



CAREER EXECUTIVE ASSIGNMENT EXAMINATION ANNOUNCEMENT

THE STATE OF CALIFORNIA IS AN EQUAL OPPORTUNITY EMPLOYER TO ALL, REGARDLESS OF AGE, ANCESTRY, COLOR, DISABILITY (MENTAL AND PHYSICAL), EXERCISING THE RIGHT TO FAMILY CARE AND MEDICAL LEAVE, GENDER, GENDER EXPRESSION, GENDER IDENTITY, GENETIC INFORMATION, MARITAL STATUS, MEDICAL CONDITION, MILITARY OR VETERAN STATUS, NATIONAL ORIGIN, POLITICAL AFFILIATION, RACE, RELIGIOUS CREED, SEX (INCLUDES PREGNANCY, CHILDBIRTH, BREASTFEEDING AND RELATED MEDICAL CONDITIONS), AND SEXUAL ORIENTATION.

IT IS THE OBJECTIVE OF THE STATE OF CALIFORNIA TO ACHIEVE A DRUG-FREE STATE WORK PLACE. ANY APPLICANT FOR STATE EMPLOYMENT WILL BE EXPECTED TO BEHAVE IN ACCORDANCE WITH THIS OBJECTIVE BECAUSE THE USE OF ILLEGAL DRUGS IS INCONSISTENT WITH THE LAW OF THE STATE, THE RULES GOVERNING CIVIL SERVICE AND THE SPECIAL TRUST PLACED IN PUBLIC SERVANTS.

DEPARTMENT: California Department of Technology

POSITION TITLE/LEVEL: Deputy Director, California Project Management Office, CEA B

SALARY: \$ 11,102 - \$ 13,226

FINAL FILE DATE: Postmarked by: November 21, 2022

POSITION DESCRIPTION:

Under the general direction of the Deputy Chief Project Officer for the Office of Statewide Project Delivery, the Deputy Director, California Project Management Office (CA-PMO) is responsible for the CA-PMO and is a member of the California Department of Technology's executive staff. The Deputy Director, CA-PMO is responsible for improving the efficiency and effectiveness of California state government's management of Information Technology (IT) projects and improving the overall success of the State's IT project portfolio.

Responsibilities include:

- Develop, implement and maintain statewide project management policy, methodology and standards to strengthen and mature project and portfolio management practices and improve delivery of state services.
- Develop strategic and tactical planning documents which provide for the continued maturation of statewide project management and portfolio management practices.
- Establish the complexity/risk ratings that trigger whether a project will be managed by the California PMO through the State Project Approval Lifecycle (PAL).
- Establish and maintain industry best practice-based frameworks, processes and templates as needed for Statewide use relating to all aspects of Project Delivery including: Project Management, Organizational Change Management, Business Process Reengineering, and Systems Development Lifecycle disciplines.
- Ensure consistency and implementation in the application of overarching project management framework and methodologies to State of CA IT Projects. Lead efforts to solicit, compile, and report on information relating to the Statewide Project Portfolio to ensure the CDT Leadership has accurate, current and meaningful understanding of the status and progress of the State's IT projects.
- Ensure that portfolio related reports and websites are compiled, received, analyzed, and published in an efficient, effective, and accurate manner.
- Provide direct leadership and management of the project management services program to provide CDT Project Management and Consulting staff to State of California departments toward the successful delivery of projects.
- Lead and manage the provision of centralized management of IT projects so that strategic business benefits are realized through standardized methodologies, tools and techniques.
- Ensure that CDT effectively provides project and portfolio management leadership, expertise, experience, and training to teams from project initiation through delivery.
- Ensure the availability of the most highly skilled, experienced and well-trained project management staff that can manage projects to successful completion for various state entities.

