

STATE OF CALIFORNIA
 Budget Change Proposal - Cover Sheet
 DF-46 (REV 08/15)

Fiscal Year 2016-17	Business Unit 0840	Department State Controller's Office	Priority No.
Budget Request Name 0840-018-BCP-BR-2016-GB		Program 9900100 - INFORMATION SYSTEMS	Subprogram

Budget Request Description
 PPSD Systems Support

Budget Request Summary

The State Controller's Office (SCO) requests \$1,126,000 General Fund in 2016-17 and \$1,011,000 General Fund in 2017-18 and 2018-19 for 7.9 positions to support mission critical payroll and personnel mainframe-based systems known as the Uniform State Payroll System (USPS).

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed		
Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO <i>TBT</i> Todd Boltjes, Chief Information Systems Division	Date 12/9/15	
For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance. <input type="checkbox"/> FSR <input type="checkbox"/> SPR Project No. Date:			

If proposal affects another department, does other department concur with proposal? Yes No
 Attach comments of affected department, signed and dated by the department director or designee.

Prepared By <i>Carla Nishimura</i> Carla Nishimura, Assistant Chief Information Systems Division	Date 12/10/15	Reviewed By <i>Larry Norris</i> Larry Norris, Chief Admin and Disb. Division	Date 12/9/15
Department Director <i>Tom Yowell</i> Tom Yowell Chief Administrative Officer	Date 12-9-15	Agency Secretary <i>George Lolas</i> George Lolas Chief Operating Officer	Date 12/9/15

Department of Finance Use Only

Additional Review: Capital Outlay ITCU FSCU OSAE CALSTARS Dept. of Technology

BCP Type: Policy Workload Budget per Government Code 13308.05

PPBA <i>Osman F. Chavez</i>	Date submitted to the Legislature 11/7/16
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BCP Fiscal Detail Sheet

BCP Title: Personnel and Payroll Services Division Systems Support

DP Name: 0840-018-BCP-DP-2016-GB

Budget Request Summary

	FY16					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Positions - Permanent	0.0	7.9	7.9	7.9	0.0	0.0
Total Positions	0.0	7.9	7.9	7.9	0.0	0.0
Salaries and Wages						
Earnings - Permanent	0	628	628	628	0	0
Total Salaries and Wages	\$0	\$628	\$628	\$628	\$0	\$0
Total Staff Benefits	0	323	323	323	0	0
Total Personal Services	\$0	\$951	\$951	\$951	\$0	\$0
Operating Expenses and Equipment						
5301 - General Expense	0	71	16	16	0	0
5304 - Communications	0	8	8	8	0	0
5322 - Training	0	68	8	8	0	0
5346 - Information Technology	0	28	28	28	0	0
Total Operating Expenses and Equipment	\$0	\$175	\$60	\$60	\$0	\$0
Total Budget Request	\$0	\$1,126	\$1,011	\$1,011	\$0	\$0

Fund Summary

Fund Source - State Operations						
0001 - General Fund	0	1,126	1,011	1,011	0	0
Total State Operations Expenditures	\$0	\$1,126	\$1,011	\$1,011	\$0	\$0
Total All Funds	\$0	\$1,126	\$1,011	\$1,011	\$0	\$0

Program Summary

Program Funding						
0500300 - Personnel/Payroll Services	0	1,126	1,011	1,011	0	0
9900100 - Administration	0	1,126	1,011	1,011	0	0
9900200 - Administration - Distributed	0	-1,126	-1,011	-1,011	0	0
Total All Programs	\$0	\$1,126	\$1,011	\$1,011	\$0	\$0

