CEA ACTION PROPOSAL

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

August 13, 2026

2. Department

Industrial Relations

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

Office of the Director / Office of the Information Services

4. CEA Position Title

Enterprise Project and Portfolio Officer (EPPO)

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 Chief Information Officer (CIO), this role will:

The Enterprise Project and Portfolio Officer (EPPO) will oversee and manage the extensive risks associated with DIR's enterprise project portfolio, particularly as the Department continues to evolve its business and technology operations and assumes greater responsibility for managing its own technology infrastructure. The EPPO will also support strategic planning efforts focused on modernizing and optimizing business operations through effective technology enablement.

A primary responsibility of the EPPO will be to ensure that current project initiatives are effectively managed with respect to scope, schedule, budget, and overall delivery objectives. In addition, the EPPO will facilitate collaboration between business and technology stakeholders to support coordinated planning for future operational and organizational needs.

This role is critical to minimizing operational risks and ensuring continuity, efficiency, and long-term sustainability of DIR business operations that support employees, employers, and other stakeholders throughout California who rely on DIR services, reporting functions, and regulatory interactions.

6. Reports to: (*Class Title/Level*)

CEA B

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*): The second-level support responsible for enterprise governance over IT project life-cycle processes, including Project Approval Life-cycle (PAL), BCPs, and legislative analysis.

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 creation of this executive-level position is necessary due to the Department's growing portfolio of complex, high-risk, and compliance-driven technology initiatives that require centralized governance and strategic oversight. Historically, project governance and investment decisions have been distributed across divisions, resulting in inconsistent project management practices, limited enterprise visibility into project risks, competing investment priorities, and increased challenges with external stakeholders. Establishing the EPPO position as a CEA A executive role centralizes governance authority, improves enterprise accountability, strengthens compliance with control agency requirements, and reduces dependency on external contractors currently performing similar functions. Although the position does not directly supervise staff, it exercises significant enterprise influence over project managers, program leadership, business stakeholders, external vendors, and departmental investment strategies, consistent with the executive-level responsibilities and policy authority associated with the CEA A classification.

The Enterprise Project and Portfolio Officer (EPPO), classified as a CEA A, serves as the Department's executive authority for enterprise IT project governance and portfolio management under the administrative direction of the Chief Information Officer (CIO). This position is responsible for establishing and enforcing standardized project management methodologies, governance frameworks, policies, and oversight processes to ensure successful delivery of the Department's technology investments. The EPPO provides executive leadership over the full IT project lifecycle, including Project Approval Lifecycle (PAL) activities, Budget Change Proposals (BCPs), legislative analysis, portfolio planning, and enterprise investment prioritization. In today's organizational structure, no one person is responsible for doing this and significant risks have presented for the projects being worked on right now as well as challenged and strained relationships are occurring with external control agencies. Absent approval of this leadership role, DIR will continue to struggle with ensuring the entire statewide project structure works as intended to allow for a successful project within scope, schedule, and budget. For example, the position will oversee governance for multiple high-risk modernization initiatives simultaneously, ensuring projects remain aligned with strategic business objectives, approved funding, and statewide requirements.

The position provides centralized oversight and accountability for the Department's enterprise IT project portfolio by ensuring compliance with statewide policies, including the Statewide Information Management Manual (SIMM), State Administrative Manual (SAM), and other control agency requirements. The EPPO works closely with executive leadership, program areas, project managers, contract managers, and vendor teams to ensure projects progress on schedule, within scope, and within budget. When projects experience risks, delays, or missed milestones, the EPPO is expected to take decisive corrective action, escalate issues appropriately, and implement mitigation strategies. For example, as necessary this leadership position will intervene in a delayed vendor-led implementation by coordinating executive governance reviews, realigning project deliverables, and establishing recovery plans to restore project performance.

Like most businesses, DIR continues to look to the future as to ensuring efficient business operations supported by cutting edge technology solutions. The EPPO serves as the Department's primary executive advisor to the CIO on enterprise IT investment strategy, portfolio prioritization, risk management, and funding decisions. This role directly supports engagement with internal partners to ensure proposed improvement solutions and business objectives are clear and focused and that business is ready and understands the support role they will be expected to perform in support of the project. Similarly, this role will support engagement with external control agencies, including the California Department of Technology (CDT), Department of Finance (DOF), and Labor and Workforce Development Agency (LWDA), ensuring that technology investments meet statewide oversight expectations and legislative objectives. The position exercises delegated authority to evaluate competing investment priorities, recommend funding allocations, and optimize enterprise portfolio performance using data-driven governance practices. For example, the EPPO, while working closely with business partners, may analyze multiple proposed initiatives to determine which projects provide the highest operational value, regulatory compliance benefit, and long-term return on investment for the Department.