MINIMUM QUALIFICATIONS

Career Executive Assignment (CEA) examinations are open to all applicants who possess the knowledge and abilities, and any other requirements as described in the examination bulletin. Eligibility to take a CEA examination does not require that you have current permanent status in civil service. Applicants must possess the ability to perform high administrative and policy-influencing functions effectively. Such overall ability is demonstrated by the following more specific knowledge and ability requirements:

A. REQUIRED KNOWLEDGE:

1. Knowledge of the organization and functions of California State Government, including the organization and practices of the Legislature and the Executive Branch;
2. Knowledge of the principles, practices, and trends of public administration, organization, and management;
3. Knowledge of the techniques of organizing and motivating groups;
4. Knowledge of program development and evaluation;
5. Knowledge of facilitation and negotiation techniques to promote collaboration amongst diverse groups;
6. Knowledge of the methods of administrative problem solving;
7. Knowledge of the principles and practices of policy formulation and development, and personnel management techniques;
8. Knowledge of the department's Equal Employment Opportunity Program objectives, and a manager's role in the Equal Employment Opportunity Program.
9. Knowledge and skill to develop and implement strategic and project management plans that result in significant organization changes.
10. Knowledge of state and federal control agency requirements for project approval and oversight.

B. REQUIRED ABILITIES:

1. Ability to plan, organize, and direct the work of multidisciplinary professional and administrative staff;
2. Ability to analyze administrative policies, organization, procedures, and practices;
3. Ability to integrate the activities of a diverse program to attain common goals;
4. Ability to gain the confidence and support of top level administrators and advise them on a wide range of administrative matters;
5. Ability to develop cooperative working relationships with representatives of all levels of government, the public, and the Legislature and Executive branches;
6. Ability to analyze complex problems and recommend effective courses of action, and prepare and review reports;
7. Ability to effectively contribute to the department's Equal Employment Opportunity objectives.
8. Ability to navigate, escalate and lead efforts on complex State entity requests or projects involving multiple entities and enterprise systems.
9. Ability to strategize, plan and execute procurement modernization and continued improvement, including necessary organizational change management.
10. Ability to lead detailed conversations about technology decisions, describe the differences between various technology options to technical and non-technical audiences, and assess the value of the technologies being purchased.
11. Ability to lead change within complex organizations and programs.

SPECIAL PERSONAL CHARACTERISTICS

- Creativity and Innovation – Apply new ways of thinking, ability to solve problems, create new ideas, and develop new approaches to optimize the organization and management of IT programs. Survey the landscape and recommend/develop new services that help customers meet their business needs.
- Teamwork – Cooperate to achieve the California Department of Technology's mission, goals and values, and encourage a diversity of opinions. Ability to facilitate cross-agency collaboration activities. Ability to build and manage high-level teams.
- Continuous Improvement – Focuses on continuous improvement and high personal accountability. Provides leadership that assures his/her management team and staff maintains this focus as well.
- Communication – Ability to interact and communicate effectively with executive management at the State level, as well as various private and public organizations. Ability to interact in a diplomatic, tactful and effective

DESIRABLE QUALIFICATIONS

In addition to the above, the following experience factors will be considered in competitively evaluating each candidate:

- Extensive experience managing large scale, complex projects that have statewide impact.
- Knowledge and experience in program and portfolio management with project portfolios of significant size and complexity, including portfolio governance and reporting functions
- Knowledge of organization and functions of California State government, including the organization and practices of Control Agencies, Legislature and the Executive Branch.
- Ability to communicate effectively with others as demonstrated by strong written and verbal communication skills, strong negotiating skills, and particularly the ability to represent the California Department of Technology effectively with the Administration, control agencies, Legislature, key customers, stakeholders and internal staff.
- Experience in obtaining buy-in and providing leadership to a large group of multi-disciplinary team members that do not report directly to the incumbent.
- Knowledge of the structure, organization and function of a variety of technology disciplines, as well as local, State and federal initiatives and programs.
- Ability to anticipate and manage complex issues affecting many organizations, including the ability to develop policy and integrate all aspects of a strategy to assure resolution of issues.
- Proven track record of gaining the confidence and trust of individuals in key positions in the department's customer base.
- Ability to evaluate products from multiple perspectives (customers, stakeholders, vendors, best practices) in order to develop standards for product approvals.
- Ability to develop/obtain consensus on policy direction that will ensure continuation of the development portion of projects and help ensure successful completion.

EXAMINATION INFORMATION – STATEMENT OF QUALIFICATIONS

This examination will consist of a review of the candidates' application and Statement of Qualifications by an executive screening committee, using predetermined evaluation criteria. Candidates will be screened on the basis of their background and demonstrated management experience as detailed in the Statement of Qualifications. The Statement of Qualifications may be the only basis for determining your final score and rank on the eligible list.

