

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

3/15/2024

2. Department

Governor's Office Of Planning and Research (OPR)

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

Information Technology

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)

Under the general direction of OPR Undersecretary, the OPR Chief Information Officer (CIO) has overall responsibility for the information technology (IT) activities that support OPR's critical lines of business. These activities include IT Project and Portfolio Management; Network and Client Services; Web and Application Development; IT Procurement and Contracting; and IT Infrastructure, Security & Privacy Services, and IT operations budget.

6. Reports to: (Class Title/Level)

Undersecretary

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): Member of the executive management team, working directly with governor's office, governor's exempt appointees and other OPR executives.

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 CIO is the highest-level IT authority within OPR and has broad authorization for formulating and implementing IT policies and practices which have significant impact on OPR Programs. The CIO is responsible for the development of departmental IT strategic direction, technology operations, and technology recovery plans and programs that support and align with the business goals and objectives of the OPR.

This position oversees all office technology planning, development, and implementation including Enterprise Architecture, website and systems development, IT governance and project management, and operational plans; provides oversight and leadership to office-wide technology projects and initiatives; provides continuing information technology support services office-wide; and oversees departmental technology operations and staff in support of OPR's mission critical programs and systems. Implements and monitor Information Technology Unit (ITU) action plans and performance measures in support of OPR's Strategic Plan by ensuring alignment with business strategies, implementation of effective risk management and mitigation, and optimization of technology investments with measurable program results.

This position formulates policy, recommends innovation, and makes decisions for increased efficiency and effectiveness related to departmental enterprise and integrated statewide technology initiatives and solutions. Advises the Director and Undersecretary, on highly sensitive, political, and complex technology issues and potential problems. Provides technology direction and consultation to OPR's executive management team, Information Security and Privacy Officer, IT management team, contractors, and program staff on all facets of IT policy, planning, management, and operations.

This position promotes alignment and ensures OPR conformity with State level cybersecurity, enterprise architecture, and technology portfolio and initiatives. Collaborates and builds effective partnerships with statewide technology leaders and control agencies and offices including the California Government Operations Agency, Office of Digital Innovation, California Department of Technology, Department of Finance, Department of General Services, California Office of Emergency Services and the Governor's Office Information Technology Unit.

This position performs the full range of supervisory duties by planning, organizing, directing, and reviewing the work of the ITU staff. Evaluates the performance of IT managers and staff and takes and/or recommends appropriate action when necessary.

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: Infrastructure and Operations: The IT program manages and maintains the department's technology infrastructure, including hardware, software, networks, and servers. This infrastructure is essential for the smooth functioning of various departmental operations, such as communication, data storage, and information sharing.

Data Management and Analysis: The IT program plays a crucial role in managing and analyzing data within the department. This includes collecting, storing, securing, and processing data to generate insights and support decision-making processes. Accurate and timely data management is vital for the department to achieve its goals and objectives effectively.

Communication and Collaboration: The IT program facilitates communication and collaboration within the department by providing tools and platforms for email, messaging, video conferencing, and document sharing. These technologies enable efficient communication and collaboration among team members, enhancing productivity and teamwork.

Security and Risk Management: The IT program ensures the security of the department's digital assets, including sensitive data, intellectual property, and systems by implementing security measures, such as firewalls, encryption, access controls, and regular system updates, to protect against cyber threats and minimize risks. Maintaining a secure IT environment is crucial to safeguarding the department's operations and reputation.

Innovation and Digital Transformation: The IT program plays a key role in driving innovation and digital transformation within the department. It identifies and implements new technologies, tools, and processes that can enhance efficiency, streamline operations, and improve service delivery. Embracing digital transformation is essential for the department to stay competitive and adapt to evolving industry trends.

Efficiency and Productivity: The IT program streamlines departmental processes and workflows by implementing technology solutions that automate repetitive tasks, reduce manual effort, and improve overall efficiency. This enables employees to focus on more strategic and value-added activities, ultimately increasing productivity.

Cost Reduction: By leveraging technology effectively, the IT program captures cost-saving opportunities within the department. This can include implementing cloud-based solutions to reduce infrastructure costs, optimizing software licenses, or automating processes to minimize labor expenses. By reducing costs, the department can allocate resources to other critical areas.

Decision-Making Support: The IT program provides data analysis and reporting capabilities that enable informed decision-making within the department by collecting and analyzing relevant data, and generating reports that help management make strategic decisions, identify trends, and evaluate performance against key metrics.

Customer Experience Enhancement: The IT program contributes to improving the customer experience by implementing customer relationship management (CRM) systems, customer self-service portals, or personalized communication channels. These technologies enable better customer engagement, faster response times, and more personalized interactions, leading to increased customer satisfaction and loyalty.

In summary, the IT program's mission or purpose is critical to the department's mission as a whole, as it supports infrastructure and operations, data management and analysis, communication and collaboration, security and risk management, and innovation and digital transformation.

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.

