathering functions of child welfare services. CWS/CMS is California's version of the federal Statewide Automated Child Welfare Information System (SACWIS). This legacy system no longer meets operational needs, does not take advantage of new automation and mobility options, and is cost prohibitive to maintain.

In its February 25, 2016 report, the Legislative Analyst Office stated, "The CWS-NS project will replace the existing Child Welfare Services/Case Management System (CWS/CMS), which is the statewide case management system currently supporting the state's CWS program. The CWS workers throughout the state rely on CWS/CMS for access to child, family, and other case-related information to make timely decisions, perform effective case management, and ultimately keep children safe and families intact. The existing system is out of compliance with state and federal requirements. The CWS-NS project is intended to bring the system into compliance with state and federal laws and regulations, make the system easier to use for CWS workers, result in enhanced data reliability and availability, allow user mobility, and automate system interfaces with other state partners to enable data sharing."

The CWS-NS stakeholders, which include the California Department of Health and Human Services (CHHS) Agency, California Government Operations (GovOps) Agency, California Department of Technology (CDT), Administration on Children, Youth and Families (ACYF), Federal General Services Administration's (GSA) 18F team (18F), and Code for America, reached agreement that rather than releasing a monolithic multi-year Request for Proposal (RFP) estimated to cost several hundred million dollars and take five to seven years to implement, the project will instead use a modular procurement approach coupled with "Agile" design and development techniques to deliver the CWS-NS incrementally over time. This is the first time that a California IT project of this size, scope and complexity will use the "Agile" methodology. It is in the best interest of the State of California to deploy this statewide system and procurement methodology with an experienced policy setter at the CEA level.

The "Agile" methodology consists of iteratively implementing business functionality in the form of "digital services" as they are developed. Each digital service has a corresponding service team, led by a service manager, who is responsible for business requirement design, development and implementation of the system. The development of the new system will occur incrementally over time and by different service teams, making the proposed CEA position critical to ensuring that the operational policies developed for the collection of modules work together in a way that supports the effective, efficient, and economical provision of services to children, youth and families.

To effectively support end-users, the system will be designed, developed, and implemented with their direct assistance in user research, design sessions, testing, change management, and implementation, which will require extensive stakeholder communication, involvement and management. In addition to end-users of the system, their respective departments, advocacy groups, and other stakeholder groups at the state level, nationally, many other states and the federal government are closely watching this project as a model for the new federal Comprehensive Child Welfare Information System (CCWIS) regulations. As a result the Digital Services Director will address both statewide and national stakeholder engagement and communication.

The Digital Services Director is responsible for statewide and program policy setting for a high cost and complex system upgrade of significant consequence to end users.

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 will set overarching policies, procedures and priorities for all aspects of the CWS-NS business user requirements. Due to the nature and complexity of transitioning from a statewide legacy system to a modern system the Digital Services Director will be responsible for significant policy development to address each modular rollout. Policy development examples include:

1. Establish policies that will determine when and how a new system functionality will be deployed to the counties and in what order. Such policies will impact whether the state is compliant with state or federal requirements, System availability policy decisions will impact timely and accurate mandated state and federal reporting, and exchanges necessary for effective continuity of a complex service delivery system by multiple state and county agencies.
2. Establish policies that will determine how the new system will collect, track and report on new regulatory requirements for California's most vulnerable children such as: prescribing psychotropic drugs; tracking continuum of care reform outcomes; medical case management; and, data collection specific to tribal youth.
3. Establish controversial policies about county case worker access to CWS-NS information on mobile devices. To be effective, the CWS-NS will take advantage of modern mobile device platforms that allow users to submit case notes directly into the system from a smart phone or wireless touch pad. Policies on encryption, access restriction, system role assignment and loss or theft of devices will be critical to user acceptance and stakeholder confidence.

This CEA will set overarching policies, procedures and priorities for all of the following CWS-NS business domains:

1. Intake
2. Children's Residential Licensing (CRL)
3. Case Management
4. Resource Management
5. Foster Care Eligibility Determination
6. Financial Management
7. Court Processing

Additionally, the Digital Services Director has primary responsibility for prioritizing development work according to CWS business need. This position ensures California's CWS business model requirements are met through a prioritized method that ensures that statute, legislation, data exchange, and emerging programs and practices will be incorporated into the digital services and deployed to counties with minimal disruption to staff and the service population.

C. ROLE IN POLICY INFLUENCE (continued)

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

This CEA has primary responsibility for prioritizing development work according to CWS business need. This includes determining in what order, and into which modules, existing business requirements, statute, legislation, data collection, and emerging business requirements will be incorporated into digital services and deployed to state, county, and tribal end-users.

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

This CEA will develop and implement new policy, in the form of setting business priorities for the development of functionality in the new statewide CWS case management system. The policies developed and implemented will have statewide impact for CWS practice, and potentially national consequences for procuring and developing government technology using Agile principles.