In addition, the EPPO is responsible to assist in developing DIR's Enterprise Architecture with the DIR's Enterprise Architect and is a key partner to ensure projects are following architectural standards across all Department IT projects through the implementation of enterprise tools, templates, reporting standards, and governance methodologies. The position establishes enterprise-wide project performance metrics, risk reporting frameworks, and governance review processes to improve transparency, accountability, and executive decision-making. The EPPO also identifies enterprise risks associated with emerging technologies and evolving business operations, including business and technology governance considerations, For example, this individual will play a key role in evaluating Artificial Intelligence (AI) strategies and digital transformation initiatives as they could assist DIR operations. This position will develop governance policies for AI-enabled solutions and digital transformation initiatives to ensure compliance, operational accountability.

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 Enterprise Project and Portfolio Officer (EPPO) function is directly and critically linked to the Department of Industrial Relations' (DIR) primary mission to improve working conditions, advance employment opportunities, and protect the interests of California's workforce and employers. The Department's ability to fulfill its statutory obligations across workers' compensation, workplace safety, labor standards enforcement, wage and hour compliance, and related regulatory programs depends fundamentally on the successful delivery, governance, and sustained performance of enterprise technology investments.

The EPPO position provides the centralized executive oversight necessary to ensure that all major technology initiatives supporting DIR's public-facing programs and regulatory operations are delivered within approved scope, schedule, and budget, and in full compliance with statewide control agency requirements. Without effective IT project governance and portfolio management at the executive level, mission-critical systems supporting workers' compensation adjudication, occupational safety enforcement, labor law compliance, and workforce development programs face significant risk of failure, schedule overrun, or regulatory noncompliance. The impact of inadequate governance extends directly to the millions of California workers and employers who rely on DIR programs for benefits, protections, and regulatory oversight.

The EPPO position is not merely an administrative support function — it is a direct and critical enabler of the Department's mission-critical technology projects, enterprise accountability, and long-term operational sustainability. As the executive authority overseeing the project and portfolio governance framework, the EPPO ensures the Department's technology investments remain aligned with strategic business objectives, legislative mandates, and the expectations of statewide control agencies.

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 Department of Industrial Relations (DIR) faces an increasingly complex and high-risk technology portfolio that has outgrown its current decentralized governance structure. The volume, complexity, and risk profile associated with DIR's major IT modernization initiatives have grown substantially, while the absence of a centralized executive authority for IT project governance has resulted in inconsistent project management practices, limited enterprise visibility into emerging risks, competing investment priorities, and challenged relationships with control agencies including the California Department of Technology (CDT), Department of Finance (DOF), and Labor and Workforce Development Agency (LWDA).

Historically, project governance and investment oversight responsibilities have been distributed across individual divisions and program areas without a single executive accountable for enterprise-wide portfolio performance, policy compliance, or strategic alignment. This structural gap has led to project delays, budget pressures, compliance challenges, and increased dependency on external contractors to perform governance functions that should be led by a senior departmental executive with recognized policy authority.

Several converging factors make the establishment of this CEA position both necessary and urgent. First, DIR's enterprise IT project portfolio now includes multiple high-risk, multi-year modernization initiatives with significant fiscal, operational, and public-facing implications that require continuous executive governance, proactive risk management, and authoritative decision-making that cannot be effectively delegated to lower-level civil service classifications without a corresponding reduction in accountability and strategic impact. Second, the emergence of Generative Artificial Intelligence (GenAI) and digital transformation technologies presents new governance imperatives requiring enterprise policy leadership at the executive level to ensure responsible adoption, compliance with statewide mandates, and protection of sensitive public data. Third, statewide control agencies have increasing expectations for demonstrated executive governance accountability on major technology investments, including robust Project Approval Lifecycle (PAL) compliance, structured Budget Change Proposal (BCP) oversight, and regular executive reporting on project performance. Fourth, the Department's current reliance on external contractors to perform governance-related functions creates fiscal risk, institutional knowledge gaps, and accountability limitations that are not sustainable over the long term.

The establishment of the EPPO CEA A position directly addresses these conditions by creating a dedicated executive authority for IT project governance, portfolio management, and strategic investment oversight — eliminating the structural governance gap, reducing enterprise risk exposure, and positioning the Department to meet its evolving technology governance and compliance obligations.