Personal Services Details

		Salary Information								
Positions		Min	Mid	Max	<u>CY</u>	<u>BY</u>	<u>BY+1</u>	<u>BY+2</u>	<u>BY+3</u>	<u>BY+4</u>
1312	- Staff Info Sys Analyst (Spec) (Eff. 07-01-2016)				0.0	2.0	2.0	2.0	0.0	0.0
1373	- Sys Software Spec II (Tech) (Eff. 07-01-2016)				0.0	1.0	1.0	1.0	0.0	0.0
1384	- Dp Mgr II (Eff. 07-01-2016)				0.0	1.0	1.0	1.0	0.0	0.0
1583	- Sr Programmer Analyst (Spec) (Eff. 07-01-2016)				0.0	3.9	3.9	3.9	0.0	0.0
Total Positions					0.0	7.9	7.9	7.9	0.0	0.0
		<u>CY</u>	<u>BY</u>	<u>BY+1</u>	<u>BY+2</u>	<u>BY+3</u>	<u>BY+4</u>			
Salaries and Wages										
1312	- Staff Info Sys Analyst (Spec) (Eff. 07-01-2016)	0	147	147	147	0	0			
1373	- Sys Software Spec II (Tech) (Eff. 07-01-2016)	0	81	81	81	0	0			
1384	- Dp Mgr II (Eff. 07-01-2016)	0	85	85	85	0	0			
1583	- Sr Programmer Analyst (Spec) (Eff. 07-01-2016)	0	315	315	315	0	0			
Total Salaries and Wages		\$0	\$628	\$628	\$628	\$0	\$0			
Staff Benefits										
5150900	- Staff Benefits - Other	0	323	323	323	0	0			
Total Staff Benefits		\$0	\$323	\$323	\$323	\$0	\$0			
Total Personal Services		\$0	\$951	\$951	\$951	\$0	\$0			

Analysis of Problem

A. Budget Request Summary

The State Controller's Office (SCO) requests \$1,126,000 General Fund in 2016-17 and \$1,011,000 General Fund in 2017-18 and 2018-19 for 7.9 positions to support mission critical payroll and personnel mainframe-based systems known as the Uniform State Payroll System (USPS).

B. Background/History

The SCO administers the USPS, audits and processes all personnel and payroll transactions for employees of the state civil service, California State University (CSU) and Judicial Council. Additionally, the SCO provides information and data required to manage the personnel resources of the State and to properly account for salary and wage expenditures as well as provides data to the retirement systems necessary for calculation of employee retirement benefits. There are currently over 150 departments and 24 CSU campuses in the State of California. The state workforce is comprised of approximately 284,000 employees, represented by 21 state civil service bargaining units and 13 CSU bargaining units. Employees are located throughout California and in other states, and range from elected officials, managers and supervisors, and higher education faculty, to rank and file workers in various occupations.

The USPS is a complex set of integrated legacy systems that is comprised of various Human Resource Management (HRM) systems, including Employment History, California Leave Accounting System, Payroll, and associated ancillary systems (Position Control, Annual System, Business Month, Payroll Input Process, Payroll Online Inquiry System, Human Resource Management Security, Civil Service and CSU Payscale), and Management Information Reporting System.

Until 2012-13, the SCO was in the process of developing a new integrated payroll system commonly referred to as the 21st Century (TFC) project to replace the legacy systems. During the development phases of the project many new laws affecting the payroll system were handled through short term alternative workarounds. System enhancements that would increase the efficiency of the Personnel and Payroll Services Division (PPSD) business processes were also suspended.

The Information Systems Division (ISD) serves the SCO through technology solutions and services, and is responsible for application development, maintenance, and infrastructure support of the USPS. In February 2012, the TFC project was suspended, requiring the SCO to roll back to its existing mainframe systems. Upon rollback to the legacy systems, ISD staff began developing and implementing several deferred maintenance service requests. PPSD submits a prioritized list of service requests (some requests can be completed within one year and some may span across fiscal years) to ISD. The service requests are processed based on PPSD's assignment of priority and ISD's resource availability. Currently, PPSD has identified and prioritized approximately 30 requests that are considered backlogged mandated work. ISD has completed a high-level analysis of these backlogged requests and identified 28 requests requiring application development work. The requests are categorized by level of effort as shown in the table below.

