

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

8/28/2020

2. Department

California Department of Technology

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

Office of Enterprise Architecture

4. CEA Position Title

State Chief Enterprise Architect

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) proposes to revise an existing CEA allocation. The CDT is requesting approval to establish the State Chief Enterprise Architect (SCEA) for the Office of Enterprise Architecture (OEA) at the CEA level. The CEA will oversee the use of enterprise architecture (EA) to create a vision, road map and architecture plans that will transform digital services being provided to California residents and businesses. The CEA will be involved in a broad range of activities within the state and will collaborate with state and local government technology and business professionals, private industry, and others on digital services and business process transformation.

6. Reports to: (Class Title/Level)

Chief Deputy Director/Deputy State Chief Information 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)

B. SUMMARY OF REQUEST

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

The State Chief Enterprise Architect (SCEA) shall lead the use of newer trends in EA that support business digitalization and innovation to achieve statewide goals identified in the Vision 2020 and 2023 California Technology Strategic Plan or other directives. The SCEA is responsible for leading the development, maintenance, communication, and implementation of statewide enterprise architecture strategy, governance, and policies to develop architecture plans and models that drive the design and then delivery of digital services. Working across the State of California executive branch, the SCEA leads and coordinates all aspects of the State's EA practice, including Business, Information, Solutions, and Technical Architecture, in alignment with Security. The SCEA will also drive EA for the California Department of Technology (CDT), supporting CDT's dual role as control entity and service provider and will participate as a member of the CDT Executive Staff. Specifically, the SCEA responsibilities would include:

- Oversee the use of EA to baseline the state's current digital services.
- Establish a vision and road map for digital services for the State.
- Identify digital services no longer meeting needs and working with the departments owning the digital services to implement the architecture plan to transform the digital services.
- Develop, maintain, and implement needed policies, governance frameworks and operating models that will enable the delivery of digital services by the State of California.
- Work in conjunction with business and technology executives, enterprise architects, industry executives, and control agencies in establishing statewide EA frameworks and policies that affect the State.
- Provide input to new legislation proposed to strengthen the use of shared services and information across the state for functionality, efficiency, and appropriate adoptions of best practices as well as emerging technologies.
- Build the EA practice to become an external management consultancy, offering services and skills to support the development and execution of business strategy.
- Serve as a member of CDT's Executive Staff; act as an advisor to the Director/State Chief Information Officer (CIO), Chief Deputy Director/Deputy State CIO, and the Information Technology (IT) Executive Council on statewide policy decisions that affect Statewide and CDT's Enterprise Architecture strategy, standards, direction and alignment.

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 CDT is committed to partnering 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. The CDT guides and directs the delivery of IT across California State Government. CDT is the guardian of public data, a leader in IT services and solutions, and has broad responsibility and authority over all aspects of technology; including policy formation, inter-agency coordination, IT project oversight, information security, technology service delivery, and advocacy. The OEA is an office within CDT. In alignment with CDT's mission to be a leader in IT services and solutions, the SCEA will oversee the use of EA to create a vision, road map and architecture plans that will transform digital services being provided to California residents. The CEA will be involved in a broad range of activities within the state and will collaborate with state and local government technology and business professionals, private industry, and others on digital services and business process transformation. The CDT is responsible for moving the state digital services forward and meeting business needs. The next iteration of digital services is focused on citizen-centric government. This new type of digital service can only be successfully implemented when it spans across the state community. A citizen-centric government has the following attributes:

- It creates a strategy that connects business and IT.
- Focus on outcomes which will create useful services for the citizen.
- Will establish a digital reference architecture that will ensure each service is deployed the same way, which will simplify the state's IT infrastructure and creates a consistent experience for the residence of California.
- Will develop horizontal services, which will help eliminate silo solutions that are not economically scaled and so often left to be legacy solutions that no longer meets the business or residence needs.
- Will enable the state to create personalized and proactive services, which will significantly improve the timeliness and customer's experience.
- Implementing standardized sets of digital services simplifies the security needed to protect the systems and data as well as increasing restoration time from any incident.
- Digital services will transform from stable and scalable to fast and agile to keep up and constantly improve the citizen's experience of government services.