Interviews may be conducted as part of the examination process. (Hiring interviews may be conducted with only the most qualified candidates if it is determined necessary in order to make a selection.) All applicants will be notified of their examination results. In order to be successful in this examination a minimum rating of 70 percent must be attained. The results of this examination may be used to fill subsequent vacancies in this position if they occur within the next twelve months or an examination may be rescheduled, at the discretion of the department.

FILING INSTRUCTIONS

- A Standard original State Application (*version 12/2021*) (Form 678) is required to apply for this examination and hiring selection.
- Prepare a "Statement of Qualifications" **not to exceed two pages** and **no smaller than 12 point font**. This "Statement of Qualifications" is a narrative discussion of the candidate's education and experience that would qualify them for this Deputy Director, California Project Management Office, CEA B position.

Each candidate must prepare a **Statement of Qualifications** document that **clearly and concisely identifies experience in the 3 categories and must be formatted in the same manner as shown below:**

1. Management of Statewide Large Scale and Complex Projects

Describe the type of Statewide Large Scale and Complex Project experience you possess and how that experience will help you as the Deputy Director, California Project Management Office for the California Department of Technology.

2. Leadership and Management of programs and/or portfolios

Describe your experience directly leading and managing programs and/or portfolios to ensure the delivery of valuable services to customers and stakeholders.

3. Development of Statewide Policies and IT Standards

Describe the type of statewide policies and IT standards you have been involved in coordinating with state, federal and local entities in implementing IT initiatives and policies.

Note: A resume does not serve as a Statement of Qualifications.

Candidates who do not follow the filing instructions will be disqualified from the examination.

The application and "Statement of Qualifications" are to be submitted via online at www.calhr.ca.gov **JC# 339112** or by mail to:

California Department of Technology
Human Resources, Selection Services
P.O. Box 1810
Rancho Cordova, CA 95741-1810
Attn: Rae Powers **JC# 339112**

or

Hand Delivered to:
California Department of Technology
2nd Floor Guard Station
10860 Gold Center Drive
Rancho Cordova, CA 95670
Attn: Rae Powers, HR **JC# 339112**

Questions regarding this examination should be directed to: Rae Powers at (916) 898-0354 or e-mail Rae.Powers@state.ca.gov

TDD is Telecommunications Device for the Deaf and is reachable only from phones equipped with a TDD Device.
California Relay (telephone) Service for the Deaf or Hearing impaired
From TDD phones: 1-800-735-2929 From voice phones: 1-800-735-2922

DUTY STATEMENT
DEPARTMENT OF TECHNOLOGY
DEPUTY DIRECTOR, CALIFORNIA PROJECT MANAGEMENT OFFICE

Name: Vacant
Effective Date:

SCOPE:

Under the general direction of the Deputy Chief Project Officer for the Office of Statewide Project Delivery, the Deputy Director, California Project Management Office (CA-PMO) is responsible for the CA-PMO and is a member of the California Department of Technology's executive staff. The Deputy Director, CA-PMO is responsible for improving the efficiency and effectiveness of California state government's management of Information Technology (IT) projects and improving the overall success of the State's IT project portfolio.

SPECIFIC DUTIES:

