

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

November 16,  
2018

2. Department

Department of Social Services

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

Information Systems Division (ISD)/Operations and Management Branch and Innovative Technology Solutions Branch

4. CEA Position Title

Chief Technology Officer (CTO)/Assistant Deputy Director (ADD)

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

The Chief Technology Officer (CTO)/Assistant Deputy Director (ADD) leads the most technical work groups within the Information Systems Division (ISD). The CTO/ADD is a critical, technically proficient, leadership position necessary to ensure the ISD develops strong and visionary information technology policies, strategies and services into the future. The CTO/ADD is responsible to ensure the ISD application platforms and network services keep pace with the evolving system needs of the over eight (8) million Californians utilizing social services programs.

6. Reports to: (Class Title/Level)

Chief Information Officer/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 mission of the California Department of Social Services (CDSS) is to serve, aid and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility and foster independence. This critical work is performed by nine divisions supported by over 4,500 staff located statewide in 56 offices. The Information Systems Division (ISD) provides the network, platform, custom application and technical support services that deliver access to over \$29.4 billion dollars in services, to over 8 million Californians who require critical social services safety net assistance.

The Information Systems Division (ISD), Deputy Director/Chief Information Officer (CIO) recently met with the Directorate, Executive management, staff and external stakeholders to listen to their concerns regarding Information Technology (IT) support and solutions on IT projects. As a result, the CIO has determined that CDSS stakeholders will gain significant service level improvements with the appropriate placement of a Chief Technology Officer/Assistant Deputy Director (CTO/ADD) to oversee policy, decision making and performance of highly technical IT programs.

The CIO serves as the Department's top technology executive, provides advice and guidance to the Directorate on the Department's sponsorship of large state/county IT projects that impact many stakeholder groups and is responsible for technologies that run a business internally while focusing on managing infrastructure for the business operations. The Department's Strategic and Business Plan goals increasingly require strong partnership between stakeholders and ISD. The need for optimization and continued investment in IT platforms requires broader strategies to integrate the enterprise architectures. Stable, reliable and credible IT support is critical to maintain and enhance access to information and data, so the Department's programs and operations can achieve their business objectives. Some major projects currently being driven include, but are not limited to:

- County Expense Claim Reporting Information System (CECRIS) is a large multi-billion-dollar project being developed by the Department, in which the objective is to develop and implement a single integrated automated solution that replaces the County Expense Claim (CEC) and County Assistance Claim (CA 800) systems.
- CWS-CARES (Child Welfare Services-California Automated Response and Engagement System) replaces the outdated CWS-CMS legacy system (Child Welfare System-Case Management System) and will greatly improve the ability to serve at-risk children.
- Appeals Case Management System replaced the Health and Welfare Data System. This system tracks appeals for the Department's State Hearings Division (SHD). The system maintains the appeals for California's most vulnerable population that rely on benefits such as In Home Supportive Services, CalWORKs, CalFresh, Cash Assistance Program and Temporary Assistance for Needy Families.
- Intentional Program Violators System is used to provide information on welfare fraud violations by recipients by allowing the counties to post violators (and violations) and research the violators past activities in California and the United States.

The CTO/ADD is needed to assist in technologies that grow the business externally and will help create technology to meet customers' needs and expectations. The responsibilities of the CTO/ADD include setting policies, procedures, standards and best practices for the following highly technical programs: Enterprise Systems, Network and Server maintenance, Application development, Licensing development, Cloud computing, Web innovation, Mobile applications, state and county systems support and Help Desk technical support.

Examples include:

- Enterprise Systems - Ensures the enterprise infrastructure can efficiently carry customer load, keep pace with evolving equipment and service options and is positioned to accept developing technologies and customer business needs. All IT service provided by the CDSS comes through the enterprise system. Keeping current with rapidly evolving technology requires timely and visionary policy changes. Internal and external statewide customer dependence on the ISD enterprise system requires evolving policy and practices to ensure service levels can be met.
- Application Development - Customer requests to automate or upgrade legacy systems is increasing. With the projected shrinking workforce and growing user demands, automating manual systems is an effective business resource solution. The CTO/ADD will assess such requests and determine whether a custom built or "off the shelf" application is most appropriate. Further, the CTO/ADD will consider current available applications that may meet the need with a modest programming change. Effective policies ensure such requests are addressed equitably and in the best interest of mission critical business objectives.
- Coordination and Innovation - The increasing workload demands, and significant statewide consequences of action, will benefit from the cross-branch oversight and strategic direction of a CTO/ADD. Gains in operational efficiencies and performance, coupled with coordinated strategic objectives will position the ISD to meet customer expectations into the future. Today's customers are "tech savvy". Policies developed by the CTO/ADD will provide guidance and direction on sponsoring innovative applications while achieving overall production targets, complying with state standards and maintaining enterprise stability.

