

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

09/23/2019

2. Department

Employment Training Panel

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

Technical Operations Branch

4. CEA Position Title

Technical Operations Branch Chief

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

This CEA will serve as the Employment Training Panel's (ETP) Chief Information Officer and manage issues affecting information security, operation recovery, and network security, developing and implementing policies for information security management. These duties will greatly assist ETP in its mission to provide assistance to California businesses to support customized worker training.

6. Reports to: (Class Title/Level)

Chief Deputy 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 Executive Director, the Deputy Director of Technical Operations will oversee all activities over the Technical Branch of the agency, and provide leadership over ETP's CalEForce project. The Technical Branch includes: Information and Technology; Data Analytics; Website Monitoring and Metrics; Planning and Research; Application and Assessment; and Program Projects. The CEA will also serve as ETP's Chief Information Officer (CIO) and manage issues affecting information security, operation recovery, and network security, developing and implementing policies for information security management. The CEA will direct technical support for systems software and architecture.

The CEA will direct the CalEForce project which includes development, implementation, training, and on-going administration of ETP's new management information system based on the Salesforce platform. Recommend, develop and implement related policy to support the CalEForce System. CalEForce will serve as the platform for all of ETP's core program operations, such as applications for program funding, contract development, contract monitoring, invoicing, fiscal management, participating employer certifications, on-line tracking of training hours, audits, administration, etc. -critical to the agency fulfilling its mission. The CEA will lead business reengineering efforts to leverage features of the new system. The CEA will direct the implementation of new processes to meet state, agency and department requirements for technology services. The CEA will maintain a full project management office to oversee deployment of technology throughout the department. This includes network and desk-side services required to access and utilize cloud-based solutions. The CEA will manage a full range of service providers and licensing agreement necessary to deploy and support CalEForce. The CEA will provide the on-going Executive leadership needed to ensure improved application, fiscal and accounting processes, data collection and reporting, online processes and automation for the contracting process.

The CEA will provide Executive direction for system design and change control efforts, guidance to vendors/ design teams to incorporate system design changes consistent with legislation, regulations, Panel policy for Pilot programs and new contracting models. The CEA will plan, develop and execute a comprehensive organizational change management strategy including internal and external business change partners throughout the all departmental divisions that will be directly or indirectly impacted by the many and varied changes being implemented as a result of CalEForce. The CEA will work with interdisciplinary stakeholders including contractors, business, labor and staff throughout development, implementation, and on-going administration/ maintenance phases. The CEA will develop recommendations for Panel consideration to streamline the program consistent with ETP goals and objectives. The change management activities include implementation, education, training, legislation development, and business process reengineering.

The CEA will provide Executive leadership and guidance to professional staff carrying out complex, specialized and critical functions. This includes managing integrity of operational functions necessary for database management; data analytics and modeling; planning and research and program assessments; the ETP website; ETP intranet; SharePoint; online outreach/marketing; and, eligibility determinations for funding applicants. The CEA will direct the development of legislatively mandated reports including the Strategic Plan, Annual Report, the Alternative and Renewable Fuel and Vehicle Technology Program Report to the California Energy Commission. The CEA will provide Executive guidance for legislative analysis, preparation of testimony/materials for legislative committee and budget hearings. The CEA will provide Executive guidance to the ETP Management Team statewide on technology based solutions to operational issues and program enhancements.

The CEA will be responsible for developing new and extensive policies and practices on complex and politically sensitive issues; such as the secure use of trainee's social security numbers and demographics information and meeting legislative and regulatory reporting requirements; which includes using a variety of data sources which include initiating external and internal program evaluations and working with interdisciplinary stakeholders. The CEA will provide Executive leadership and guidance on special projects as directed by the Executive Director, Panel Board and Committee -working with stakeholders including contractors, business, labor and staff.

The CEA will serve as Ombudsperson to facilitate prompt and efficient resolution of technology issues brought forward by ETP stakeholders. The CEA will be responsible for proposing alternatives to the Executive Director, Panel, and Committee ensuring all policy recommendations meet technology requirements. The CEA will oversee the identification of new technology and related program assessments, recommendations to Executive Director, Panel, Committee; and, and subsequent pilot implementation plans.

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 Technical Operations Branch is crucial to the Employment Training Panel's missions as a whole; which is to provide financial assistance to California businesses to support customized worker training that will allow the businesses to maintain a position in California's healthy economy and provide workers with secure jobs that offer opportunities for advancement. ETP is currently in process of designing and implementing a new platform, the CalEForce system, which will replace ETP's antiquated Management Information System, on-line tracking system, and on-line forms systems. This project is highest priority for ETP as all contracting functions will be facilitated through the new system. The new CEA is critically needed to serve as primary source for policy, technical and business escalation for issue and risk resolution of the CalEForce project. The CEA is needed to provide policy, guidance and support to this project. The CEA will assign authority to project managers; provide resources from prospective organizations, set project priorities and approve necessary funding, contracts and work authorizations; jointly approve final acceptance of the system and all future system revisions and maintenance. This include interfacing directly with Agency Executives on status of project. The CEA direction over CalEForce project is critical to all program operations that enable ETP to fulfill its mission of serving California businesses.

