

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

October 4, 2017

2. Department

Government Operations Agency

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

Agency headquarters

4. CEA Position Title

Assistant Secretary for Digital Engagement

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

The Assistant Secretary for Digital Engagement will be responsible for three key initiatives based on data collected in the normal course of state business to improve transparency, efficiency and accountability in state operations. These initiatives are:

- Developing the statewide open data portal and related governance and policy on standards, storage and privacy, as well as a statewide open data strategic plan and programs to promote civic engagement and innovation.
- Fostering and promoting a culture of data use by enabling and encouraging departments to share data to collaborate on common issues and related programs.
- Fostering and promoting the use of user centered design and digital services to improve ca.gov and departmental websites.

6. Reports to: (Class Title/Level)

Deputy Secretary for Innovation and Accountability/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)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

The Assistant Secretary for Digital Engagement will be responsible for three key initiatives based on data collected in the normal course of state business to improve transparency, efficiency and accountability in state operations. These initiatives are:

- Developing the statewide open data portal and related governance and policy on standards, storage and privacy, as well as a statewide open data strategic plan and programs to promote civic engagement and innovation.
- Fostering and promoting a culture of data use by enabling and encouraging departments to share data to collaborate on common issues and related programs.
- Fostering and promoting the use of user centered design and digital services to improve ca.gov and departmental websites.

The CEA in this position will provide oversight of the operations of data.ca.gov, the state's open data portal, and engage other departments in other agencies to publish data on the portal, in part by planning and leading meetings of the CalData work group. The CEA will provide oversight and direction to the Digital Innovation unit operating the Open Data portal, data.ca.gov. The CEA will promote sharing of open data for collaboration and innovation, through such events as code-a-thons and innovation challenges, as well as the sharing of non-public data by promulgating templates for data sharing agreements. This will require working with senior management of other departments in other Agencies.

The CEA will develop a road map for data.ca, encourage the adoption of metadata standards and oversee the development of an open source policy and an open data policy. The CEA will work with the Deputy Secretary for Innovation and Accountability build capacity by vetting training curriculum for user centered design, data analysis, data visualization and digital services and support efforts to provide training to state employees in these subjects. The CEA will apply user centered design principles and digital services practices to improve state websites and improve program delivery.

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 Agency's mission is to modernize the processes of government and to improve performance and program effectiveness.

Making better use of the state's data is central to these goals. Improving the state's use of data will make the state's Lean process improvement more effective and will speed adoption of data-driven performance improvement practices, two GovOps' initiatives that, two programs sponsored by the Agency through the Eureka Institute.

The CEA will support these efforts by establishing and promulgating data standards and the promoting the use of open data, a publishing process that requires standardizing and data clean-up, both practices that are foundational to better data management. Publishing the data on an open data platform makes the data easier to search, download and combine with other data, which supports collaboration and innovation. It also facilitates the creation of data visualizations, such as dashboards, that can improve analysis, communication and decision making. This can be enhanced though training that will expand the state's skill base in data analysis and data visualizations.

Helping departments use data analysis as part of a data-driven performance improvement strategy can improve program outcomes and departmental effectiveness. Though such efforts, the Assistant Secretary enhances the Agency's mission to modernize processes and improve program performance.

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 maturing of GovOps' Eureka Institute increases the need for highly-skilled employees with special expertise to oversee ongoing initiatives, while introducing innovations to existing programs. The Eureka Institute is focused on refining and introducing training and other tools to improve government performance. Its main initiatives are Lean Process Improvement Training, Leadership and Management Training, Open Data and related efforts and Data Driven Performance Improvement.

The Agency has used an existing position to establish the Director of Performance Improvement, who will focus on integrating these efforts into a data-driven performance improvement framework, while conducting pilot demonstrations on the use of data for performance improvement. The Open Data effort has proved an excellent way to raise awareness of the importance of data collection, data storage standards, and providing tools, such as data.ca.gov, to make data more easily searched, downloaded and combined for richer and more effective analysis.