By establishing a CTO/ADD to oversee IT operations and assist in ensuring enterprise coordination and collaboration, it will allow the CIO to focus on IT vision, policies, and strategy to support state and federal mandates and enhance access to information and data so the Department's programs and operations can achieve their business goals.

**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 CTO/ADD is responsible for policy setting and decision making that has a significant impact on IT service dependability, accessibility and modernization. These decisions impact the delivery of social services statewide. The CTO/ADD is responsible for decisions that influence the IT strategic direction for the Department. This policy direction, oversight and guidance directly impacts California's most sensitive IT programs located in the counties. These major IT applications link all 58 counties through common systems to provide benefits and services to California's most at risk and vulnerable populations: children, the disabled and the elderly. Examples of highly sensitive IT systems include: the licensing and monitoring of child care and adult care service providers; the timely processing of billions of dollars of funds through the Department to the county social security offices; welfare fraud detection; access to federal Supplemental Security Income (SSI) and Foster Care participation and Adoption assistance.

## 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 CIO assessed the current ISD organizational structure and determined that technology service offerings, customer service and intra-division communication and strategic planning improvements could be achieved through the placement of a highly technical proficient leader and policy setter for external IT operations and innovation. Many of the challenges facing the IT service organization is due to deficiencies in enterprise-level policies and strategies in technology operations and innovation. The CTO/ADD will help to ensure policies, procedures, standards and best practices are developed and observed to support current and future demands on the systems, applications and platforms that deliver program services to user groups. The CTO/ADD's policy role will focus on technology infrastructure, modernization, technology operations management and technology innovation.

Technology continues to evolve at a rapid pace. The IT infrastructure has grown and will continue to grow in complexity with the implementation of significant initiatives impacting thousands of state and county workers. User groups are growing in their technical savvy which leads to dissatisfaction if services are not available through the most rapid and easy to use technical options. Currently, the active ISD portfolio includes approximately 45 projects, with many other program requests/initiatives waiting in a queue. At least 15 of these projects require some form of implementation or replacement over the next year, including several major initiatives impacting critical state and county users (e.g., Appeals Case Management System, Intentional Program Violators System, and Administrative Action Reporting System). In addition, there are currently 10 legislative initiatives requiring IT system changes that must be implemented within the next two years. The California Department of Technology recently established policies mandating compliance related to information security, cloud technologies, and accessibility compliance (AB434). The CIO, with the assistance of the proposed CTO/ADD, will assess the impact of these state and federal policies to existing infrastructure and applications, and develop both short and long-term plans for compliance.

With the constant changes in technology, the ISD anticipates new legislation will be enacted every year, requiring continuous system changes. Of critical importance, is the Department's need to update the many mission critical legacy 20+ year IT systems that are in dire need of technology innovation to sustain and ultimately modernize the environment and keep business operations available. This will require major changes to our legacy platforms and infrastructure and our IT environment will continue to grow in complexity as we integrate or replace legacy systems with modern technology. In addition, it will require securing, maintaining, and configuring a complex multi-system application infrastructure. The CTO/ADD would lead these efforts, ensuring technology services and solutions are delivered at an enterprise level.

The CTO/ADD will be responsible for the technical evolution of Department services through the following highly technical ISD work groups:

**Innovative Technology Solutions Branch**

- Application development
- Licensing development
- Cloud computing
- Business Intelligence
- Web Innovation
- Mobile applications
- State/county systems support
- Enterprise systems

**Operations and Management Branch**

- Network and Server use and maintenance
- Telecommunications
- E-mail services
- Licensing development
- Regional Office Support-State programs
- Regional Office Support-Federal programs
- Help Desk/User Technical support

The placement of a CTO/ADD will allow for closer day-to-day leadership for these high workload, high customer interface, work groups. The efficiencies gained are twofold: 1) These Branches will be supported by a dedicated policy setter and technically experienced leader who can address emerging issues, across Branches, while setting the course for future performance gains; and, 2) the CIO will continue to ensure overall ISD performance while focusing more time and attention to global IT policy issues and personally monitoring the most costly and impactful California Health and Human Services Agency statewide, multi-department IT projects. Therefore, the CIO's role will not diminish.