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 Chief Deputy Director provides direction over the entire ETP program. However, with the CalEForce project requiring comprehensive Executive leadership/oversight and the Panel and Committee's new policy and regulatory work to streamline and simplify the program - the Chief Deputy Director's scope of oversight over the entire program has become too broad. With the Chief Deputy Director's retirement, the program will necessarily be split into two branches with separate Executive direction over each. The division between program operations and technical functions ensures that there is sufficient Executive leadership over every critical aspect of the agency, program and technical, for maximum efficiencies and best use of agency resources. The new CEA of Technical Branch will exclusively direct the ongoing CalEForce project design, implementation, and on-going administration. This includes setting ongoing design of future phases with stakeholders and using technology to accomplish Panel and Committee goals.

The Department seeks to revise an existing CEA allocation, to provide unified and dedicated leadership to the project. The CEA will be charged with working across multiple programs to align policies and streamline operations to transform ETP's business in support of its strategic goal. The new CEA of Technical Branch will provide direction to all of ETP's technical Units and functions including the Chief Information Officer/Information Security Officer. The Chief Deputy Director will direct all of ETP's program operations.

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 responsible for making direct and indirect impact to numerous policies throughout the enterprise. The CEA will be the principle policy maker for the Cal EForce project. Which includes policy development, implementation, training, and on-going administration of ETP's new management information system based on the Salesforce platform. Cal EForce will serve as the platform for all of ETP's core program operations -critical to the agency fulfilling its mission. The CalEForce platform will include all of ETP's core program operations. Previously, the agency used multiple antiquated systems. CalEForce replaces all of these antiquated systems, incorporating applications for program funding, contract development, contract monitoring, trainee enrollment, on-line tracking of training hours, invoicing, fiscal management, participating employer eligibility/certification, project close out, audits, administration, etc. CalEForce will facilitate staff work agency wide. The new system will solely encompass the entire contracting process for staff and stakeholders (contractors/participating employers/subcontractors/consultants) access to ETP funding and services. All agency reporting requirements will be met utilizing data in the CalEForce system. All fiscal management will be accomplished through the CalEForce system.

Some examples of policy areas are:

Recommend, develop and implement all policies in regards to the CalEForce platform. The CEA will work with interdisciplinary stakeholders including contractors, business, labor and staff throughout policy development, implementation, and on-going administration/maintenance phases. The CEA will develop recommendations for Panel consideration to streamline the program consistent with ETP goals and objectives; including providing Executive direction for system design and change control efforts, guidance to vendors/design teams to incorporate system design changes consistent with Panel policy, legislation, regulations for Pilot programs and new contracting models.

The CEA will be responsible for developing new and extensive policies and practices on complex and politically sensitive issues using a variety of data sources which include initiating external and internal program evaluations and working with interdisciplinary stakeholders. The CEA will provide Executive leadership and guidance on special projects as directed by the Executive Director, Panel Board and Committee -working with stakeholders including contractors, business, labor and staff.

Examples of the types of projects the new CEA of technology will direct include working with Panel, Committee, stakeholders, and staff to develop policies regarding collection and use of trainee social security numbers by the program that allow ETP to ensure trainee project performance and compliance with ETP minimum wages/fulltime employment requirements. The use of social security numbers has long been a point of contention among stakeholders and participating employers reluctant to share this information and ultimately impeding California. Businesses from utilizing the ETP program. The CEA will develop policy and alternate solutions that enable the program to meet its legislative and regulatory requirements while safeguarding minimal use of participant identifiers. The CEA will direct the development of platforms within CalEForce, providing technological solutions that implement new policy and provide stakeholder friendly/alternative solutions.

The CEA will also work with the Panel, Committee, and Stakeholders to develop policies regarding collection and use of trainee demographic information currently used by the program to meet legislative and regulatory reporting requirements. The collection and submission of demographic data by single and multiple employers to ETP has long been a complaint by ETP stakeholders who have difficulty obtaining and manually reporting such data. The CEA will develop policy solutions regarding limited demographic data that allow ETP to meet its legislative/regulatory requirements but ease the burden of collection/reporting for stakeholders. The CEA will develop technology solutions within CalEForce to simplify and ease customer reporting of trainee demographic data.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Technical Operations Branch Deputy Director reports to the Executive Director so the scope of decision-making authority is significant. The decision-making scope and authority of the CEA plays a major role in the Department's overall efforts to serve customers. Program policy and administrative decisions made by the Deputy Director will impact the development, implementations and achievement of the Employment Training Panel's program vision, goals and objectives; impacting incumbent worker training programs provided to many Californians.

Within this scope, the CEA will have the authority to set policies aimed at the proper use of project data. The CEA will have full decision making authority and be the primary policy maker in regards to Cal EForce.

The CEA will also play a role in departmental efforts in respect to strategic planning, performance metrics, business process improvement and process re-engineering. The CEA position will have the authority for making high level policy decisions that have a broad impact beyond the program area; whereas, other civil service positions would develop operations procedures or standards to implement policy that was developed at a high level.

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

Both. The CEA will interpret and implement existing policy as well as develop and implement new policy as seen in the new Cal EForce development and implementation project currently underway. Failure to properly establish and hold fast to these policies could result in flawed business decisions, inaccuracies in services to Californians and damage the department's reputation and have an overall negative impact to the labor workforce and the State of California as a whole.