Backlogged Requests by Level of Effort

	Small	Medium	Medium-Large	Large	Complex	Total
Hours	480	840	1,420	2,000	4,400	
# of Requests	1	7	11	4	5	28
Workload Hours	480	5,880	15,620	8,000	22,000	51,980

* The workload hours are high-level estimates and could increase or decrease by 25%

In addition to the backlogged requests, PPSD submits a number of requests each year. These requests can be considered standard service requests or maintenance and operation (M&O) and can be completed within one year or span across fiscal years.

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Resource History (Dollars in thousands)

Program Budget	2010-11	2011-12	2012-13	2013-14	2014-15
Authorized Expenditures	\$1,319	\$1,247	\$1,148	\$1,159	\$1,353
Actual Expenditures	\$1,319	\$1,247	\$1,148	\$1,159	\$1,353
Revenues	-	-	-	-	-
Authorized Positions ¹	10.9	10.7	9.4	9.3	9.8
Filled Positions ¹	10.9	10.7	9.4	9.3	9.8
Vacancies	0.0	0.0	0.0	0.0	0.0

¹ Authorized and Filled positions are based on the number of hours staff worked on service requests. Decreases in positions reflect ISD's inability to backfill positions immediately after staff retire, promote or leave the SCO.

Workload History

Workload Measure	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16 ¹
Service Requests Received	30	19	32	27	28	27
Service Requests Completed	23	10	32	17	19	11
Service Requests - Hours	14,442	14,393	12,104	13,036	11,532	8,528
Maintenance & Operation - Hours	4,936	4,522	4,590	3,500	6,000	8,892
Total Workload Hours	19,378	18,915	16,694	16,536	17,532	17,420

¹ A total of 19,920 hours is estimated for 2015-16; however, due to the number of available staff resources, only 17,420 hours are estimated to be worked. The remaining 2,500 hours will become part of the PPSD backlog and will be worked by the LT resources requested in this proposal.

C. State Level Considerations

The SCO administers the USPS, audits and processes all personnel and payroll transactions for employees of the state civil service, CSU and Judicial Council. Administration includes issuing pay, maintaining employment history, and employee leave balances. The USPS is a decentralized system; State Departments and CSU Human Resources staff are responsible for entering data into the USPS to accurately generate personnel and payroll records. As a control agency, the SCO has a statewide responsibility to manage the personnel resources of the State, account for salary and wage expenditures, and provide data to the retirement systems necessary for calculation of employee retirement benefits in a fiscally responsible manner. Additionally, the SCO provides data to CalHR and the Governor's Office for contract negotiations and budget planning, provides payments to over a thousand third party deduction entities, e.g. federal government, health deduction companies, banking institutions, etc. and responds to public inquiries in compliance with the Public Records Act.

D. Justification

The USPS is a mission critical system that processes personnel and payroll transactions for employees of the state civil service, CSU and Judicial Council. If ISD does not maintain the appropriate staffing levels to address the expected workload, the SCO is at risk for delayed or inaccurate issuance of pay, inaccurate employment history and/or leave balances. This has an immediate impact to employees and associated State departments, such as the California Department of Human Resources (CalHR), the California Public Employees Retirement System (CalPERS), and the California State Teachers' Retirement System (CalSTRS). This would also impact related processes and systems that use this data to manage personnel resources of the State, properly account for salary and wage expenditures, and provide data to the retirement systems necessary for calculation of employee retirement benefits. Specifically, if inaccurate payroll data were interfaced to the state financial system it could adversely impact state accounting and budget processes, potentially causing all state entities to implement their own workarounds.

To support the maintenance and operations workload and address the backlog, ISD needs to increase staffing levels in the areas of application development, database administration, information security administration,

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and project management. Therefore, ISD requests three-year limited-term (LT) funding to support 7.9 resources from the following areas:

Application Development

The ISD Personnel and Payroll Systems Support Unit (PPSSU) develops, enhances and maintains the USPS. The USPS is a complex set of systems that are dependent on each other for data and exchange data through multiple interfaces including downstream systems (i.e., SCO's Fiscal System) and external entities such as CalPERS, Employment Development Department, and payroll deduction vendors.

