

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

2026-08-31

2. Department

Department of Motor Vehicles

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

Information Systems Division (ISD)/Enterprise Modernization Project Branch

4. CEA Position Title

DL/ID Product Delivery Chief

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

The proposed DL/ID Product Delivery Chief position provides executive leadership dedicated to the Driver License and Identification (DL/ID) modernization effort, ensuring the DMV can securely license drivers, verify identities, and protect public safety. By guiding the transformation of outdated systems into modern, reliable, and customer-focused platforms, the role directly supports the DMV's mission and advances its vision of delivering an outstanding, technology-powered customer experience. This position is essential to maintaining the integrity, security, and statewide functionality of California's driver licensing and identification services.

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

CEA B, Modernization Project Director

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 Driver License/Identification (DL/ID) Product Delivery Chief will lead and oversee the DL/ID Product Owner team, ensuring that all functional requirements for licensing program are captured, validated, and prioritized so they can be successfully delivered through an agile, multi-vendor, multi-work-stream modernization model. The position ensures the DL/ID program's complex business rules, regulatory obligations, and operational workflows are correctly represented in the Digital Experience Platform (DXP) solution. As the authoritative DL/ID program representative, this role will ensure requirements are thoroughly analyzed, aligned with enterprise policies, and approved on behalf of the licensing program. The Chief is accountable for ensuring functional decisions are consistent, traceable, and ready for downstream design, development, and testing. This position will also ensure cross-program alignment by coordinating with policy partners, field operations, enforcement, legal, and information technology (IT), resolving conflicts and ensuring there are no gaps in requirements. This position is critical to the success of the DXP DL/ID modernization phase. The Chief will ensure the Department of Motor Vehicles (DMV) speaks with one voice, that requirements are complete and authoritative, and that DL/ID modernization can move forward with clarity, confidence, and accountability. The Chief:

- Provides executive leadership over DL/ID business functions and establishes statewide policy direction to ensure modernization activities accurately reflect operational realities of licensing, identification, credentialing, and related business workflows.
- Provides executive leadership over the DL/ID Product Owner team, creating and enforcing governance policies for how functional requirements are developed, validated and approved.
- Directs and approves policy framework governing the development, refinement, and prioritization of DL/ID business requirements, ensuring alignment with statewide licensing processes such as application intake, identity verification, card production, renewals, testing, field operations, and compliance activities.
- Ensures alignment between DXP modernization activities and existing licensing regulations by interpreting, recommending, and enforcing business policy changes needed for the modernization of operational procedures, and field office practices.
- Leads business teams to translate statutory, regulatory, and program policies into actionable system requirements ensuring clear statewide adoption of updated business rules for DL/ID.
- Oversees cross-functional coordination to ensure modernization implements approved DL/ID policies and program directives across headquarters, field offices, partner agencies, and external stakeholders.
- Makes timely authoritative functional decisions including final adoption of requirement-related policies required to keep work-stream on schedule, including approval of requirements, prioritization of scope, and resolution of competing business needs.
- Approves functional designs and validates alignment with statewide DL/ID program policies, ensuring system behavior accurately implements DMV licensing policies.
- Ensures DL/ID modernization activities remain on time and on budget through timely, informed decision-making.
- Serves as the department's senior policy authority for all DL/ID business processes, defining, interpreting and approving statewide policies for identity standards, testing protocol, application workflows, issuance standards, identity requirements, medical/veteran/Assembly Bill (AB) 60 processes, fraud prevention, and customer service impacts.
- Ensures system functionality accurately reflects complex licensing rules, exceptions, business logic, and real-world workflows used in field and headquarters licensing operations and authorizes changes when modernization requires policy updates.
- Reviews and validates business rules and system logic to ensure consistency with current DL/ID procedures and future business needs and policy direction. Makes binding decisions on rule changes.
- Guides functional testing by defining policy-based testing expectations ensuring scenarios mirror real DL/ID transactions and cover business-critical conditions such as age-based requirements, endorsements, suspensions, commercial licensing, and investigative actions.
- Provides authoritative business direction to resolve issues uncovered in design, testing, or implementation activities, and approves policy aligned resolutions.
- Owns and approves all DL/ID functional requirements, business rules, and system workflows as the final decision maker.
- Establishes and approves interim operational policies and workarounds when modernization constraints affect system design and require temporary operational solutions.
- Provides executive direction for DL/ID data conversion strategy, business validation, and issue resolution throughout conversion cycles.
- Provides strategic planning and assistance during testing phase.
- Leads statewide business planning for DL/ID releases, ensuring business readiness, training needs, field office impacts, customer experience improvements, and operational dependencies are fully considered.
- Identifies risks to licensing operations and works with leadership to mitigate impacts to statewide service delivery.
- Ensures modernization work supports long-term improvements to DL/ID operations by setting policy direction for data quality, customer access, and service consistency.
- Provides leadership to ensure modernization decisions do not negatively impact safety-critical or legally mandated licensing activities, issuing policy guidance as needed.
- Leads the definition and approval of DL/ID release scope, defines policies for business readiness, and ensures the backlog reflects executable, properly sequenced and validated business priorities, field workflows, training needs, and customer impacts.

