

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

October 8,
2019

2. Department

Department of Motor Vehicles

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

Executive Division (EXE)

4. CEA Position Title

Modernization Project Director

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 C, position to serve as the Modernization Project Director for the DMV. Under the general direction of the DMV Directorate, the Modernization Project Director will be responsible for developing, implementing, administering, and evaluating policies and procedures to enhance the department's legacy systems to effectively improve the department's modernization efforts and provide uninterrupted services to DMV customers.

6. Reports to: (Class Title/Level)

Director

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 Department of Motor Vehicles' (DMV) Directorate, the CEA C serves as the Modernization Project Director and head of the Modernization Project Office for the DMV. The incumbent oversees, directs, manages and supports the DMV's modernization projects with updated technology broadly supported by the industry. The CEA C recommends, develops and administers the DMV's modernization applications and infrastructure and formulates and implements new technology services to meet the future needs of the DMV. The CEA performs the following duties:

Oversees and manages the highly visible and highly critical modernization projects by executing the DMV's information system operational initiatives and IT Strategic Plan, which includes upgrading legacy applications without disruption to customer services. Oversees the required technical, administrative, and fiscal documents articulating the DMV's vision for its modernization projects. Oversees project procurement, contract management, budgeting and reporting. Provides strategic direction in planning, coordinating, and controlling the activities of the modernization team. Formulates, analyzes, and makes recommendations on the impact of legislation and plans for its implementation. Collaborates with ISD staff and DMV business management in developing strategic and tactical plans surrounding the DMV's IT systems with consideration for the convergence of legacy systems with targeted technologies. Plans for and initiates transition efforts for the next generation of technology tools that support the DMV's technology.

Ensures activities adhere to departmental and State regulations, policies and procedure. Testifies before committees, control agencies, review boards and the legislature. Oversees and administers contract services from the California Department of Technology and ensures services are delivered in compliance with contract specifications based on DMV's needs; negotiates contract modifications as necessary. Directs, identifies, quantifies, and mitigates procurement and vendor risks and issues.

Communicates with multiple management levels within the Information Systems Division (ISD) and department, with contractor and vendor representatives, with State control agency administrators, and with the State, Federal, and local government entities. Monitors and documents program goals and project milestones by facilitating effective communication and feedback among staff and ensures proper, timely, and accurate distribution of information and/or materials to appropriate entities.

Facilitates IT strategic planning sessions and workshops. Develops policies and strategic plans to ensure the long-term needs of the DMV for a trained and fully staffed workforce are met, by implementing change management techniques, updating recruitment efforts, and implementing succession planning. Directs the formulation and interpretation of policies, plans and procedures for identification, evaluation, and implementation of major IT projects to support DMV's programs and operations.

Provides advice and makes recommendations to DMV's executive staff and program managers on the applicability and effectiveness of state-of-the-art IT alternatives to meet ongoing business requirements. Researches and evaluates current and new information technologies and trends. Performs other job-related duties as required.

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 modernization 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 upgrade the outdated programming languages, such as Assembler and Common Business Oriented Language (COBOL), to a technology platform that is current and supportable. Relying on outdated technology can impact the trust of the DMV's customers and the public because legacy systems can lead to outages which can impact thousands of California citizens. A robust modernization program is critical to the DMV's mission, and an essential component of the DMV's 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.

The DMV is establishing the Modernization Project Office as a result of an independent objective assessment completed by Grant Thornton, Limited Liability Partnership (LLP), which determined how best to implement current and future IT modernization efforts. The report was commissioned by the DMV following the termination of the Information Technology Modernization (ITM) Project; the goal was to identify lessons learned and understand if the current IT infrastructure was viable for the department's automation objectives. Grant Thornton, LLP, recommended the DMV establish a Modernization Program Management Office (MPMO) to implement the original ITM Project objectives through a series of smaller projects. The Modernization Project Office will be responsible for planning, evaluating, executing, and tracking DMV's enterprise modernization efforts to create and sustain transformational change and achieve modernization objectives. For this project and future DMV projects, the Modernization Project Office will enhance the DMV legacy systems with a long-term perspective of providing uninterrupted services for the people of California. The Modernization Project Office will enable DMV to build a sustainable practice of transforming the numerous legacy systems which will ultimately transform and improve government services for the people of California. Grant Thornton, LLP, also strongly recommended the DMV establish a Modernization Project Office in order to have dedicated resources versus matrixed resources for current and future projects. Often with projects using matrixed resources, conflicting priorities and assignments can pull project resources back into maintenance and operations, slowing down the process and threatening the completion of the projects. Establishing the Modernization Project Office will allow the DMV to ensure the successful completion of current and future IT modernization efforts.

The DMV's technology gap prevents the rapid application of technological advances to serve its customers. The disparate and antiquated complex technologies within the department result in less effective work practices, and may result in lost productivity and exposure to security risks and fraud.

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. Framework Design policy provides the solution architecture for projects and new services. Policy is evaluated for the current architecture to determine if new frameworks, modified frameworks, or new applications are needed. Proof of concept policies for DMV efforts is also covered.
2. Data Administration policy includes, but is not limited to, data definitions of the DMV Master and Shadow databases and ancillary repositories. This includes defining and documenting the schemas, metadata, relationship diagrams, and definitions.
3. Enterprise Architecture (EA) policy will cover areas that focus on operations and structure of the DMV's overall organization. It covers the business processes that execute and support the DMV's mission and defines how Information Technology (IT) assets directly enable those processes. The EA optimizes and transforms the fragmented processes, information, application systems and technologies into an efficient and integrated environment supportive of the execution of business strategy.
4. Application Development policy, which governs the analysis, design, construction, and replacement of front-end systems in support of driver licensing, vehicle registration, occupational licensing, driver safety, human resources, inventory, and financial services. Policy in this area impacts the department's core business applications, which must remain in daily operation. Any missteps in this area could have a statewide impact on services provided to DMV customers and business partners. System outages could decrease customer confidence in the DMV and affect revenue. When prolonged system outages occur, manual transactions must be keyed in at a later time, which impacts Californians.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Modernization Project Director will have broad decision-making authority in the development, establishment, and implementation of policies and procedures related to the full scope of the modernization of the department's legacy information systems. The Modernization Project Director will be required to identify resolutions to problems by developing timely and effective strategies to improve and upgrade outdated programming languages. The incumbent is responsible for managing, administering, monitoring, and coordinating the upgrading of the department's legacy information systems in accordance with applicable laws, rules, and regulations.

The Modernization Project Director will be responsible for ensuring compliance and reporting requirements are met while transitioning the department's legacy databases, programs, and applications. The success of the transition efforts heavily relies on the policy and oversight that the Modernization Project Director provides. The incumbent oversees the complete transition of DMV's databases, programs, and applications into supported languages. The two most complex data structures are the Registration and Control Cashier databases, which must be converted to a modern supportable platform.

The transitioning to modern and supported IT languages under the oversight of the Modernization Project Director impacts all major operations within the DMV. These systems provide services to 172 field offices, 11 headquarter facilities, and numerous business partners, as well as around-the-clock services to law enforcement.

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

The CEA will be responsible for revising existing and developing and implementing new policy as state and federal legislation and regulations impacting the modernization efforts of DMV's legacy systems are enacted. The CEA will be responsible for interpreting existing policy by serving as a key advisor to the DMV Directorate regarding the modernization of the department's legacy systems.