

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

2019-06-13

2. Department

Department of FI\$Cal

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

Business Operation and Solutions - Enhancements Service Center

4. CEA Position Title

Division Chief, Enhancements

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 Business Operation & Solutions Division (BOSD) Deputy Director, the CEA A, fulfills substantial leadership and policy responsibilities over the Enhancement Service Center. The CEA A will develop policies and strategic planning efforts as it relates to enhancements on the budget development and administration, statewide cash management, statewide accounting and claim audit/disbursement, and procurement that will roll-out statewide to FI\$Cal end-users.

6. Reports to: (Class Title/Level)

CEA B, Deputy Director Business Operation and Solutions

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.

The Financial Information System for California (FI\$Cal) began as a business transformation project in 2005, and was formalized with a Memorandum of Understanding (MOU) signed in 2007 by the State Controller, the State Treasurer, and the Directors of the Departments of Finance and General Services. FI\$Cal is one of the largest and most dynamic information technology (IT) undertakings in the nation based on the number of users, its volume and breadth of transactions, and amount of capital that will flow through it once it is complete. FI\$Cal enables the state of California to combine accounting, budgeting, cash management, and procurement operations into a single financial management system. This eliminates the need for hundreds of independent legacy systems and state-entity-specific applications that support the state's internal financial management operations. FI\$Cal provides more standardization, transparency, discipline, effectiveness, and efficiency for the state's business processes. FI\$Cal employs a robust change management program with extensive training and outreach activities to ensure the system's successful implementation.

The CEA A oversees the development, execution, and control of all activities related to enhancements. This position will be responsible for approving requests submitted by departmental users and partner agencies regarding system enhancements and the implementation of new functionality of the FI\$Cal system. The CEA A will communicate and coordinate with FI\$Cal Deputy Directors to negotiate appropriate staffing levels for support of production enhancements. The CEA A will address concerns and risks regarding the effectiveness and business needs for enhancement requests; oversee process improvements in implementation methods used for delivery of production enhancements; and provides guidance and oversight of the analysis, maintenance, and monitoring process of the end to end enhancement requests.

The CEA A will also direct the work of project support staff responsible for analyzing, designing, building, testing, and implementation of new FI\$Cal functionality and on-boarding of future FI\$Cal departments. This position will review concerns and risks regarding the effectiveness and business need for new functionality; provide mitigation strategies to maintain and improve system functionality; oversee delivery process improvements; provide guidance to staff performing analysis, maintenance, and monitoring process for the creation of complete and accurate production enhancement requests; and review plans for the implementation of knowledge transfer activities and lessons learned meetings regarding support efforts associated with the implementation of the new functions.

The CEA A will coordinate with the Deputy Director, BOSD to develop Division wide plans and identify schedule and cost performance variances; develop strategies to improve departments experience in using the PeopleSoft; and acts as a policy advisor to the Deputy Director, BOSD. The CEA A will also develop and implement policies and procedures specific to the ESC operations with departmental and statewide impact.

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: FI\$Cal was established to transform the budgeting, accounting, and procurement functions of all state departments. The ESC directly supports FI\$Cal by providing our end users a dedicated program that will assist departments in documenting business processes to develop new system functionalities. The ESC reviews and approves system enhancement requests and ensures that they are thoroughly documented, designed, tested and implemented statewide. Additionally, as future departments on-board to the FI\$Cal system, the ESC tests new system functionality to ensure business needs are met in the areas of budgeting, general ledger, accounts payable/receivable, asset management, grant management, procurement, disbursements and audits, cost accounting, project accounting, and cash management. As a statewide ERP system, FI\$Cal is responsible for providing maintenance and operations support to its' end-users. The ESC directly supports FI\$Cal by providing system enhancements to meet our end-users needs.

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 request for this CEA is part of a larger proposed reorganization of FI\$Cal. As FI\$Cal transitions to a maintenance and operations phase, resources are needed to create a centralized and dedicated program where departmental users and control agencies can submit system enhancement requests, implementation of new functionality, and testing of new system functions. The ESC separates the workflow from the ticket based workload of the Level 2 teams in supporting functional questions, Level 1 teams in supporting triage of incoming requests from users, and the Month End Close/Year End Close assistance. This position will be responsible for policy development, leadership, oversight, strategic planning, and guidance of the Enhancement Service Center to maintain and improve enhancement delivery and functionality/departmental implementation efforts for FI\$Cal users.

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 A will develop policies and strategic planning efforts as it relates to enhancements on the budget development and administration, statewide cash management, statewide accounting and claim audit/disbursement, and procurement that will roll-out statewide to FI\$Cal end-users.

The CEA A leads a team of staff responsible for the development, design, build, test, and implementation of enhancements and on-boarding of future FI\$Cal Departments. The CEA A will implement methodologies to measure metrics related to the delivery of requested enhancements to the FI\$Cal application. This position will also make decisions on the prioritization of enhancements across all FI\$Cal modules and will collaborate with communications office on the statewide impact of the enhancements as well as the impact to system users and business processes.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA A is a member of FI\$Cal's senior management team responsible for providing program and policy direction, carrying out FI\$Cal's mission and vision, and formulating and implementing department-wide policies related to the implementation and development of FI\$Cal system enhancements. The work performed in the ESC will be of interest to the Governor, the Legislature, control agencies, departmental directors, and top management in all agencies with whom the ESC interacts with in the support of the FI\$Cal system.

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

The CEA A is responsible for developing and implementing new policy, as well as interpreting and implementing existing policy. As business processes change within the FI\$Cal system and/or state, the CEA A will implement new policies (as appropriate), as well as modify existing policies to better align system enhancements and functionality. The CEA A will also provide feedback on interpreting, developing, and implementing policies from the Deputy Director, BOSD and the FI\$Cal executive management. In addition, the CEA A will also have full autonomy to create and implement policies and procedures within the ESC that may have statewide impacts.