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 DL/ID modernization effort is central to DMV's mission of licensing drivers, securing identities, and promoting public safety. DL/ID is one of the DMV's core statewide services and the foundation through which Californians access essential privileges, identity verification, and government services. Every major DMV function including field office operation, identity assurance, commercial licensing, public safety programs, investigations, law enforcement data exchanges, and customer service relies on accurate, efficient, and secure DL/ID systems.

Modernizing these systems is critical because the current legacy platforms no longer support emerging business needs, identity-security requirements, fraud-prevention expectations, or the operational scale required to serve millions of Californians annually. Failure to modernize would directly impact the DMV's ability to meet fundamental obligations, including REAL ID compliance, identity verification, medical review actions, commercial licensing standards, reexamination workflows, and safety-related sanctions.

The DL/ID modernization program touches every DMV field office, contact center, and headquarters program area. It determines the reliability of driver testing systems, the accuracy of credential issuance, the integrity of statewide driving privilege data, and the customer experience for residents renewing or applying for credentials. As the DL/ID system is used around the clock by law enforcement, courts, and external partners, modernization also affects public safety statewide.

For these reasons, the DL/ID modernization program is not simply important, it is mission-critical. Its success directly determines the DMV's ability to carry out its foundational responsibilities, maintain public trust, and ensure safe, efficient licensing services for all Californians.

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 DMV is entering the most complex phase of the DXP modernization effort, DL/ID transformation. Unlike prior phases, DL/ID modernization directly affects every Californian, touches multiple state and federal partners, and requires precise alignment of thousands of business rules, operational workflows, testing protocols, identity verification standards, and compliance obligations. This level of business complexity did not exist in earlier phases and cannot be supported under the project's current organizational structure.

Specifically, the DL/ID program has new identity-related requirements, REAL ID obligations, increasing fraud-prevention demands, expanded testing workflows, medically-based licensing actions, and tighter federal verification standards all require an executive who possesses deep DL/ID expertise and can govern how these rules are represented in the future system. These responsibilities far exceed the scope of existing positions and cannot be absorbed by operational leadership without jeopardizing both production and modernization.

The DL/ID modernization work requires:

- A full-time executive governance over all DL/ID functional requirements; no current role is structured to provide this in the current project team hierarchy.
- Authoritative decision-making to ensure licensing business rules, exceptions, and operational workflows are correctly translated for system design.
- Cross-program alignment with field operations, policy, investigations, legal, IT, and vendors to prevent conflicts and requirement gaps.
- Dedicated business ownership to support an agile, multi-vendor, multi-workstream delivery structure.
- Stability and accountability to keep decisions consistent across iterations, ensuring downstream development and testing proceed without rework.

During the Vehicle Registration (VR) phase, oversight bodies including the California Department of Technology (CDT) and Oversight and Independent Verification and Validation repeatedly documented that the project lacked a dedicated senior business leader to govern VR requirements. Although the CEA B, Chief, Registration Policy Branch, Policy Division served as a senior business leader for the VR project, this role was in addition to their primary role and responsibilities, which prevented them to serve as a dedicated leader to the VR project. This senior business leader was routinely pulled back into production issues, resulting in unclear and competing requirements, inconsistent business decisions, stalls in design and testing, requirement gaps, and significant rework. These impacts escalated into critical schedule risks and late stage requirement clarification and redesign.

In addition, this senior business leader did not report directly to the CEA B, Project Director, Enterprise Modernization Branch, Information Systems Division (DXP Project Director), which led to them having to divide time between daily operations and modernization, requirements becoming unclear or competing, varying business decisions across workstreams, and delay in design and testing cycles.

To take a proactive approach and ensure these problems are not repeated, DXP is committed to establishing a dedicated DL/ID Product Delivery Chief reporting directly to the DXP Project Director who will provide authoritative business leadership with decision making authority over policy formulation and implementation, business rules and requirements, and cross program alignment.

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.

Requirements Governance Policy - The CEA establishes policies that govern how DL/ID business requirements are captured, validated, approved, and controlled throughout the modernization lifecycle. This includes setting standards for requirement quality, traceability, change management, and cross-workstream alignment in an agile, multi-vendor environment. Statewide Impact: Ensures the future DL/ID system is built on authoritative, accurate functional requirements, preventing defective system behavior affecting all DMV field offices, call centers, and digital channels.