The CIO will continue to be responsible for technologies that run a business internally and will be able to focus on managing infrastructure for the business operations, whereas the CTO will be responsible for technologies that grow the business externally and will create technology to meet customers' needs and expectations.

Without the CTO/ADD, the Department is at significant risk of continued service gaps, particularly for mission-critical commitments and IT solutions and services, which will have an adverse impact to California's most needy and vulnerable children and adults. Plus, without secure and stable IT systems, the Department would be unable to appropriately maintain the security and confidentiality of client information, placing personal data at risk of breach.

### 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 CTO/ADD is the principle policy maker in the following key areas:

1. Enterprise hardware and delivery systems. The CTO/ADD sets policies, procedures, standards and best practices that ensure the sustainability and performance of the network components used to provide internal and external stakeholder services. The policy direction determines when to shift to new technology and service providers in the best interest of modernization to achieve optimum outcomes. Examples include the recent shift to mobile networking within CDSS office locations and shifting to cloud technology for gains in data storage and access. The CDSS is responsible for an ever-growing list of sophisticated statewide data collection and processing systems. These systems are responsible for tracking millions of lives and billions of dollars of state and federal funding. As such, the enterprise hardware and delivery systems must remain stable and sustainable through transitions to more effective and efficient emerging technologies.
2. Software applications. The CTO/ADD sets policies, procedures, standards and best practices that ensure cost effective and standardized software applications are utilized throughout the department. Additionally, when business specific customized software is required, the CTO/ADD is responsible to provide the policy direction when such proposals should be accepted and when a standardized product can meet the stated needs. Similarly, the CTO/ADD will determine when it is appropriate to add customizations to an off the shelf product to meet the business need at a lower cost and quicker production time line. As the CDSS systems impact millions of Californians such policy has significant and direct impact to service level delivery, and sustainability.
3. Innovation. The CTO/ADD sets policies, procedures, standards and best practices that ensure that the CDSS continues to deliver IT systems access and services through currently available technical solutions. The CTO/ADD will ensure that the ISD remains current with emerging technological advances in order to provide stakeholders with the easiest to use and most accessible data and service access points possible. For example, the ISD is currently taking the lead on a California Health and Human Services Agency wide enterprise network improvement that will support cross-department data collection. This will ultimately allow millions of Californians to visit one portal to request services from multiple departments at once. Such innovation highlights the end user focus that the CTO/ADD policies will support.

The CTO/ADD establishes, monitors and adjusts policies with statewide impact as CDSS systems are in use in all 58 counties and in satellite CDSS offices throughout California.

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

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

The CTO/ADD's scope and nature of decision making is broad and independent. This leadership CEA is in place to allow for quick decision making and problem resolution. An expert in IT hardware, software, application development and customer requirements, the CTO/ADD is responsible for all program decisions and staff performance within the Operations and Innovations Branches. The CEA will advise the Directorate and the CIO on strategic objectives for the advancement of the Department's IT service level vision and opportunities for service level improvement.

As the Department continues to lead the movement toward information sharing applications across multiple California Health and Human Services Agency departments, it is the CTO/ADD who will ensure the appropriate hardware, software and delivery systems are utilized. The CTO/ADD's policies and decision making will ensure the ease of use functionality demanded by service providers and recipients.

Due to the size and scope of the CDSS network and services, the CTO/ADD interacts independently with a variety of stakeholders interested in developing new technical solutions or upgrading existing services. As such, the CTO/ADD is responsible to successfully negotiate incoming requests while balancing available resources and enterprise standards.

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

The CTO/ADD is responsible to develop new policies in anticipation of changing IT environments and emerging technical solutions. Likewise, the CTO/ADD is responsible to interpret, and revise as necessary, existing policies to remain current with IT advances. System efficiency, customer service responsiveness and data protection are priorities for this CEA position.

The CTO/ADD develops technology implementation plans that support the Department's strategic goals and objectives. The incumbent identifies short-term and long-term project opportunities in response to identified modernization and automation needs. As the CTO/ADD is responsible for the equipment, applications and platforms that host mission critical IT services throughout the state and across Branches, the Department will realize improved overall system performance efficiencies resulting in optimum system performance for users.