ISD staffing on mainframe development resources is at a historical low, and is further declining due to an aging workforce. A lack of skilled, knowledgeable resources can impact critical software upgrades, system testing, disaster recovery, operational support and security management, resulting in instability and vulnerability of the USPS. ISD is also faced with conflicting responsibilities of needing to work on maintenance and operations activities and the service request backlog as well as needing to have capacity to work on other high priority requests. Therefore, Application Development is requesting three-year LT funding to support 4.9 resources as follows:

1.0 Data Processing Manager II to:

- Lead and manage a team of professional and technical staff performing system development lifecycle activities supporting the maintenance and operation of the USPS.
- Define, coordinate, supervise, monitor and track status of specific tasks and deliverables assigned to multi-disciplined staff.
- Provide direction concerning changes in workload priorities, scope, and schedule.
- Prepare and complete individual development plans, performance evaluations and address employee performance and productivity issues.

3.9 Senior Programmer Analyst (Specialist) to:

- Lead the system development lifecycle activities for backlogged service requests. Activities include developing technical specifications, design, coding, and testing to implement application changes.
- Backlog service request workload is expected to be reduced by 39% over the next three (3) years.

Database Administration

The ISD Data Management Unit (DMU) is responsible for the planning, selection, design, testing, implementation, recovery and administration of all databases used within business systems. Database software supported for the mainframe based systems are Computer Associates IDMS (Integrated Data Management Systems) and IBM DB2 (Database 2) database software. The Human Resource and Payroll system is comprised of a number of IDMS applications which consists of online real-time databases and batch processing as well as interface and inter-dependencies with each other.

While IDMS has been the primary database, recent service requests resulted in the introduction of mainframe based DB2 databases. This has put additional responsibility and skill sets on the DBAs to support two completely different database management systems. A lack of skilled, knowledgeable resources can impact critical software upgrades, system testing, disaster recovery, operational support and security management resulting in instability and vulnerability of the USPS. Therefore, DMU is requesting three-year LT funding to support 1.0 resource as follows:

1.0 Systems Software Specialist II (Technical) to:

- Support the PPSD mainframe systems and its applications.
- Support the constant program changes and the need to sustain functionality, performance, capacity, and reliability, until a new system is implemented and fully transitioned from the legacy systems.

Information Security Administration

The SCO Information Security Office (ISO) provides independent, objective assurance and consulting activity designed to add value and improve the information security and business operations of the SCO. It helps to

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evaluate and improve the effectiveness of information security risk and internal control management, security assurance, statutory compliance and governance processes.

The current end-user-to-service-desk ratio is 2,780:1. This staffing level is well below an industry ideal ratio of 200:1. In addition to the incurred workload increase (the number of agency staff that have established access accounts to the SCO's PPSD and DAR mainframe applications has increased), it is anticipated that the PPSD mandated workload will further increase the access and security administrator workload. The ISO is not staffed to handle these increases in end-user-to-service-desk ratio and accompanying workload in a timely and efficient manner. It is mission and business critical to the SCO and the State of California that access to mainframe production assets be configured in a timely and accurate manner; and that the ongoing operational support and maintenance to ensure information security objectives (i.e. data and system confidentiality, integrity and availability) is maintained. Therefore, ISO is requesting three-year LT funding to support 1.0 resource as follows:

1.0 Staff Information Systems Analyst (Specialist) to:

- Administer the security of, and access to, the SCO mainframe production environment (i.e., applications, services, files and data).
- Administer the mainframe production environment access accounts, monitor and audit access accounts and conduct technical vulnerability assessments of mainframe environment security controls to ensure the confidentiality, privacy, integrity, auditability, and controllability of SCO mainframe information assets.