The implementation of a citizen-centric government maps to the "California for All" mission.

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 SCEA used to be at a CEA level; however, due to organizational and leadership changes over the years, the position classification became an IT Manager II. Under the current State CIO, the SCEA and the EA program is needed to address a critical business need. There are many examples of state entities not being able to keep pace with technological advances in how they deliver digital services nor enhance business processes to better meet the needs of California residents and businesses. This inability to keep pace and adequately maintain digital solutions has negatively impacted Californians that depend on these services. For example, Department of Motor Vehicles (DMV) had regular system outages, long wait times in field offices, and an inability to keep up with the demands for RealID. The Employment Development Department (EDD) suffered system outages and the inability to process Unemployment Insurance claims and payments timely.

The SCEA will allow CDT to take a more proactive approach to reduce and eliminate these degrading digital services throughout the State IT community that negatively impacts Californians. The SCEA will lead the effort to baseline the state's current digital services, set a vision and road map, and identify digital services no longer meeting needs and working with the departments owning the digital services to implement the architecture plan to transform the digital services.

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 CDT guides and directs the delivery of IT across California State Government. CDT is the guardian of public data, a leader in IT services and solutions, and has broad responsibility and authority over all aspects of technology; including policy formation, inter-agency coordination, IT project oversight, information security, technology service delivery, and advocacy. The SCEA will play a significant role in the development, implementation and execution of policy in the key program areas such as EA, digital services and business process transformation.

The following are existing policy the SCEA will be responsible to maintain, but there will be additional policies issued as the State EA Program evolves:

- State Administrative Manual Section 4906 – Enterprise Architecture: Provides an overview of State EA
- Statewide Information Management Manual (SIMM) Section 58A and 158 that defines the EA Program, EA Framework, Reference Architectures and leads an EA Community group for department enterprise architects.

The following are policies in which the SCEA will contribute to maintain:

- State Administrative Manual Section 4900.2 – Basic Policies: Defines basic IT strategic planning and management for agency/state entities.
- State Administrative Manual Section 4900.3 – Agency Information Management Strategy Documentation: Defines what each agency/state entity must submit to CDT related to changes in mission/programs, business strategy and IT vision. the strategy document submission
- Statewide Information Management Manual (SIMM) Section 60 that provide specific AIMS reporting requirements.

C. ROLE IN POLICY INFLUENCE (continued)

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

The scope of the SCEA is broad and extensive. The decisions made have a statewide enterprise impact to multiple departments with responsibility and authority to create, issue, and maintain policies, standards, and procedures related to enterprise architecture, digital services, and business process transformation. The SCEA is responsible for leading the development, maintenance, communication, and implementation of statewide enterprise architecture strategy, governance, and policies to develop architecture plans and models that drive the design and then delivery of digital services. Working across the State of California executive branch, the SCEA leads and coordinates all aspects of the State's EA practice, including Business, Information, Solutions, and Technical Architecture, in alignment with Security. The SCEA will also drive EA for the CDT, supporting CDT's dual role as control entity and service provider and will participate as a member of the CDT Executive Staff. The SCEA will have full decision-making authority for their area of responsibility.

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

The evolution of technology will continually require the SCEA to develop new statewide IT policies that will impact all state departments that deliver digital services. The CEA will be responsible for initiating and implementing new policies and revising existing policies necessary to enforce statewide policies related to EA, digital service and business process transformation to ensure alignment with the State's IT Vision. As technology progresses to meet the evolving needs of California residents and businesses, policies must also evolve to remain relevant and current. The California governance model for technology helps to determine the state's IT policy and portfolio, reduce bureaucracy, and focus on tangible results.