

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 27,
2019

2. Department

Department of Child Support Services (DCSS)

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

Executive Division/Office of Research and Data Analytics

4. CEA Position Title

Assistant Director, Office of Research and Data Analytics

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

This CEA position will oversee statewide child support program data governance and manage the department's strategic plan and strategic plan tactics. Responsibilities will also include enterprise-wide project management efforts related to strategic plan goals and enterprise risk management to identify and mitigate risk throughout the department on a holistic level.

6. Reports to: (Class Title/Level)

Director and Chief Deputy Director (exempts)

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 Director, Research and Data Analytics would be responsible for the following areas:

A. Research & Data Analytics: The department currently lacks a formal function to conduct child support research and evaluate the outcomes of program activities and initiatives. It also lacks the function to oversee the business rules governing the data entered into and contained within the automated case management system, the Child Support Enforcement system (CSE). This role will consolidate current informal data collection methods into a formalized function to inform and assist the department and other stakeholders in meeting the state's Child Support Program objectives. Accurate and reliable data is essential to support the ongoing efforts of the department to better provide for the Child Support Program needs of the state. Without accessible, accurate and reliable data, efforts to improve systems, create efficiencies, and focus department and local child support agency (LCSA) resources will be misaligned. The department's determination to better serve the needs of the public through data-driven initiatives hinges on its ability to effectively collect and harness that data. This position provides guidance to the directorate on leveraging data in support of the mission and its area of oversight will serve as gatekeeper in the collection, verification, compilation, assessment, and distribution of data and data report queries requested by various stakeholders including DCSS, LCSA, Health and Human Services (CHHS) agency and Legislative staff. The CEA would be responsible for the research, evaluation, and study functions of the department, working with the Federal Government and LCSAs to help oversee and monitor the administration of multiple federal grant programs awarded to the state.

B. Enterprise Risk Management (ERM): The CEA will be responsible for the department's ERM program. Currently, risk is managed by different areas of the department: information security risks by the Information Security Office; fiscal risk by internal audits and the Administrative Services Division; information technology systems risks by the Technology Services Division; and program risk by the department's business areas. The CEA would be responsible for collecting risk data and risk mitigation plans from all areas throughout the department, developing a threat assessment matrix for all identified risks with risk severity levels and providing a consolidated risk report to DCSS executive management on a regular basis with a status of the mitigation plans for each risk. The CEA would also assume the role of State Leadership Accountability Act Designation Agency Monitor to actively work with department divisions and branches on a routine basis to identify risks and help them to create corrective action plans (CAPs) to mitigate those risks. The CEA and assigned Unit Monitors would routinely meet with department branches and divisions to receive CAP updates.

C. Strategic Planning: This position will be responsible for developing the department's strategic plan through consultation with the DCSS Directorate, DCSS executive team, LCSA directors, CHHS and child support advocates; assisting DCSS executive team members with the development of tactics that will help the department achieve the goals and objectives identified in the strategic plan; vet proposed new tactics to ensure alignment with the strategic plan's goals and objectives; assigning project managers to help departmental managers manage their tactic project plans and schedules and with the identification and mitigation of risks for their projects; evaluate the success of the strategic plan tactics post implementation and make recommendations for improvements for similar projects in the future.

The CEA will be an instrumental policy advisor to the directorate, advising them whether a proposed project is in alignment with the department's overall goals and objectives, whether projects should be modified to better align with the strategic plan or whether a project should be dropped or postponed. The CEA plays a critical role in evaluating strategic plan projects and informing the executive team as to whether those projects achieved their objectives or, if not, what changes should be considered to similar projects in the future to make them more effective. The CEA's project management staff would gather valuable information while a project is in progress that they would use to inform the directorate as to whether a project is on track, whether its at risk of failure or delay, alternatives to address those issues and whether a project has been overcome by other events such as state or federal law changes that may significantly change the scope of a project or make it irrelevant, or if the resources assigned to the project need to be redirected to address higher priority needs.

D. Project Management: This position will plan, direct and operate key department-wide or program-specific projects. Such projects will be directed at achieving improved performance in all areas of department operations, including those that directly affect the 49 LCSAs throughout the state. Project activities will involve identifying areas in need of process improvement; defining the scope; gathering and researching background information; reviewing and analyzing data; developing, presenting, and/or issuing written reports of findings and recommendations to the Directorate or other stakeholders. Directs the development of strategic program and business plans and objectives in support of departmental policies. Provide policy direction and program expertise to departmental units, as needed.

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 mission of DCSS is to enhance the well-being of children and the self-sufficiency of families by providing professional services to locate parents, establish paternity and establish and enforce orders for financial and medical support.

The Office of Research and Data Analytics, and the CEA providing oversight, will collect, verify, compile, and distribute data to provide vital information in the determination of departmental priorities and guidance to the 49 LCSAs throughout the state of California. This office will provide guidance to LCSAs on consistent data collection and input methods into CSE to ensure overall accuracy and consistency of data elements across the state.

In a strategic planning capacity, the program will touch every division within the DCSS. Its function will develop the mission-critical initiatives that will drive the department's efforts and focus its resources accordingly. On an annual basis, the department develops Performance Management Plans that contain specific tactics directly related to the goals and objectives in the strategic plan and this CEA will be responsible for working collaboratively with department executives to develop these tactics and related project plans to ensure they align with the strategic plan goals.

