

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

July 7, 2023

2. Department

Department of Motor Vehicles

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

Operations Division

4. CEA Position Title

CEA B, Chief, Operations Modernization Branch

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

Under the administrative direction of the Deputy Director, the Chief, Operations Modernization Branch (OPM) will plan, organize, and direct the activities of the Operations Modernization Branch to ensure the Operations Division is operating with maximum efficiency and is strategically positioned to support all back-office operations for the Department of Motor Vehicles (DMV). The position will be responsible for developing operational strategies, creating policy, making recommendations, and evaluating legislative proposals.

These activities are in direct support of the program's mission: "To provide comprehensive administrative, program, and technical support to enable the Operations Division to achieve the department's mission to proudly serve the public by licensing drivers, registering vehicles, securing identities, and regulating the motor vehicle industry in pursuit of public safety."

6. Reports to: (Class Title/Level)

Deputy Director, Operations Division, CEA C

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): Directly reports to CEA C - Deputy Director and has frequent contact with executive management team and directorate regarding operations modernization.

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.

Policy Making

Develops, evaluates, and recommends policies in accordance with the legislation, statutes, and regulations that affect the department's mission critical Driver Licensing (DL), Vehicle Registration (VR), Industry Services, and Document Services programs. Develops operational strategies and reviews legislative proposals to improve operational efficiencies.

Serves as the principal policy maker for the adoption and implementation of Intelligent Automation (IA) business rules and functionality, legislatively required changes in determining impact, workload placement, and identifying technology solutions to minimize back-office impact, the use of IA, and the organizational modernization efforts. Creates divisional policies in how workloads are managed and monitored, including the establishment of peer group workload averages, effectiveness of telework, and team member training.

Program Management

Formulates modernization plans, goals and objectives to align with the program's and department's strategic goals. Implements policies and oversees workload trend analysis across branches within the Division. Provides strategic recommendations to the Deputy Director to improve efficiencies through back-office processing and production, such as root cause, trend, and business process analyses. Creates policies and establishes a Quality Assurance (QA) program across the division. Creates and manages processes to implement simpler, faster services to customers through the use of digital services. Leads engineering of business processes and supports departmental efforts to modernize technology.

Staff Services Oversight

Oversees the Chief of Staff, Staff Services Unit, and current administrative support functions of human resources such as hiring, training, and workforce planning. Oversees the management of divisional budget, contracts, grants, procurements, and other fiscal requirements, and critical services in the areas of safety and security, facility planning, and other business services functions.

Communication and Representation

Communicates effectively with the public, media, legislators, and attorneys regarding the policies and procedures of the OMB. Serves as a high-level departmental representative with other governmental agencies, industry groups, and public organizations and advises the Directorate and Deputy Director regarding the development of policies and programs to ensure the effective implementation of federal and state regulations and legislative changes pertaining to the OMB that are of high interest to the public, media, and legislators. Represents the Operations Division on departmental committees, attends public meetings, and serves as a speaker panelist on matters related to the division's modernization efforts. Handles controversial and sensitive matters and high level customer concerns from Office of Public Affairs, Director's Mail and legislative correspondence impacting the Operations Division. Identifies trends and focuses efforts on customer pain points.

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 program's mission is to provide comprehensive administrative, program, and technical support to enable the Operations Division to achieve the department's mission of proudly serving the public by licensing drivers, registering vehicles, securing identities, and regulating the motor vehicle industry in pursuit of public safety.

The Chief, Operations Modernization Branch will oversee all technology-related modernization efforts related to Drivers Licenses, Vehicle Registration, Industry Services, Document Imaging, and all other back-office operations. This CEA and new branch is essential to the functioning of DMV as a whole, as these modernization efforts are essential to ensuring DMV continues to move forward to deliver simpler, faster ways to fulfill customer needs through expanded digital services. This position will directly aid DMV in meeting that strategic goal by increasing the ease of completing all transactions. Additionally, DMV's Operational Efficiency strategic goal is to embed measurable efficiency in every aspect of the organization; through these modernization efforts, this position will increase quantitative measuring of productivity and performance, and increase productivity to surpass industry benchmarks for service delivery.