This position is currently held by an incumbent as an exempt appointee. The primary change that makes this request necessary is the transition from that exempt role to a civil service classification, consistent with OPR's conversion to civil service. Additionally, other recent developments include establishing OPR's IT organization, policies, procedure, and infrastructure, which has prompted the need for a comprehensive reevaluation and restructuring of the IT team. Two significant changes stand out as catalysts for this request: the imperative to elevate the role of IT resources within OPR and the transformation of day-to-day business operations post-civil service conversion. These changes have prompted OPR to address new challenges and seize opportunities that require focused attention, strategic direction, and enhanced operational efficiency. OPR recognizes the value of the IT team as a strategic and operational partner. The transition of IT to a more strategic role within OPR necessitates a clear distinction between strategic leadership and day-to-day operational management. The establishment of an IT unit requires a dedicated focus on IT operation and IT policy-making. In response to these changes, this position must focus on operational policies, compliance, and processes, necessitating the transition from an exempt classification to the CEA position.

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 position will be the principal policy maker over the IT operational policies, IT compliance, and IT processes related to information technology.

Public facing services: As a member of the executive management team, the CIO works directly with executives to provide policy direction and lead strategic planning efforts to prioritize information technology initiatives and develop technology solutions that support OPR's goals and objectives while maintaining the safety and security of OPR's information technology assets. The CIO is responsible for the development, establishment, and administration of all technology related policies for OPR. Since some of OPR's legacy systems are over 10 years old, the CIO plays the crucial policy role of evaluating, prioritizing, and deciding how to successfully continue OPR's modernization efforts without over-extending IT and programmatic resources or introducing unacceptable levels of risk to the organization. Specifically, the CIO must balance the benefits of modernization efforts against the risks related to increased complexity, the inability to support selected technologies, and the introduction of too much organizational change.

Information Security: The CIO acts as the principle policy maker and is directly responsible for managing OPR's Information Security Program. The CIO works with the Chief Information Security Officer to formulate information security policies and principles that will ensure the integrity, confidentiality, reliability, and appropriate use of OPR's information assets. Oversight responsibility includes security planning and coordination of OPR's information security program activities; effectively managing information technology risk, and developing mitigating measures to address risks; and preventing illegal activity, fraud, waste, and abuse in the use of information assets. The CIO advises other executives of audit findings and addresses outstanding audit findings by implementing measures that align with the Department of Technology standards; implements disaster and technology recovery, incident, and problem management solutions; and oversees all internal audits and assessment programs. Ineffective oversight of the information security program represents a significant operational and reputation risk to any government entity.

Internal Automation (e-Records): OPR is predominantly a paper-based operation. OPR will require modernization efforts to shift records to an electronic format and as implementation of telework expands, OPR must begin work to convert its paper file inventory to electronic files to achieve the efficiencies and level of service envisioned by its operation modernization efforts. This including HR IT systems , accounting IT systems, procurement IT systems, and other grant application systems. This effort is another example where policy decisions about what, how, and how fast to address an issue can have significant implications for OPR as a whole. There are critical questions about scope, technology, capacity, and integration with existing systems to be answered. The CIO is uniquely positioned to make the policy recommendations and decisions related to these efforts as no other executive staff member has the technical expertise nor the depth and breadth of organizational perspective to identify and evaluate the numerous inter-related considerations involved.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CIO has full decision-making authority related to information technology policy and operations when there are no significant costs, risks, or programmatic policy trade-offs that require cross-divisional coordination. The CIO participates in long-term strategic planning associated with information technology and develops, leads, and prioritizes multiple IT governance surrounding web design, IT security, and IT infrastructure. As a member of the OPR executive team, the CIO acts as an advisor to the Undersecretary on IT policy issues affecting departmental programs and supports OPR's capacity to manage mandates and program operations in support of OPR's mission, goals, and objectives. In this role, the CIO is required to have a significant understanding of OPR's programs, operation, and public policy objectives so recommendations made are not solely from an IT perspective but rather more holistically from a program perspective with the benefit of how technology can be used to deliver the best service possible. The CIO represents OPR with California Technology Agency, Department of Finance, Department of General Services, and the Governor's Office. As such, the CIO has significant influence on the reputation of OPR with these entities and is a critical piece of the executive team responsible for moving OPR's IT needs forward over time.

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

The CIO works directly with Executive Leadership in interpreting policies and developing IT policies that allow OPR to provide the highest level of service to the people of the state.

Regular Policy Review: The CEA will periodically review existing IT policies to ensure they align with current regulations, and best practices. This review process involves identifying areas for improvement, updating policies as needed, and ensuring they remain effective and compliant.

Addressing New Business Initiatives: The CEA will develop new policies to support emerging business plan initiatives.

Adapting to Regulatory Changes: As new laws, rules, and regulations come into effect, the CEA will either create policies to ensure OPR's IT compliance or review the current IT policies and update as necessary based on the new requirements or any changes in security considerations and technologies that evolve overtime. The CIO will also develop and implement new policies associated with new technologies acquired over time. All policies will be required to be compliant with State IT policies and procedures as described in the State Administrative Manual (SAM), the Statewide Information Management Manual (SIMM), and IT Policy Letters. The CIO will direct the development of IT project planning documents, including project charters and project governance process for IT project and related efforts.