

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

1/5/2024

2. Department

California Office of Data and Innovation

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

Operations Division

4. CEA Position Title

Deputy Director of Operations

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

The mission of the California Office of Data and Innovation (ODI) is to drive innovation across California state government, using data, technology, and human centered design to achieve exceptional, equitable outcomes for all Californians. We collaborate with leaders and communities throughout California and the world. We partner to build empathy for the people we serve and create a government that is easy to interact with and solves big problems.

6. Reports to: (Class Title/Level)

Chief Deputy Director, Exempt

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 Deputy Director, Operations serves as the principle policy maker and top advisor to the Directorate on policy issues and activities related to the Operations Division, and all related projects and impacts throughout ODI.

Lead the administrative functions including, but not limited to, fiscal management, facilities, business continuity, talent\human resources, purchasing, and contracts in addition to overseeing all executive support staff for the department.

Develop and implement operational policies, procedures, initiatives, and best practices that support ODI's mission, vision, and strategic goals.

Ensure final policy decisions are implemented across the Operations Division and ODI and, as needed, updated for changes in laws, regulations, and/or Administration and control agency directives.

Advise the ODI Directorate in the formulation of state service delivery policies and procedures.

Direct and establish policies for human resources including personnel management, labor relations, equal opportunity, and staff training .

Execute strategic workforce planning, forecasting mission critical talent needs, analyzing current workforce and talent supply, and developing, implementing and evaluating strategies to close gaps.

Direct and establish policies for the Information Technology (IT) Unit. Oversee IT operations and interacts with state IT control agencies regarding planning, evaluation and performance capabilities of ODI's IT services.

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 mission of the California Office of Data and Innovation (ODI) is to drive innovation across California state government, using data, technology, and human centered design to achieve exceptional, equitable outcomes for all Californians. The operations program is mission critical for ODI to deliver on its it's mission and strategic directives. This CEA will be developing and implementing operational policies, procedures, initiatives, and best practices that support ODI's mission, vision, and strategic goals. The CEA will develop short and long-term plans to improve operational efficiency; recommend innovative and scalable processes to improve the quality and delivery of services to ODI's internal and external customers; and will partner with executive leadership to develop strategic initiatives that promote the tenets of stewardship, innovation, design-thinking, and organizational excellence. The CEA will oversee administrative functions including, but not limited to, human resources/talent, Information Technology, facilities, procurement, and contracts in addition to overseeing all executive support staff for 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.

On July 1, 2019, Government Code 12815 established the California Office of Digital Innovation (ODI), which later added more program areas and changed its name to the California Office of Data and Innovation. ODI delivers better government services to the people of California through technology and design. Subsequently on July 1, 2023 ODI became a standalone department.

The current position for the Deputy Director of Operations is an Exempt and it is currently vacant. ODI is proposing to use an existing CEA as the Deputy Director of Operations and re-purpose the exempt role for other ODI program needs. Using a CEA will support continuity of the role during administration changes. In addition, using a CEA for this role would be in line with other state departments and support a larger candidate pool.

ODI has identified a critical need for coordinated operational services in order to support the program area functions. Therefore, the proposed change will place the administrative functions of Information Technology (IT), human resources/talent, contracts, procurement, facilities and budgets under the CEA. The CEA will also oversee the staff assigned to supporting the directorate with logistics, process improvement, and project management.

Aligning these workloads under a CEA to oversee the streamlining of processes to deliver more efficient services to the program areas, develop cohesive policies for each discipline within the Operations Division and provide more direct management and guidance to supervisors and managers who previously reported to the previous Exempt role. To support its mission as described above, it is imperative that ODI continuously seek areas of opportunity and innovation for digital services. As this demand continues to increase, the Operations Division will support ODI's mission by developing standards, policies, and procedures to pursue, implement, and support digital enhancements on a statewide basis.

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.

In support of this mission, the CEA serves as the principle policy maker and top advisor to the Director and Chief Deputy Director on policy issues and activities related to the Operations Division and all related projects and impacts throughout ODI. In this capacity, the CEA has a major role in the formulation and development of internal policies that impact the way ODI's program areas are able to perform work, and statewide policies.

