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)

4. CEA Position Title

Assistant Secretary of Innovation

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

The Assistant Secretary of Innovation provides executive oversight and management on Agency initiatives targeting innovation in the technological and digital space. The CEA serves as the principal policy maker for Request for Innovative Ideas (RFI2) and Challenge Based Procurement, Equity Standards, Workforce Development, and policy development and serves as a member of the Government Operations Agency’s executive management team, and is the chief policy advisor to the Undersecretary and Secretary on matters pertaining to technology innovation and advancement.

6. Reports to: (Class Title/Level)

C.E.A. Level B

7. Relationship with Department Director (Select one)

- [x] 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
- [x] 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.

Under the administrative direction of the CEA, Level B within the Government Operations Agency, the Assistant Secretary of Innovation supports the strategic efforts of technology and innovation for GovOps and departments statewide. The incumbent develops, interprets, and implements policy and provides process leadership and consultation on government improvement and accountability projects. The incumbent recommends innovative policies, processes, legislation and regulations on a broad range of statewide governmental operational issues, which cross departmental lines and involve high-level policy-making responsibilities. The position develops standards and performance metrics for the evaluation of agency programs, and promotes innovation and cost-saving efficiencies throughout state government. In addition, this position will serve as a member of the Agency Secretary’s top advisory team, fully participate as a member of the agency management group and provide direct input on agency decisions.

Integrate, revise and develop policies and processes pertaining to equity goals and introduce innovative methods into government operations into statewide procurement and operations; lead change management efforts to implement RFI2 and CBP procurement processes; Monitor and continuously improve innovative methods statewide via policymaking and other methods to ensure operational effectiveness; coordinate streamlining activities throughout the Agency and provide oversight of all related project activities. May represent the Secretary and/or Deputy Secretary at legislative hearings, and other civic and government organizations.

Develop, recommend and establish policy on improvement, cost-efficiency, project coordination, and performance and change management; develop reports and issue papers, conduct diagnostic assessments, identify policy issues, and recommend change transition strategies; support statewide policy efforts to improve the use and management of data as it relates to equity, and service standards; act as liaison for government improvement and accountability with the Governor’s Office, agencies, Department of Finance, the Little Hoover Commission, Bureau of State Audits, line departments, and other interested parties.

Represent the Agency and/or Administration in meetings with legislators and staff, State Controller’s Office, Department of Finance, other state departments and interested stakeholders; Plan, direct and ensure the work of various teams of experts to improve and innovate state government; lead focus groups and share best practices from public and private organizations; respond to the legislature and governor requests; act as a key subject matter expert on innovation methods and particularly human-centered design practices.

Provide liaison and coordination with key stakeholders to obtain input and identify concerns for consideration by the Agency and Administration.

Provide human resource expertise and policy direction; support the Department of Human Resources and related departmental efforts to improve the recruitment, hiring, and training of state employees by leveraging technology innovation.
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.

- [x] 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 Government Operations Agency’s (GovOPS’s) mission is to improve management and accountability of government programs, increase programmatic effectiveness, and promote better and more coordinated operational decisions. GovOPS is responsible for providing policy and programmatic oversight on matters pertaining to operational effectiveness of state government, digital service innovation, and data practices, which is carried out through 12 offices and departments.

The functional areas over which the CEA will have oversight each have their own respective connection to supporting the Agency's mission. The CEA will serve as the principal policy maker for Request for Innovative Ideas (RFI2) and Challenge Based Procurement, Equity Standards, Workforce Development, and related polices with a focus on technology innovation in these subject areas.
This concept documents a major change from a prior CEA concept, which was the Assistant Secretary of Digital Engagement. The former concept's intent and focus was heavily based in establishing and promulgating data standards and promoting the use of open data, standardizing data clean-up, and helping departments use data analysis as part of a data driven performance improvement strategy. Since the former concept's approval, the Office of Data and Innovation has been established, and oversight of much of these data practices has been allocated to the Chief Data Officer and the CalData team.

The Government Operations Agency still has a need for ensuring operational effectiveness within state government via technology and innovation. In support of the Agency's mission, the CEA will re-imagine partnerships among departments to shape a new environment that better serves state operational goals. The changes are reflective of the following developments:

- The new GovOps Secretary has re-organized the agency to focus on strategic focus areas, including developing a culture of innovation. The planned Deputy Secretary of Technology & Innovation is the lead on this strategic goal area, and the Assistant Secretary of Innovation is intended to support
- The Governor’s Office’s Senior Advisor for Social Innovation coordinates with each agency in regards to partnerships. This portfolio of responsibilities falls under the GovOps strategic goal to foster a culture of innovation
- The Governor's Office continues to issue additional executive orders (EOs) that promote the use of the RFI2 process, including the recent EO on blockchain. These responsibilities fall under the GovOps strategic goal of culture of innovation
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.