Project Management

The goal of the SCO Project Management Office (PMO) is to deliver IT projects on time, within scope and budget. The PMO provides support and oversight by providing project management leadership, guidance, standards, policies, and best practices for a range of software development lifecycle (SDLC) efforts, from maintenance to large scale projects. The PMO will also assist program area project managers to efficiently and effectively manage their projects.

A project framework is applied to all SDLC efforts and is scaled appropriately to the size of the work effort. The maintenance and system enhancement workload for PPSD will result in multiple projects which will have a need for project management services. Knowledgeable staff skilled in project management enables ISD to implement best practices necessary for managing or assisting with the project initiation, planning, execution, monitoring and controlling and closure of projects. In turn, this also promotes technical and business staff focus on the areas they need to build knowledge and skill without having to also take on the project management responsibilities. The SCO has a Project Management Methodology (SCO-PMM), which closely aligns with CA-PMM and meets state policy requirements. As such, there is a need to increase the number of staff dedicated to perform project management services. Therefore, PMO is requesting three-year LT funding to support 1.0 resource as follows:

1.0 Staff Information Systems Analyst (Specialist) to:

- Provide project management services to support the maintenance of the USPS.

E. Outcomes and Accountability

The desired outcome is that ISD will support the maintenance and operations needs of the PPSD and their mission-critical mainframe-based application systems, as well as reduce the service request backlog.

Projected Outcomes

Workload Measure	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
PPSD Service Requests – Backlog ¹	0	7,104	7,104	7,104	0	0

¹ Currently, 51,980 hours of backlogged service requests exists plus an estimated 2,500 hours from 2015-16, which ISD will not be able to work in 2015-16. With the addition of new staff requested in this proposal, the SCO is estimating that 21,312 hours of the 54,480 backlogged service requests hours will be completed within three (3) years.

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F. Analysis of All Feasible Alternatives

Alternative 1: The State Controller's Office (SCO) requests \$1,126,000 General Fund in 2016-17 and \$1,011,000 General Fund in 2017-18 and 2018-19 for 7.9 positions to support mission critical payroll and personnel mainframe-based systems known as the Uniform State Payroll System (USPS).

Pros:

- The SCO will be able to support mission-critical mainframe payroll and personnel systems, reducing the instability and vulnerability of the USPS, for three (3) FYs.
- The backlog of application change requests will be reduced by approximately 39% over three (3) fiscal years, resulting in some business efficiencies and some reduction of manual workarounds.
- The SCO will be able to provide timely and efficient access control administration services to users of mission-critical mainframe payroll and personnel systems ensuring system availability, integrity and security while reducing business process latency, instability and security vulnerabilities, for three (3) FYs.
- Timely access control administration and maintenance will be implemented in response to USPS user business needs, potential security incidents, and business mandates from control agencies and the legislature, for three (3) FYs.
- The SCO will be able to dedicate one project management resource specifically to the USPS projects, further promoting best practices to effectively and efficiently manage the projects' scope, schedule and resources, for three (3) FYs.
- Adequate staffing levels for database administration staff will increase SCO's ability to respond timely to database service requests for the payroll and personnel systems, for three (3) FYs.
- The SCO database support staff will be able to keep current with critical software updates, sufficiently monitor system logs, and analyze critical areas of the database to minimize system failures resulting in a more stable, secure and efficient system, for three (3) FYs.

Cons:

- Requires additional staffing and funding.
- Does not completely eliminate the service request backlog.
- Program changes may not be implemented timely in response to mandates from control agencies and the legislature.
- Inadequate staffing levels for mainframe payroll and personnel systems may increase the chance of personnel and payroll transaction errors and the inaccurate reporting of personnel and payroll data to state agencies.

Alternative 2: The State Controller's Office (SCO) requests \$1,476,000 General Fund in 2016-17 and \$1,283,000 General Fund in 2017-18 and 2018-19 for 10.5 positions and \$732,000 General Fund in 2016-17 and \$667,000 General Fund in 2017-18 and ongoing permanent funding to support 5.3 positions to maintain and support mission critical payroll and personnel mainframe-based systems known as the Uniform State Payroll System (USPS).

