CEA ACTION PROPOSAL

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	2. Department
January 27, 2020	California Department of Corrections and Rehabilitation/Department of Youth and Community Restoration

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

Division of Juvenile Justice/Department of Youth and Community Restoration

4. CEA Position Title

Chief Information Officer

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

The Department of Corrections and Rehabilitation (CDCR) on behalf of the Department of Youth and Community Restoration (DYCR) proposes to allocate the above position to a CEA category within the Division of Juvenile Justice (DJJ). The Chief Information Officer (CIO) will be responsible for planning, organizing, leading and controlling the Department's Information Technology (IT) program through establishment of a business technology vision, Information Management Strategic Plan, an annual program and operations plan, an IT budget, and an IT governance, policy and operations framework. This position will be critical for the transition of DJJ from CDCR to establish the new DYCR under the California Health and Human Services (CHHS) Agency by July 1, 2020.

6. Reports to: (*Class Title/Level*)

Deputy Director, Administrative Services Branch

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 Deputy Director, Administrative Services Branch, the CIO is responsible for planning, organizing, leading and controlling the division's IT program through the establishment of a business technology vision, Information Management Strategic Plan, an annual program and operations plan, an IT budget, and an IT governance policy and operations framework. This CEA will fill a strategic role driving business transformation and innovating for improved services. This includes enterprise IT planning and policy development, administrative support, performance evaluation and operational recovery.

The CIO will be responsible for critical IT functions including: application development, network and production support, information security, enterprise architecture and standards, database administration, applications implementation support and change management, quality assurance and testing, public safety communications, project planning, help desk, and client server applications. The CIO will manage and direct the work of a multi-disciplinary staff as well as a number of independent project contractors, and technology consultants. Responsibilities will include communicating and acting as a liaison with control agencies (California Department of Technology (CDT), Department of Finance, Department of General Services (DGS), and California Department of Human Resources), Legislative Analyst's Office, State Data Centers, and members of the legislature and their staff.

As the Chief, the CIO will participate in the establishment and implementation of DYCR's mission, strategic plan and enterprise policy direction; advise management on IT policy formulation in support of the mission and strategic plan; participate with the executive team (individually and collectively) in the identification and resolution of key policy issues affecting business and IT operations; advise the executive team on IT policy and operations as they affect the mission and direction; and represent the DYCR at various statewide forums and on statewide policy setting organizations.

The CIO will be responsible for project and portfolio management. The CIO will assess and anticipate technology projects, recommending appropriate action and resourcing, provide road maps that allow the IT system to integrate and interface with future systems. They will provide guidance and oversight of current and future projects and ensure they are aligned with established IT policies and are adequately resourced, on schedule, and operating within guidelines.

The CIO will also be responsible for providing assurance that these functions are adequately coordinated, and provide quality services necessary to achieve DYCR's business objectives. In the initial years as DJJ transitions to becoming DYCR, the CIO will be responsible for developing and implementing a technology road map for separation from CDCR operations.

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 CIO will be responsible for statewide planning, organizing, leading and controlling the division's IT program through the establishment of a business technology vision, Information Management Strategic Plan, an annual program and operations plan, and IT budget and an IT governance, policy and operations framework. The CIO will ultimately be responsible for providing assurance that these functions are adequately coordinated and provide quality services necessary to achieve the division's business objectives as it transitions to DYCR.

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 Governor's 2019-2020 Budget Summary included a proposal to move DJJ from CDCR to establish DYCR under the California Health and Human Services (CHHS) Agency by July 1, 2020.

Over the past few decades, research on what works to improve juvenile justice outcomes has grown. This body of research has provided a framework for reform, enhancements, or refinement of current systems, highlighting the important need to distinguish between adult corrections and juvenile strategies. Most importantly highlighting that an over reliance on get-tough policies and altering the juvenile justice system to become more "adult like" is not effective in promoting change or reducing recidivism.

Beyond the challenges of typical adolescent development, a growing body of research also indicates that maltreatment can alter the brain functioning and consequently affect mental, emotional, and behavioral development. The brain develops in response to experiences with caregivers, family, and the community, and the quality of those experiences affect whether a child will develop a strong or weak foundation for all future-learning, behavior, and health (Center on the Developing Child at Harvard University, 2007). A traumatic experience such as abuse or neglect can profoundly impact a child's brain development. The term Complex Trauma is used to describe a child's exposure to multiple traumatic events, typically at the hands of caregivers during key stages of development. Complex Trauma has a profound effect on development, behavior, emotional functioning, cognition, and relationships.

Adolescents involved in the juvenile justice system need caring adults to support them in internalizing information, learning from their experiences, and providing the resources needed for them to develop into healthy and successful adults.