System Behavior & Workflow Standardization Policy - The CEA sets policy for how licensing workflows, decision logic, and user interactions must be represented within the DXP solution. This includes determining system-level handling of exceptions, validation rules, process sequencing, and data dependencies across DL/ID functions. Statewide Impact: Establishes uniform statewide system behavior to avoid inconsistent licensing outcomes across 170+ field offices, reducing errors and improving customer experience.

Functional Alignment & Integration Policy - The CEA defines policies for how DL/ID functions interface with other DMV business areas and external systems (e.g., field operations, enforcement, investigations, legal, data services, vendor systems). This includes conflict resolution policies, integration expectations, dependency management, and alignment processes. Statewide Impact: Ensures DL/ID modernization does not disrupt downstream operations, avoids conflicting interpretations between divisions, and prevents system integration failures that could halt licensing services statewide.

DL/ID Modernization Governance and Decision-Making Policy - The CEA sets governing policies for how functional decisions are made, escalated, documented, and communicated across the DXP project. This includes establishing decision pathways between IT, program partners, vendors, and leadership. Statewide Impact: Provides a single authoritative source for DL/ID functional decisions, reducing delays, rework, and conflicting interpretations that impact modernization schedule and service reliability.

C. ROLE IN POLICY INFLUENCE (continued)

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

The DL/ID Product Delivery Chief serves as the DMV's senior business authority for all functional requirements that define how the modernized DL/ID systems will operate. The scope of this role spans the entire DL/ID business domain within the DXP project and carries broad decision-making authority over how licensing workflows, business rules, and operational processes are represented, governed, and validated for system design, development, and testing. This authority ensures that the technical solution built by DXP accurately reflects and supports the department's statewide licensing operations.

The DL/ID Product Delivery Chief has the executive responsibility to establish and enforce the policies, standards, and governance structures for DL/ID requirement development, business rule validation, workflow design, and cross-program alignment. This includes determining the authoritative interpretation of functional requirements, resolving conflicting business inputs, approving requirement changes, and ensuring completeness and traceability across multiple agile workstreams and vendor teams. These decisions directly influence system behavior, solution architecture, and the functionality available to millions of Californians.

Because DL/ID modernization touches every stage of the licensing lifecycle (application intake, testing, issuance, identity verification, sanctions, investigations, and operational workflows across field offices) the DL/ID Product Delivery Chief's decisions have statewide implications. The DL/ID Product Delivery Chief is responsible for identifying functional risks, determining appropriate remediation strategies, and ensuring requirements are ready to enter design, development, and user acceptance testing without ambiguity. The DL/ID Product Delivery Chief exercises enterprise-level judgment to balance modernization goals, operational impacts, and system-wide dependencies.

In this capacity, the DL/ID Product Delivery Chief has the authority to:

- Approve all DL/ID functional requirements and rule interpretations before they advance to technical teams.
- Determine solution expectations for system behavior, workflow sequencing, exception handling, and user experience.
- Govern cross-program alignment to ensure licensing requirements do not conflict with policy, field operations, enforcement, legal, or external partner needs.
- Resolve complex requirement disputes and make binding decisions on behalf of the DL/ID business owners.
- Define and approve acceptance criteria, business readiness standards, and release-gate requirements for DL/ID functionality.

The decisions made by this position shape the future-statewide DL/ID system and directly impact service delivery across 170+ field offices, call centers, headquarters operations, public safety partners, and millions of California residents. Because the DL/ID solution must operate reliably for decades, the DL/ID Product Delivery Chief's authority has long-term implications for system performance, operational continuity, and statewide licensing outcomes.

For these reasons, this CEA requires broad, executive-level authority over DL/ID functional governance. It ensures the department speaks with one voice, that requirements entering development are complete and authoritative, and that the DXP modernization can progress with clarity, confidence, and statewide accountability.

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

The CEA will develop new policy frameworks and interpret existing program policy in a manner specific to the modernization of DL/ID system behavior and requirements governance. Because DXP introduces new platforms, workflows, data structures, and delivery methods, the department must establish entirely new policies to govern how DL/ID business requirements are captured, validated, approved, and implemented in a multi-vendor agile environment.

In addition to creating new governance policy, the CEA will interpret and operationalize existing DL/ID program policy, so it is accurately translated into functional requirements, workflow logic, exception processes, and system configurations. This interpretive responsibility is essential: legacy DL/ID policies must be correctly rendered into a modern technology platform without misinterpretation or inconsistency across teams, vendors, and releases. The CEA will ensure that every system rule, validation step, and process sequence reflects the DL/ID program's current obligations while meeting modern technical requirements.