Pros:

- The SCO will be able to adequately provide the maintenance and operations activities required to support mission-critical mainframe payroll and personnel systems, reducing the instability and vulnerability of the USPS.
- Timely program changes will be implemented in response to mandates from control agencies and the legislature.
- Adequate staffing levels for mainframe payroll and personnel systems will be maintained, thereby reducing the chance of personnel and payroll transaction errors and the reporting of personnel and payroll data to state agencies.
- The backlog of application change requests will be eliminated over three fiscal years, resulting in business efficiencies and reductions of manual workarounds.

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- The SCO will be able to provide timely and efficient access control administration services to users of mission-critical mainframe payroll and personnel systems ensuring system availability, integrity and security while reducing business process latency, instability and security vulnerabilities.
- Timely access control administration and maintenance will be implemented in response to USPS user business needs, potential security incidents, and business mandates from control agencies and the legislature.
- The SCO will be able to dedicate one project management resource specifically to the USPS projects, further promoting best practices to effectively and efficiently manage the projects' scope, schedule and resources.
- Adequate staffing levels for database administration staff will increase SCO's ability to respond timely to database service requests for the payroll and personnel systems.
- The SCO database support staff will be able to keep current with critical software updates, sufficiently monitor system logs, and analyze critical areas of the database to minimize system failures resulting in a more stable, secure and efficient system.

Cons:

- Requires additional staffing and funding.

Alternative 3: Do Nothing

Pros:

- No additional staffing or funding is required.

Cons:

- The SCO will not be able to adequately provide the maintenance and operations activities required to support mission-critical mainframe payroll and personnel systems, increasing the instability and vulnerability of the USPS.
- Timely program changes will not be implemented in response to mandates from control agencies and the legislature.
- Adequate staffing levels for mainframe payroll and personnel systems will not be maintained, thereby increasing the chance of personnel and payroll transaction errors and the reporting of personnel and payroll data to state agencies.
- The backlog of application change requests will increase, resulting in business inefficiencies and increases of manual workarounds.
- The SCO will not be able to adequately provide the Access Control administration, maintenance and operations activities required to support mission-critical mainframe payroll and personnel systems, increasing business availability latency, business process instability and security vulnerabilities.
- Timely access control administration and maintenance will not be implemented in response to USPS user business needs, potential security incidents, and business mandates from control agencies and the legislature.
- Lack of adequate project management services increases SCO's risk in the being able to complete payroll and personnel projects for annual and backlogged service requests timely.
- Inadequate staffing levels for database administration staff will reduce SCO's ability to respond timely to database service requests for the payroll and personnel systems.
- Lack of adequate database administration staff will reduce SCO's ability to keep current with critical software updates, sufficiently monitor system logs, analyze critical areas of the database, and provide needed maintenance and operational support for payroll and personnel systems.

G. Implementation Plan

Approval of this request will enable ISD to increase staffing levels as described.

Timeframe	Outcome
May 2016-June 2016	Recruit staff
July 2016	Hire and begin training process
August 2016 - June 2019	Assign workload

Analysis of Problem

H. Supplemental Information

In addition to the SCO standard OE&E complement, funding for General Expense, Training and Data Processing is included within this request.

General Expense - \$55,000 is requested for desktop PCs, a laptop, Elite desktop PC, monitors, standard software/licenses, and modular workstations, in 2016-17.

Training - \$60,000 is requested for specialized IT training classes, in 2016-17.

Data Processing - \$4,000 in the 2016-17 through 2018-19 is requested for specialized IT software (Visio Standard 2013, Visio Professional 2013, GoToWebinar, IBM DB2 Workgroup Server Edition, Reflections, MS Project 2013, and MERIT Licenses).

