

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

August 30,  
2019

2. Department

Department of Motor Vehicles

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

Executive Division

4. CEA Position Title

Chief Data Officer

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

The Department of Motor Vehicles (DMV) requests establishment of a Career Executive Assignment (CEA) Level B position to serve as the Chief Data Officer (CDO). Under the general direction of the Director, DMV, the CDO will be responsible for establishing a data governance program; fostering and promoting a culture of data use by enabling and encouraging programs to share data to collaborate on common issues and related programs; and employing and analyzing operational data to improve program performance.

6. Reports to: (Class Title/Level)

Director/DMV (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.

Under the general direction of the Director, DMV, the CDO is responsible for: envisioning data-enabled strategies and enabling all forms of business outcomes through analytics; data and analytics governance and enterprise information policy; accountability for analytics governance and business outcome enablement; and oversight and implementation of key data and analytic initiatives based on enterprise wide data collected in the normal course of State business to improve transparency, efficiency, and accountability of DMV operations. These analytic initiatives include: establishing and maintaining a data governance program; shepherding the data and analytics strategy; defining the data and analytics operating model; fostering and promoting a culture of data use by enabling and encouraging programs and government agencies to share data to collaborate on common issues and related programs; employing and analyzing operational data to improve program performance; and creating and expanding open data offerings to empower citizens, and to enable better government and commercial services.

Develop, establish, and maintain a data governance program, which includes development of policies and procedures, and a plan to execute the procedures. Collaborate with the Executive Governance Council on governance policy creation and compliance. Participate in the following governance domains: business strategy and planning, management and financial reporting, enterprise architecture, information technology strategy and planning, and risk and compliance, which includes participating in other governance forums where the CDO's input is desired.

Manage data science and data analytics efforts. Establish a data analytics culture to ensure sound analytical data is available to support enterprise wide decision making. Collaborate with stakeholders to develop and implement data accessibility and management policies, that provide operations guidance to ensure the availability, usability, quality, integrity and security of data assets. Define and develop data strategy practices, and assure the ongoing relevance of the DMV's data strategy in association with stakeholders. Institute a programmatic approach for enterprise data management to identify, prioritize and execute the data and analytic initiatives with clear line of sight to enterprise strategies and business outcomes.

Determine DMV's use of new, existing, and legacy information assets and when/how to retire such assets by creating policies and controls for the appropriate protection of enterprise data assets through a defined life cycle, from acquisition or creation to end of life destruction and disposal procedures through the governance program and its stakeholders.

Develop and implement master data management (MDM) policies to effectively control DMV's master data. Identify DMV's master data and establish a standard definition for business critical data that is shared across the enterprise and collectively represents an authoritative source of master data. Implement tools that support MDM to remove duplicates, standardize data, and incorporate rules to eliminate incorrect data from entering the system.

Oversee the availability, usability, quality, and integrity of DMV's enterprise wide data in coordination with the Information Security Office (ISO). Measure master data and reference data for compliance with policy, standards, and conceptual models. Assure the deployment and management of data quality monitoring practices. In coordination with the Chief Information Officer (CIO), oversee the integration and staging of data, and the development and maintenance of the data lakes, data warehouse and data marts, for use by analysts throughout the DMV. Partner with the CIO to scan the horizon for emerging management tools, skills, techniques, and technologies. Collaborate with the ISO to identify security and risk implications for data assets.

Review and ensure compliance with certification and reporting requirements for DMV to its external stakeholders. Lead internal regulatory and compliance programs related to data assets. Ensure the performance of independent audits, as appropriate.

Represent the DMV regarding the data governance program with the California Department of Finance, California Department of Technology, California State Transportation Agency, and California Government Operations Agency. Research and evaluate current and new data technologies and trends. Create and expand open data offerings to enable better government and commercial services.

**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 enterprise wide data governance program is critical to the DMV's achievement of its mission to proudly serve the public by licensing drivers, registering vehicles, securing identities, and regulating the motor vehicle industry. To meet its mission, the DMV must be prepared for emerging departmental programs and initiatives and take the steps necessary to develop and implement policy essential to ensuring the governance and management of the data associated with these programs and initiatives. The data governance program will advance the DMV in meeting its vision to be a trusted leader in delivering innovative DMV services.

**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.

In 2018, at the direction of Governor Jerry Brown, the Department of Finance's (DOF), Office of State Audits and Evaluations conducted a performance audit focusing on DMV operations from January through December 2018, as a result of the implementation of REAL ID and long customer wait times. The specific audit objectives were to:

- Assess the efficiency and effectiveness of DMV's current operations, and make recommendations to improve its practices and enhance the field office customer experience, and
- Evaluate DMV's Information Technology systems and its impact on the field office customer experience.

On March 27, 2019, the DOF issued their final report indicating the areas of improvement required within DMV. One (1) of the major areas identified for improvement was operations and the field office customer experience, which included the following:

- Significant deficiencies in planning and implementation of the REAL ID program negatively impacted the field office customer experience.
- Organizational and reporting structure is outdated and does not reflect current operational needs.
- Budgeting and staffing approach is not focused on maximizing field office capacity.
- Appointment practices need improvement.
- Monitoring of the field office customer experience needs improvement.
- Enhancements to field office customer service were inconsistently implemented and additional opportunities for improvement exist.
- Field office employee development resources are inadequate.

As a result of the audit findings and in order to remain on track for meeting DMV's mission and strategic goals, DMV executive management found it imperative to implement initiatives to enhance DMV operations. One of these initiatives included creating the CDO position. The vision of the CDO position is to help create a data-driven culture within the DMV that relies heavily on data to assist in improving efficiencies of enterprise operations. If properly maintained, accessible, and analyzed, the DMV has various data lakes and warehouses containing pertinent data that can help identify weaknesses and manifest critical operational enhancements to the areas of improvement identified by DOF. Specifically, through data management, the CDO can identify data lakes and warehouses containing information that can be analyzed to uncover areas of improvement relating to maximizing field office capacity, improving appointment practices, and monitoring the field office customer experience.

### 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 CEA will be the principal policy maker for the following:

- 1) Policy which establishes criteria for governing DMV's data assets. This includes determining the DMV's use of data assets and the retention period of such assets by creating policies and controls for the appropriate protection of enterprise assets through a defined life cycle. This area will have statewide impact as it relates to customer information maintained by the DMV.
- 2) Policy which establishes data accessibility and management standards. This includes determining the availability, usability, quality and integrity of data used by the DMV. This area will have statewide impact as it relates to customer information maintained by the DMV.
- 3) Policy which establishes proper data quality monitoring practices. This includes data quality assessment, data quality measurement, integrating data quality into the application infrastructure, operational data quality improvement, and data quality incident management. This area will have statewide impact as it may ultimately impact the DMV's customers depending on what the data is being used for (e.g., streamlining processes to improve the field office customer experience).

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

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

The CDO will have broad decision-making authority in the development, establishment, and implementation of policies and procedures related to the full scope of the enterprise wide data governance program. This includes collaborating with the Executive Governance Council to render decisions on the establishment of the DMV's data governance policies, as well as the management of DMV's master and reference data.

The CDO will have full autonomy to ensure compliance with certification and reporting requirements, lead internal regulatory and compliance programs, and represent the DMV regarding the data governance program with control agencies.

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

The CDO will be responsible for developing and implementing new and existing policy in regards to data governance and management, in collaboration with key stakeholders.

The CDO will also interpret existing policy and serve as an advisor to the Directorate.