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 July 2022, the Department of Motor Vehicles (DMV) reorganized several of its core business lines, including creating the Operations Division, which merged Driver Licensing (DL) and Vehicle Registration (VR) back-office operations into one team. This change also merged various operational areas handling document services, mailing, printing, and warehouse services. Essentially, all operational back-office functions handled at DMV Headquarters in Sacramento were consolidated. Not only did the new Operations Division increase in size from 1,100 PYs to 1,650 PYs, but it also increased in complexity, largely due to the roll-out of the Digital eXperience Platform project for which the Operations Division is the primary user.

Digital eXperience Platform (DxP) is a multi-year project to replace aging legacy systems with modern technology to streamline DMV's internal business processes and enhance usability and satisfaction for DMV customers. This technological transformation supports DMV's vision, which is to deliver an outstanding experience to our customers, powered by our people and technology. DxP will also provide DMV the flexibility to change business and technology processes and quickly comply with changing legislation and new mandates.

During the last nine months, the Operations Division has evaluated the needs of the Division, and ultimately determined a need for the new Operations Modernization Branch in order to facilitate the creation, implementation, and policies surrounding all modernization projects and efforts for the Operations Division. Currently, all requests for modernization efforts are funneled through the Deputy Director of the Operations Division, which is not efficient. Further, a large portion of projects are not able to be started due to lack of bandwidth.

The Chief, Operations Modernization CEA B is necessary in order to enable innovation and continuous improvement through expanded digital services and secure technology systems.

This request includes creation of a new Program Manager to oversee the new Staff Services Manager (SSM) II over the Technology Section that includes four new analysts, along with redirected ABBYY team consisting of one SSM I and four analysts, as well as a redirected Customer Service Resolution Unit team of one Manager I, DMV, five Senior Motor Vehicle Technicians, and four Motor Vehicle Representatives. Additionally, the program will also oversee the former Staff Services Branch led by the Chief of Staff/ Program Manager.

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 Operations Division is primarily responsible for all back-office functions for entire Headquarters Operations supporting approximately 180 field offices, and serving driver license, vehicle registration, industry services for all of Californians statewide. The Operations Modernization CEA will be responsible for making policy decisions regarding how Vehicle Registration and Drivers Licensing legislation will impact the back-office functions and modernization efforts.

Specifically, the requested CEA B will be the principal policy maker for:

- The adoption and implementation of Intelligent Automation (IA) business rules and functionality. This includes implementing the mobile driver license (mDL), the execution and use of IA, provision reporting and evaluation.
- The implementation of Operations Virtual Field Office project and enhancements of the usability of the system by identifying additional workloads to be added to system, identifying current business needs and solutions, tracking and measuring efficiency of the project and trends to enhance DMV customer satisfaction.
- Legislatively required mandates and changes, such as Real ID, State-to-State, Commercial Driver Licensing Information Systems and others.
- Determining policy impact and identifying technology solutions to maximize back-office functionality.
- Creating divisional policies, as needed, in the application of modernization projects.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA B will be the expert authority and decision-maker on decisions related to the development, implementation, and execution of innovative solutions and technological developments, and will provide oversight of staff supporting these efforts. The CEA will make decisions on all modernization efforts for the Division. This includes Intelligent Automation projects, Virtual Field Office, the Digital eXperience Platform, and Amazon Web Service.

The Chief, Operations Modernization Branch will be responsible for planning and directing all aspects of the Operations Modernization Branch, which includes the development, implementation, and evaluation of departmental policy, formulation of program objectives and goals, and policy related to enhancing the programs' overall operations.

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

The new CEA position will largely be developing and implementing new policy directly related to DMV back-office operations, specifically regarding Driver Licensing, Vehicle Registrations, document imaging, and Industry Automation. The position will also be directly responsible for ensuring Operations Division is included in policy development being handled in other parts of the organization.

The position will also be developing and recommending policy regarding decisions or legislation that will have an impact on DMV as a whole. For example, if passed, the REAL ID Modernization Act will allow customers to apply for a REAL ID electronically; this position would be directly responsible for creating policies and procedures surrounding the implementation of this new functionality.