All of this complements the Institute's Lean training and supports the Institute's efforts to increase department-level capacity for data driven performance improvement. The CEA will oversee the Open Data efforts while meeting with senior executives in other departments to encourage them to participate, and then to arrange training for their staff. The CEA also will oversee and coordinate civic engagement efforts built around the data.ca.gov portal, which has prove an excellent way to introduce new data-based problem-solving approaches into government. The need to support such efforts will only grow as additional data published on state government portals grows and the state relies on data to address issues, as shown by its successful innovation challenges for improving sustainability of government operations and fighting the effects of drought.

Finally, learnings from open data and from Lean need to be applied to other areas. The CEA will use user-centered design and digital service best practices to further refine the state's website, ca.gov, and help other departments refocus their websites into digital service platforms.

This role requires a CEA position and we'd like to redirect an allocated unused CEA position to hire someone with the appropriate skills and experience to fill this role.

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.

1. The CEA will finalize and disseminate state's policy on metadata standards so that all data sets published on the data.ca.gov and other state open data portals share common metadata content and format, so that users can determine authority of the data and data sets can be combined for analysis. Impact: This will affect anyone who uses the data or combines the data with other non-governmental data. To the extent that people use the data or combinations of data sets to change policy, it could have major impacts on programs. An example would be the use of sensor data to determine water flows and temperatures in California rivers to enhance juvenile salmon survivability, a prize winning entry into a 2016 innovation challenge using State Water Board open data and combining it with other authoritative data sources.

2. Open data policy for State of California: The CEA will write and promulgate the state's policy for open data, including governance and automation requirements. This has broad impact on other departments and agencies.

3. The CEA will draft and disseminate policy on data dictionaries for every data set published on data.ca.gov and by extension through federation, all state government open data portals, to ensure their usefulness to non-expert users.

4. The CEA, in conjunction with the open data team at the Department of Technology, will develop the policy for publishing data on data.ca.gov, including work flow and the designation of design for all publishers using the portal

5. The CEA will set federation policy to allow data sets from other portals to be discoverable on data.ca.gov. This will allow data.ca.gov to grow exponentially and become one of the nation's largest state government open data portals.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA will have influence in developing policies on the development of training for user centered design and digital services and be the Agency's main advocate in persuading departments within the agency and outside the agency to use this approach in redesigning their websites. The CEA will represent the Agency in discussions with senior management at other agencies in regard to open data and digital engagement. The CEA also will help educate other departments on the role of open data and digital services in performance improvement as a component of Eureka Institute tools and training. The CEA will meet regularly with the Agency Secretary on open data and digital engagement and progress toward developing digital services.

The CEA will have a major role in determining how data visualization tools are incorporated into the open data portal.

The CEA will have a major role in helping departments in other agencies integrate agile design and iterative approaches to portal design as a key member of an interagency work group implementing new statute.

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

The CEA will be implementing existing policy, but will be developing and implementing new policies as well. The new policies are:

1. The CEA will finalize and disseminate state's policy on metadata standards so that all data sets published on the data.ca.gov and other state open data portals share common metadata content and format, so that users can determine authority of the data and data sets can be combined for analysis.
2. Open data policy for State of California: The CEA will write and promulgate the state's policy for open data, including governance and automation requirements.
3. The CEA will draft and disseminate policy on data dictionaries for every data set published on data.ca.gov and by extension through federation, all state government open data portals, to ensure their usefulness to non-expert users.
4. The CEA, in conjunction with the open data team at the Department of Technology, will develop the policy for publishing data on data.ca.gov, including work flow and the designation of design for all publishers using the portal
5. The CEA will set federation policy to allow data sets from other portals to be discoverable on data.ca.gov. This will allow data.ca.gov to grow exponentially and become one of the nation's largest state government open data portals.