Moving DJJ under CHHS better aligns with DJJ's rehabilitative mission and its core values of providing trauma-informed and developmentally appropriate services to youth and young adults in California's state juvenile justice system in order to support a youth's transition into the community and prevent them from entering the adult system.

The CIO will provide leadership and direction for the Department's IT program through establishment of a business technology vision, Information Management Strategic Plan, an annual program and operations plan, an IT budget, and an IT governance, policy and operations framework.

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.

This position will serve as DYCR's chief policy maker and highest level technical expert on IT policy and information management and responsible for the development, evaluation, and implementation of new and existing policy. The position is responsible for apprising and advising the Director, Chief Deputy Director, Deputy Director and executive management team on IT vision, governance, policy direction, best practices, sensitive issues and problems and opportunities. DYCR's IT program is mission critical in administering an entirely new department focused on holistic treatment of youth.

The CIO will participate in the planning and development of the new Department's enterprise and IT strategic and policy direction. This is accomplished through collaboration with the executive management team. This responsibility will impact all department policy and business operations. The CIO will be a member of the executive management team and participate in the development of policies, standards and business practices. This will include responsibility for the technology environment. The CIO will ensure that business policies, goals, and objectives are met. The CIO will provide consultation and advise DYCR's executive staff on policies, and will also represent the Department in meetings and hearings with the Legislature, the Governor's Office, departmental steering committees, external groups and associations, and project sponsors.

Specific policies the CIO will implement include:

IT Security: The CIO will develop and implement IT security policies designed to ensure the safety, security, and confidentiality of all information related to the operation of DYCR. This will include development of, and review and analysis of, any IT Security policies related to project efforts, network infrastructure, data storage/sharing, and infrastructure. As more applications and system are moved to the cloud, this responsibility amplifies the need for development and implementation of policies that both facilitate new technologies and the enhancements they can provide to the business/program, but also protect users of the system and the stored data. This includes participating in the development of statewide security policy through CDT, as well as ensuring implementation of those policies internally.

IT Procurement: The CIO will ensure compliance with DGS and CDT policies related to IT procurement, but will also be responsible for development and implementation of IT Procurement policies within the Department. This will include specific conditions related to infrastructure and standards within the Department, roles and responsibilities across the department related to procurement authorization, and oversight of the procurement process when conducted internally.

IT Governance: The CIO will maintain a governance framework for the portfolio of IT projects, maintenance and operations of current systems and the agency's Security and Risk Management frameworks. This enables a structured approach to conduct departmental change and project activities ensuring efficient management over time while taking due account of the stakeholders' interest, minimizing risk and adhering to the state's overall project requirements and governance while assuring ongoing maintenance and operational needs of services delivery systems. The CIO will ensure that all projects are consistent with the standards, procedures, schedules, instructions, forms and templates in the State Administrative Manual (SAM) that contains statewide IT policy. The CIO will also adhere to the Statewide Information Management Manual (SIMM) that contains the instructions and guidelines needed to implement IT policy.

Overall, the CIO will provide leadership and oversee the maintenance and development of DYCR's IT enterprise architectural standards. These standards establish the framework for automated systems for the Department and dovetail with those of the state. These standards assure that the agency maintains a strategic asset base, which defines the mission; the information necessary to perform the mission, the technologies necessary to perform the mission, and the transitional processes for implementing new technologies in response to changing mission needs; and includes a baseline architecture, a targeted architecture and a sequencing plan.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CIO will exercise significant independence and authority, and will be required to work collaboratively with the executive management team, external partners, CHHS staff, and various stakeholders. The CIO will merge statewide and CHHS IT policy direction and initiatives into departmental priorities and account for resources available to ensure that both are met.

The primary role of the CIO will be to establish and implement DYCR's enterprise technology strategic direction and direct the Technology Services Division in support of the enterprise strategic direction. In this capacity, the position will be responsible for making policy decisions for department related to IT; overseeing the development, implementation and maintenance of the division's existing systems; overseeing information security, risk management and business continuity, technology tracking, telecommunication, liaison with data centers and support for production, technical environment, and end user computing, and equipment procurement and installation.

The CIO will report to the Deputy Director, Administrative Services Branch. The CIO will act independently with broad decision-making authority in participating in the development and management of the Department’s business and IT strategic and policy direction. While the CIO will exercise significant independence and authority, this individual will work collaboratively with the executive management team and other CIOs in establishing DYCR's policy and strategic direction based on best practices.

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

Due to the transition and establishment of DYCR, the CIO will be responsible for developing, revising, enhancing and implementing new policies and internal controls. Many policy decisions will need to be made and implemented; this position will determine the legal, regulatory and policy changes needed to run a stand-alone IT division.