As a member of ODI's executive team, the CEA is also responsible for all operational needs and oversight to support business continuity within the Operations Division. The CEA's role in setting policy will include evaluating, advising, and providing assistance to the Director and Chief Deputy Director on:

Training: The CEA will work in partnership with the program areas to oversee the Training program required of ODI per Government Code 12815. The CEA will oversee 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. This division also implements and evaluates the professional development program for ODI employees, which is intended to invest in the professional development of employees resulting in knowledge transfer throughout the department, employee engagement, increased retention and the preparation of employees for career advancement.

Human Resources/Talent: Through a subordinate supervisor, the CEA will oversee the following areas: - **Workforce Planning:** Develops, implements and evaluates the ODI Workforce Plan. Such plans are a systematic, proactive process, which aligns strategic planning and human capital to meet organization goals and objectives. This includes forecasting mission critical talent needs, analyzing current workforce and talent supply, and developing, implementing and evaluating strategies to close gaps. Such workforce planning depends upon, complements and logically follows strategic planning; it identifies staffing and competency needs as well as strategies required to achieve our strategic goals. **Succession Planning:** Develops, implements and evaluates the ODI Succession Plans. Such plans involve identifying and prioritizing key leadership positions, identifying competency gaps, and developing strategies for addressing future needs.

Contracting and Procurement: Through a subordinate supervisor, the CEA will oversee the complex contracting and procurement program for ODI, including administration of the Data Innovation Fund. The CEA will oversee the development, implementation, and continuous improvement of policies and procedures for contracts and procurements to ensure compliance with all applicable laws, rules, and regulations.

Information Technology (IT): Through a subordinate supervisor, the CEA will oversee the establishment, implementation, and evaluation of IT and Information Security policies to ensure compliance with applicable federal and state laws and regulations. Develop standards, policies, and procedures to pursue and implement enhancements to current operational processes.

Administrative Policies: The CEA will ensure final policy decisions are implemented across the Operations Division and ODI and, as needed, updated for changes in laws, regulations, and/or Administration and control agency directives, and provide managers and staff guidance and direction on policy interpretation. The CEA will represent the Division in discussions of ODI's Strategic plan, and provide strategy for the division moving forward. The CEA will be responsible for developing, implementing, and monitoring performance of the Operations Division to contribute to the success of mandated functions.

The policies under the CEA's purview have direct impacts to the program areas of ODI, and therefore impact services directly interfaced by Californians.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA serves as the principle policy maker and top advisor to the Director and Chief Deputy Director on policy issues and activities related to the Operations Division, including services administered by the Division that impact other ODI stakeholders. This position is responsible for implementing policy, program management and development for the Operations Division. The primary functions of the position are to formulate and evaluate policies and procedures related to the operational functions supporting ODI. The CEA has decision-making authority over policy and resource allocation under its programmatic areas.

The CEA's decision-making authority includes creating, reviewing, revising, and maintaining policies for the information technology, information security, contracts and procurements, training, budgets, human resources/talent and executive support staff. The CEA oversees the Operations Division's implementation of new policies and new laws. The CEA also has authority over the strategic planning and implementation of new emerging technologies, organizational changes to improve efficiencies, technology processes and changes/updates to ODI's mission-critical systems accessed by state employees, the public, and other stakeholders.

The CEA exercises judgment in all decisions affecting the Operations Division. The CEA has decision-making authority for the Operations Division's expenditures including new equipment, software, and contract services. The CEA has the responsibility to help ensure that the principles and practices of the Operations Division are carried out and implemented in accordance with ODI's mission, policies and procedures, as well as federal and state laws. This position will ensure that ODI and agency partners are trained and well versed in the policies and processes that are necessary to maintain compliance with statutory and policy requirements.

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

This position will be developing and implementing new policies, as well as interpreting and implementing existing policies. New policies will be developed as required to meet the unique operational needs of ODI. Existing policies will be reviewed and updated as required, commensurate with program changes of ODI and external changes impacting State Government activities.

The CEA will ensure implementation of State policies regarding workforce and succession planning requirements as well as ensure such talent initiatives are in compliance with all laws and regulations relative to recruitment, selection, management development and mentoring, training, and knowledge transfer policies, systems, and procedures. The CEA will oversee the development, implementation, and continuous improvement of information technology, contract and procurement, budgets, and training policies in accordance with all applicable laws, rules, and regulations.