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 creation of this executive-level position is necessary due to the Department's growing portfolio of complex, high-risk, and compliance-driven technology initiatives that require centralized governance and strategic oversight. Substantial risks are occurring due to limited or decentralized project management processes including potential project failure, delayed schedules, and cost overruns. This is an unsustainable risk that needs to be managed. Establishing the EPPO position as a CEA A executive role centralizes governance authority, improves enterprise accountability, strengthens compliance with control agency requirements, and reduces dependency on external contractors currently performing similar functions. The position will exercise significant enterprise influence over project managers, program leadership, business stakeholders, external vendors, and departmental investment strategies, consistent with the executive-level responsibilities and policy authority associated with the CEA A classification.

1. Enterprise Artificial Intelligence (AI) and Emerging Technology Governance Policy: The EPPO will establish enterprise governance policies related to the evaluation, implementation, and oversight of Artificial Intelligence (AI) and emerging technologies within the Department's IT project portfolio. These policies will understand statewide policies and as necessary enhance these standards for DIR workloads to ensure we are using AI ethically, and with proper data governance, operational accountability, compliance oversight, security controls, and business process integration associated with AI-enabled systems and automation initiatives. For example, the EPPO will establish governance policies requiring executive review and risk assessments before deploying AI-enabled tools used to support case management, document processing, or regulatory operations. These policies will directly impact how the Department adopts innovative technologies while ensuring compliance with statewide governance expectations and protection of sensitive public data. The statewide impact includes enabling responsible modernization of government operations, improving efficiency in public services, and establishing governance safeguards that support transparency, accountability, and public confidence in the use of AI technologies across state programs.

2. Technology Risk Management and Compliance Policy: The EPPO will serve as the principal policy maker for enterprise technology risk management and compliance oversight associated with the Department's IT project portfolio. This individual will be responsible for identifying and addressing risks as they are occurring and determine policies, processes, procedures that can be put in place to prevent risks from occurring in the future or ensure as early identification as possible if the risk re-occurs. This includes establishing policies for project risk identification, escalation protocols, compliance reviews, vendor accountability, audit readiness, and corrective action governance. The position will ensure compliance with statewide technology policies, control agency reporting requirements, cybersecurity governance expectations, and legislative mandates. For example, the EPPO will establish mandatory enterprise risk assessment and executive escalation policies for all projects to ensure implementation of the project deliverables are within approved budget, schedule, and scope thresholds. These policies will have a direct impact on the Department's ability to proactively identify project risks, avoid compliance gaps, and maintain operational continuity for critical public-facing systems and regulatory platforms. The statewide impact includes protecting the integrity and reliability of systems supporting millions of California workers and employers while strengthening public trust and accountability in government technology investments.

3. Enterprise IT Investment Prioritization and Portfolio Management Policy: The EPPO will establish and maintain enterprise policies governing IT investment prioritization, portfolio management, and strategic funding alignment for the Department's technology initiatives. These policies will define how projects are evaluated, prioritized, funded, deferred, or recommended for approval based on operational impact, regulatory requirements, risk, strategic alignment, and available resources. DIR does not have a robust process in place to accomplish this which means business needs are delayed or critical business needs are overlooked with evaluation processes today based primarily on first come first serve or over- commitments are made which delays all efforts and can lead to reduced quality of deliverables. This is not viable long-term and is creating extensive risks for the department. The position will establish portfolio governance standards to ensure technology investments align with statewide modernization objectives and departmental strategic priorities. This position will also be responsible for technology planning ensuring staff resources are sufficient to ensure DIR technology operations ('Lights On') as well as ensuring sufficient staff resources are available to plan for end of life replacement of existing assets and seeking enhancements to support business operations. For example, the EPPO will implement portfolio scoring policies requiring all proposed initiatives to undergo enterprise business value and risk assessments prior to funding approval. This process will also ensure projects that must be developed under the statewide Project Approval Lifecycle process are identified early on in the process. These policies will significantly impact the Department's ability to manage competing technology investments while ensuring limited public resources are directed toward the highest-priority programs supporting California's workforce, workplace safety, workers' compensation, and labor law enforcement operations.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Enterprise Project and Portfolio Officer (EPPO), classified as a CEA A, operates at an enterprise executive level with broad authority and responsibility over the Department's IT project governance, portfolio management, and strategic technology investment oversight. Under the administrative direction of the Chief Information Officer (CIO), the position exercises independent judgment and delegated authority in establishing enterprise-wide project governance policies, portfolio management standards, investment prioritization frameworks, and executive oversight processes that impact all major technology initiatives across the Department. The position is responsible for ensuring that technology investments align with departmental strategic objectives, statewide mandates, fiscal constraints, and control agency requirements.