GovOPS is responsible for improving management and accountability of government programs, increasing programmatic effectiveness, and promoting better and more coordinated operational decisions. The CEA will be responsible for supporting this mission via technological innovation and coordination throughout state departments. The CEA will represent GovOPS’s interests, recommending strategy, and providing project oversight by driving timelines, setting performance expectations and evaluating outcomes using metrics, and ensuring efficacy of products delivered by the Agency and/or departments for both internal and external stakeholders.

As a member of GovOPS’s executive team, the CEA is responsible for oversight of all operational needs and support necessary for business continuity. The CEA will provide policy and process leadership and consultation on government improvement and accountability projects, recommend innovative policies, processes, legislation and regulations on a broad range of statewide governmental operational issues, which cross departmental lines and involve high-level policy-making responsibilities. The CEA’s role in setting policy will include evaluating, advising, and providing assistance to the Undersecretary and Secretary on:

- **Request for Innovative Ideas (RFI2) and Challenge Based Procurement:** The Assistant Secretary of Innovation will support equity goals and introduce innovative methods into government operations into statewide procurement and operations. Specifically, GovOps will be focusing on the RFI2 and CBP procurement processes to help spread these innovative methods statewide via policymaking and other methods as needed.

- **Equity Standards:** The Assistant Secretary will support statewide policy efforts to improve the use and management of data as it relates to equity, and service standards. This work is required under the Governor’s recent executive order on equity.

- **Workforce Development:** The Assistant Secretary will support policy initiatives pertaining to technology and innovation to improve the recruitment, hiring, and training of state employees. Many of these efforts will require policy development in coordination with the Department of Human Resources that will need to go in front of SPB for final approval.

- **Policy Consultation:** GovOps will continually work with the Department of Technology, Office of Data and Innovation, and all their entities in responding to the legislature and governor requests. As a key subject matter expert on innovation methods and particularly human-centered design practices, the Assistant Secretary will continually be called on to provide policy advice for such requests.

Successful implementation and coordination of GovOPS initiatives have far reaching in impact, highly visible, and sometimes involving sensitive issues regarding digital solutions, operational efficacy, process improvement, and accountability. These issues have statewide impact on various stakeholder groups. Such responsibilities may elicit scrutiny from the Legislature, federal government, other state agencies, the media, and the public.
C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA serves as the principle policy maker and top advisor to the Undersecretary and Secretary on policy issues and activities related to the operational functioning and strategic planning for the Agency, including the implementation of initiatives and projects that may impact other Departmental stakeholders. This position is responsible for implementing policy, program management and oversight of technological innovation and policies impacting GovOPS oversight of technological innovations. The primary functions of the position are to formulate and evaluate departmental and/or statewide policies and procedures related to Request for Innovative Ideas (RFI2) and Challenge Based Procurement, Equity Standards, Workforce Development, and related data and technology solutions. The CEA has decision-making authority over policy and resource allocation under its programmatic areas and provides Executive Staff with policy recommendations and direction on issues related to technology and innovation.

The CEA's decision-making authority includes creating, reviewing, revising, and maintaining policies for the Agency’s strategic focus on technological innovation to improve the operational efficacy of state government.

The CEA exercises judgment in all decisions affecting directly subordinate divisions/units, and Agency wide. The CEA has decision-making authority for the coordination and implementation of initiatives and projects and expenditures. The CEA has the responsibility to help ensure that new or existing initiatives, projects, and processes are implemented in accordance with the Agency’s mission, policies and procedures, as well as federal and state laws.

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

The CEA will both develop and implement new policy, as well as interpret and implement existing policy. The incumbent must possess an understanding of existing policies and business procedures that impact the Agency and all of the regulations that relate to improving operational efficacy through technological innovation. They must also be aware of new laws that have been passed and that are being proposed by the California Legislature. As changes occur, the CEA will be responsible for developing and implementing new policy to ensure the Agency is in compliance with new legislation. They will work with the Agency’s Executive Management Team, their peers, staff in other units, and their team members to establish the best policies for the Agency. The incumbent must also be forward-looking, and be aware of what's on the horizon to ensure policies and procedures can be easily updated to accommodate evolving business and department needs. Internally, the CEA will be responsible for evaluating the needs of stakeholders and employees and developing or updating existing policy to ensure operational programs provide timely and accurate information to stakeholders.