- 30% Develop, implement and maintain statewide project management policy, methodology and standards to strengthen and mature project and portfolio management practices and improve delivery of state services. Develop strategic and tactical planning documents which provide for the continued maturation of statewide project management and portfolio management practices. Establish the complexity/risk ratings that trigger whether a project will be managed by the California PMO through the State Project Approval Lifecycle (PAL). Establish and maintain industry best practice based frameworks, processes and templates as needed for Statewide use relating to all aspects of Project Delivery including: Project Management, Organizational Change Management, Business Process Reengineering, and Systems Development Lifecycle disciplines. Ensure consistency and implementation in the application of overarching project management framework and methodologies to State of CA IT Projects. Lead efforts to solicit, compile, and report on information relating to the Statewide Project Portfolio to ensure the CDT Leadership has accurate, current and meaningful understanding of the status and progress of the State's IT projects. Ensure that portfolio related reports and websites are compiled, received, analyzed, and published in an efficient, effective, and accurate manner.
- 30% Provide direct leadership and management of the project management services program to provide CDT Project Management and Consulting staff to State of California departments toward the successful delivery of projects. Lead and manage the provision of centralized management of IT projects so that strategic business benefits are realized through standardized methodologies, tools and techniques. Ensure that CDT effectively provides project and portfolio management leadership, expertise, experience, and training to teams from project initiation through delivery. Ensure the availability of the most highly skilled, experienced and well trained project management staff that can manage projects to successful completion for various state entities.
- 30% Serve as a member of the department's Executive Staff and a strategic executive to strategic initiatives including to the development and continuous improvement of Project Approval Lifecycle processes, tools, resources. Provide advice and direction to aid in keeping IT projects on track. Collaborate closely with project sponsors, customer department executives, Agency Information Officers (AIOs), Chief Information Officers (CIOs), and Department of Technology's leadership to ensure tight linkage between

strategy and operations, and ensure projects are moving towards their desired outcomes through agile, cost-effective, innovative, reliable, and secure technology. Manage the expectations of the Administration, control agencies, the legislature, department executives, and project leadership and communicate operational, budgetary or resource issues/obstacles in a timely fashion. Participate and, as required, testify in sensitive IT meetings/hearings with the Legislature and the Legislative Analyst's Office. As necessary with high profile projects, be aware, report and respond to sensitive media inquiries. Provide written and verbal information or presentations to represent the Department of Technology as a representative, advisor, speaker, chairperson, or sponsor to committees, conferences, workshops, academies, boards, or other similar initiatives.

- 10% Provide executive oversight of the Office's personnel management and administrative responsibilities; evaluate direct reports on completion of their administrative responsibilities; develop and update duty statements as needed, establish performance expectations, complete individual development plans annually, complete probationary reports on a timely basis, and other performance management activities including adherence to the State's progressive discipline policy including taking corrective or disciplinary action as necessary; ensure the Office's management makes informed and defensible personnel management decisions in accordance with department and State policies, personnel-related laws, civil service rules, and collective bargaining agreements; effectively contribute to the department's equal employment opportunity objectives. Ensure that there is a diverse workforce throughout the Office; manage the Office's budget preparation and expenditure control including position management activities and management of vacancies; ensure that managers are doing their part to facilitate communication throughout the Office; ensure that appropriate measures are taken when issues and problems arise in the administrative arena; and responsible for succession planning within the Office and ensure there are employees who can perform multiple functions.

DESIRABLE QUALIFICATIONS:

- Extensive experience managing large scale, complex projects that have statewide impact.
- Knowledge and experience in program and portfolio management with project portfolios of significant size and complexity, including portfolio governance and reporting functions
- Knowledge of organization and functions of California State government, including the organization and practices of Control Agencies, Legislature and the Executive Branch.
- Ability to communicate effectively with others as demonstrated by strong written and verbal communication skills, strong negotiating skills, and particularly the ability to represent the California Department of Technology effectively with the Administration, control agencies, Legislature, key customers, stakeholders and internal staff.
- Experience in obtaining buy-in and providing leadership to a large group of multi-disciplinary team members that do not report directly to the incumbent.
- Knowledge of the structure, organization and function of a variety of technology disciplines, as well as local, State and federal initiatives and programs.
- Ability to anticipate and manage complex issues affecting many organizations, including the ability to develop policy and integrate all aspects of a strategy to assure resolution of issues.
- Proven track record of gaining the confidence and trust of individuals in key positions in the department's customer base.

- Ability to evaluate products from multiple perspectives (customers, stakeholders, vendors, best practices) in order to develop standards for product approvals.
- Ability to develop/obtain consensus on policy direction that will ensure continuation of the development portion of projects and help ensure successful completion.

I have read and understand the duties listed above and I can perform these duties with or without reasonable accommodation. (If you believe reasonable accommodation is necessary, discuss your concerns with the hiring supervisor. If unsure of a need for reasonable accommodation, inform the hiring supervisor, who will discuss your concerns with the assigned HR analyst.)

Employee Signature

Date

I have discussed the duties of this position with and have provided a copy of this duty statement to the employee named above.

Director

Date

HR Analyst _____