The scope of authority extends across the Department's entire IT project portfolio, including high-risk, mission-critical modernization initiatives involving multiple divisions, external vendors, and control agencies. The EPPO has authority to evaluate project performance, identify enterprise risks, establish corrective action requirements, and escalate issues to executive leadership when projects deviate from approved scope, schedule, budget, or compliance requirements. The position also exercises significant influence over statewide reporting, project approval activities, Budget Change Proposal (BCP) development, Project Approval Lifecycle (PAL) processes, and legislative analysis associated with major technology investments.

The position independently makes decisions regarding portfolio prioritization, governance standards, project oversight methodologies, risk management strategies, executive reporting structures, and enterprise project management policies. The EPPO provides recommendations to the CIO and executive leadership regarding funding allocations, investment sequencing, project continuation decisions, and resource prioritization based on operational impact, compliance obligations, and strategic value to the Department. For example, the position may determine whether a high-risk project requires executive intervention, governance escalation, additional oversight controls, or formal recovery planning to protect the Department's operational and fiscal interests. The COO provides oversight of OIS, but the CIO makes independent decisions on the day-to-day functions and more significant decisions that involve more impact to the department or budgetary concerns will need to be reviewed by the COO for approval. Similarly, the CEA A (EPPO) will need to formulate policies for IT projects on a department wide basis involving DIR programs the subordinate managers will be implementing those projects and procedures that are set by the EPPO.

In addition, the EPPO has authority to establish standardized enterprise tools, templates, governance frameworks, and reporting requirements applicable to all IT projects within the Department. The position also serves as a primary executive liaison with external control agencies, including the California Department of Technology (CDT), Department of Finance (DOF), and Labor and Workforce Development Agency (LWDA), representing the Department on matters related to technology governance, compliance, funding approvals, and strategic modernization initiatives. The position regularly influences executive-level decisions involving project prioritization and approvals, investment strategies, technology risk mitigation, and statewide compliance obligations. Although the position does not directly supervise operational programs or service delivery functions, it exercises substantial enterprise influence and decision-making authority through governance, policy development, executive oversight, and strategic direction. The EPPO's decisions directly affect project managers, program leadership, business stakeholders, vendors, funding priorities, and enterprise technology strategies across the Department. The level of authority, organizational impact, policy responsibility, and executive decision-making exercised by this position is consistent with the CEA A classification, which is intended for executive leadership roles responsible for enterprise-wide policy direction, strategic governance, and high-level program outcomes.

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

The EPPO position will engage in both the development of new policy and the interpretation and operationalization of existing higher-level statewide policy, depending on the specific area of governance responsibility.

Development and Implementation of New Policy:

The EPPO will establish enterprise-level governance frameworks, standards, and policies that do not currently exist at DIR in any systematic form. These include: Artificial Intelligence and emerging technology governance policies tailored to the Department's operational environment and risk profile; enterprise portfolio management and investment prioritization policies establishing how competing technology investments are evaluated, scored, and recommended for funding approval; project risk escalation and corrective action governance standards applicable to all projects in the Department's portfolio; and enterprise project performance reporting and accountability frameworks defining metrics, reporting cadences, and executive review processes. These represent new departmental policies being created in response to evolving technology landscapes, emerging legislative mandates, and identified governance gaps that have not previously been addressed at the policy level within DIR.

Interpretation and Implementation of Existing Policy:

The EPPO is also responsible for ensuring consistent departmental compliance with statewide requirements including the Statewide Information Management Manual (SIMM), State Administrative Manual (SAM), California Department of Technology (CDT) Project Approval Lifecycle (PAL) requirements, Budget Change Proposal (BCP) standards, and related control agency mandates. In this capacity, the EPPO does not merely administer these policies in a procedural capacity — rather, the position exercises executive judgment in interpreting their requirements within the context of DIR's specific technology environment, translating statewide mandates into departmental standards, and making consequential governance decisions when applying them to complex, multi-stakeholder project situations. This requires substantive policy expertise and executive-level decision-making authority that exceeds what is typically associated with non-CEA civil service classifications.