

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

2019-06-07

2. Department

Government Operations Agency

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

Office of Digital Innovation

4. CEA Position Title

Deputy Director of Training (ODI) CEA B

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

The mission of the Office of Digital Innovation is to change the way the state approaches business and technology investments to ensure all state government services are efficiently delivered and easily accessed. This position will participate in the development and implementation of statewide and departmental policy, create a statewide training program about digital services for executives and management, and ensure that each position within ODI will receive the necessary training to be able to perform their job at a high level.

6. Reports to: (Class Title/Level)

Head of Talent 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): Although this CEA B reports to the CEA C above it, both will be part of the executive team due to the statewide responsibilities of this position.

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 Deputy Director of Training will be responsible for the creation of an Innovation Academy. Sustainable innovation requires a culture of continuous improvement and a thoughtful approach to human change management. ODI will address these needs through training on areas such as continuous process improvement, user-centered design, change management, service design, product management and more. Currently, the state does not provide such interdisciplinary training to its executives. ODI will focus on bringing these important concepts together and teach state leaders how to successfully manage change, assess the needs of their customers, and make data-informed changes to their business processes and program delivery design. This means embracing and allowing disruptions to their own processes - which can typically involve stress and risk - and requires time and persistence to successfully adopt.

The Innovation Academy will be a statewide resource for the ongoing training required to manage risks and stresses involved in the adoption of a culture of continuous improvement. Once established, and in coordination with existing training academies at CalHR and California Department of Technology, the training will be mandatory for state supervisors, managers, and executives.

The Deputy Director of Training will lead policy formulation and implementation of both the statewide and a department training program. The position will direct the development and implementation of various department wide policies and programs including but not limited to the following components: performance improvement, quality assurance, incident management, risk management, clinical outcomes, and regulatory compliance. This includes the development of goals, objectives, strategies, policies, procedures and monitoring tools to ensure the department has effective quality training programs, maintains statewide compliance with the laws, regulations, accreditation standards, and state policies.

In addition, the Deputy Director of Training serves as the advisor to the executive staff on all issues and trends related to quality training components and enhancing and improving these functions.

The Deputy Director of Training will be responsible for identifying training needs and deficiencies, and significant resource issues and challenges. The position will recommend policy and program initiatives to enhance, streamline, and improve the department's efforts related to ensuring effective quality training programs.

The Deputy Director of Training is one of the principal policymakers for the department's efforts to establish a statewide Innovation Academy, including the programs and procedures supporting the statewide and department level training programs and is responsible for developing, implementing, monitoring processes and applicable policies, and ensuring that goals and objectives are met.

In addition, the Deputy Director of Training will oversee the development and implementation of internal policies relating to:

- Compliance with regulations, legislative orders, Agency directives, and local and federal laws.
- Developing statewide training standards to provide enhanced digital services throughout the state.

This position will be a key policy maker within the department, and will have statewide policy responsibility for training related to digital services across departments. This position will help set policy for the strategic direction for digital services in state government and will work with departments to set their own digital services policies.

**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: This program is one of the core functions of ODI - to create a statewide training program, an Innovation Academy, that will challenge departments to rethink how they provide services to Californians. A quality training program is of strategic importance to the Director as the functions performed will be imperative to the continual improvement and future sustainability of the Department.

**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.

ODI was established in the 2019-20 Budget Act. ODI will enhance the usability and reliability of the state's most important services by using business process improvement and leveraging digital innovation, as appropriate, to transform government services. ODI will take a user-centric approach in reviewing government services and research user needs, how they engage with state programs, and then in response, design or redesign how services are delivered. These reviews would be done by an ODI team that would work with a department to review its service delivery model. The training position was approved in a FY19/20 BCP as part of the establishment of this new program.

### **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.

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**C. ROLE IN POLICY INFLUENCE (continued)**

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

The Deputy Director of Training will develop and implement policy for the department. They will advise the Director, Executive Staff, Division Deputies and other managers on trends and issues related to statewide and department wide training. The Deputy Director of Training will recommend programmatic and policy changes based on the implications resulting from the assessment of these trends and issues.

The Deputy Director of Training will have a high degree of independence and will work independently with all levels of management in other state department, and within ODI, keeping the Director, Chief Deputy Director, and Deputy Director of Talent apprised of sensitive issues.

The Deputy Director of Training will work with CalHR and the Department of Technology to leverage current training opportunities and develop a team, including loaned staffing needs, resourcing, work planning, and resource allocation. This position will work closely with other multi-disciplinary teams, provide consistent, actionable feedback, and participate in budget development by providing detailed justification and persuasive arguments for proposals or initiatives.

Along with the Head of Engineering, Head of Product and Head of Strategy/Ops, Head of Design and User Experience, the Deputy Director of Training will form strong relationships with partners in departments and align perspectives on best practices related to digital services. The position will train executives, supervisors and managers to change their culture towards user-focused, service delivery, to frame problems, support research efforts, help to break down problems into manageable pieces, and other service delivery best-practices.

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

This position will be a key policy maker within the department, and will have statewide policy responsibility for training related to digital services across departments. This position will help set policy for the strategic direction for digital services in state government and will work with departments to set their own digital services policies.