In conjunction with both data analytics and strategic planning, the enterprise risk management function will have department-wide impact as it will monitor and address risk that may jeopardize the department's stability and ability to provide child support services to its customers. There are several areas of risk that the department must safeguard: information security (customer information, federal tax information, personal identifiable information, social security administration information); administrative (financial, personnel, facility security); technology applications or infrastructure changes and implementations; and program policy changes. This CEA will oversee all risk management efforts and meet regularly with risk managers of their respective areas to ensure the effectiveness of plans and that an enterprise-wide approach is maintained.

Without these functions, DCSS will be unable to develop an effective strategic plan, monitor and address risk before it causes detriment to the department or customers, and will not be able to compile and provide accurate and reliable data to its stakeholders, including CHHS, whose Open Data Portal is a major agency-wide initiative.

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.

Currently, the performance data entered into CSE is inconsistent and varies by county and some smaller counties have little to no staffing available to generate performance data on their own programs. In an effort to correct these deficiencies, this CEA will oversee the implementation and management of a data governance function for DCSS and LSCAs. The need for updated strategic planning and risk management and mitigation plans based on solid performance data has never been more important in determining and guiding the direction of DCSS' goals and objectives as it relates to the Child Support Program and the work of LCSAs. In addition, the CHHS' launch of the Open Data Portal and each of the agency's department's integration of their own data into that system drives DCSS' need for a formalized data governance function.

The department is also attempting to establish and align existing related functions under one CEA to ensure consistency throughout all functions while at the same time improving their effectiveness as the one lends itself to the others in regard to enterprise-wide planning. For example, the data collection and analysis will inform the strategic planning efforts, and those strategic planning efforts will lead to projects and the need for project management support, while risk assessment and mitigation is constant throughout all phases.

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.

Research & Data Analytics: The CEA will have responsibility for data governance policies affecting DCSS and LCSAs. They will work with program areas and LCSAs to establish comprehensive data definitions so all users can identify and capture data consistently across lines. They will also determine the most appropriate business intelligence software and tools to be utilized by DCSS and LCSAs and define how those entities will apply the technology to ensure consistency and effectiveness, including the formatting and data definitions for the data to be captured on business intelligence dashboards. The CEA will have the independence to engage directly in data and research policy discussions with CHHS, LCSA directors, and other key stakeholders and will be given a high-level of deference when presenting recommendations to the Executive Team. In addition, this CEA will act as the DCSS Data Governance Council chairperson and represent DCSS at CHHS Data Governance meetings to discuss strategies that will ensure consistent data collection across all agency departments so they can share and leverage data effectively.

Strategic Planning: This CEA will be the DCSS executive charged with leading the development of the department's five-year strategic plan and well as annually collecting performance tactics from business areas to enable the department to achieve the goals and objectives outlined within the strategic plan. The CEA will drive the strategic plan tactics and resultant projects and works in consultation with Executive Team members to present policy options for discontinue, redefine, or expand tactic activities based on various factors including cost-benefit analysis, scope of programmatic impact and relation to other new or ongoing strategic plan tactics. After implementation, the CEA's program will review and evaluate the strategic plan tactics, which could then influence current and future policy direction of the department. For example, if one child support payment collection tactic is shown to be effective and another is shown to be ineffective, the department would increase and decrease resource allocation for future endeavors accordingly and/or design new tactics to enhance the successful method even further. The ineffective tactic would be analyzed in an attempt to glean insight that may have an immediate impact on existing tactics or would help inform future projects moving forward.

Enterprise Risk Management: The CEA will be responsible for the oversight and reporting of all risk affecting the department's ability to carry out its core mission, goals, and objectives, failure of which could adversely affect the customers the department serves. The CEA will oversee the creation, implementation, and application of standard risk tracking tools, risk evaluation criteria, criteria to measure and rate department risks relative to one another and provide risk mitigation status reports.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA will report directly to the DCSS directorate. The CEA's scope will extend department-wide in relation to data governance, strategic planning and risk management. The CEA will regularly meet with all members of the executive team to discuss strategic plan tactics, progress on the tactics and evaluation of tactics post- implementation. The CEA will also meet regularly with DCSS executives and department managers to discuss identified risks, potential policy and process weaknesses that could lead to risks and the status of risk mitigation efforts. The CEA will discuss the need for any changes to strategic plan tactics or risk mitigation efforts with the DCSS executive team and the directorate.

The DCSS directorate would rely greatly on the CEA for guidance and recommendations on the following: which tactics to include in the annual department Performance Management Plan; which tactics should be modified or terminated during the course of the year due to change in federal or state law or policy circumstances, emerging risks or newly identified resource constraints; implemented tactics that should be discontinued or expanded upon based the evaluated success or lower than anticipated results of the tactics; which departmental risks require additional executive level attention or additional resources based on severity level; previously unidentified risks or emerging risks that require executive level attention; changes to risk mitigation plans or strategies based upon and evaluation of the effectiveness of the current mitigation strategies; and any other issues related to strategic planning and departmental risks.

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

New policies will be developed and implemented for the Research and Data Analytics function as this is a new formalized function within the department. Policies will cover all aspects of data governance and will affect how DCSS and LCSAs interact with their data to ensure consistency, accuracy, and security of data collection, compilation, and distribution.

The CEA will also interpret, implement, and/or recommend changes to existing policies. As with other members of the Executive Team, the CEA will have input on most policy decisions affecting the department, as the CEA's oversight of ERM and the Strategic Plan tactics will, of their nature, provide significant insight or be impacted directly. For example, if changes are proposed to CSE, the CEA would have input regarding how those changes would affect statewide data collection, or how the change would affect current strategic planning projects, either positively or negatively.