I. Recommendation

Approve Alternative 1 and provide the SCO with \$1,126,000 General Fund in 2016-17 and \$1,011,000 General Fund in 2017-18 and 2018-19 for 7.9 positions to support mission critical payroll and personnel mainframe-based systems known as the Uniform State Payroll System (USPS).

PPSD Systems Support

Information Systems Division (ISD) Workload Description	BY 2016-17 through BY+2 2018-19			
	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions
Application Development				
Classification: Data Processing Manager II				
Major responsibility: Lead and manage a team of professional technical staff performing system development lifecycle activities supporting the maintenance and operation of the USPS.				
> Prepare, participate or direct project work plans in accordance with the state and departmental guidelines. Establish and track priorities, dependencies, completion dates, and monitor progress. Use automated online project management software, to manage and accomplish all project management activities.	12	20	240	0.1
> Prepare, participate or direct project documentation (e.g. project approval lifecycle deliverables, special project reports) on budget, staffing, schedule, issues or changes, for presentation to senior management.	12	10	120	0.1
> Supervise System Development Lifecycle (SDLC) processes (e.g., Requirements, Design, Code, Test, et.); track and review SDLC deliverables; provide direction concerning changes in priorities, project scope and schedule; implement and monitor risk, change control, and issue management processes for each project; report the progress of projects and related activities in meetings and written reports.	52	10	520	0.3
> Communicate effectively and develop productive relationships with staff, management, and internal and external business partners to foster teamwork and to ensure that work progresses.	52	10	520	0.3
> Prepare and complete individual development plans, performance evaluations and address employee performance and productivity issues.	12	10	120	0.1
> Provide status briefings, reports and presentations for stakeholders and executive management.	52	5	260	0.1
Workload assumption: Based on historical experience with annual service and M&O requests.				
TOTAL Data Processing Manager II	192	65	1,780	1.0
Classification: Senior Programmer Analyst (Specialist)				
Major responsibility: Lead system development lifecycle activities in performing work on PPSD's backlog of mandated system requests. Activities include developing technical specifications, design, coding, and testing to implement application changes to the Payroll and Personnel application systems.				
> Act as project and/or technical leader within a multi-disciplined project team or work as technical specialist independently to analyze, plan, prepare, coordinate and execute the most complex technical activities and programming tasks for mainframe-based Payroll and Personnel application systems.	32	40	1,280	0.7
> Lead the most complex impact assessments (evaluate, provide alternatives, make recommendations, and estimate effort) on business requirements.	32	40	1,280	0.7
> Design, develop and implement the most complex program changes to support business rules incorporating SCO programming and application development standards.	32	60	1,920	1.1
> Perform quality reviews and inspections at critical stages in the system development lifecycle.	48	20	960	0.5
> Communicate effectively and develop productive relationships with co-workers, management, and internal and external business partners to foster teamwork and to ensure that work progresses.	208	7	1,456	0.8
> Prepare reports and presentations for executive management.	208	1	208	0.1
Workload assumption: Based on historical experience with annual service and M&O requests.				
TOTAL Senior Programmer Analyst (Specialist)	560	168	7,104	3.9
Database Administration				
Classification: Systems Software Specialist II (Technical)				
Major responsibility: Serve as a high-level technical specialist who performs the more complex database software design, specifications, implementation, changes, problem identification and resolution, and administration of the Personnel and Payroll Services systems. Act as a lead, work independently, or work as part of a team to provide the SCO with optimal use, maximum security, and required availability from its data, information resources, and databases.				
> Review all proposed changes to determine the potential impact to functionality, performance and data integrity	12	8	96	0.1
> Update the IDMS Data Dictionary and perform database changes as required and migrate database changes from the various (development, user acceptance, production) database environments.	12	30	360	0.2
> Monitor database performance, resolve problems and document resolution	52	4	208	0.1
> Manage database security and collaborate with the Office of Technology Services (OTECH) staff on configuration, backup, and support services.	12	8	96	0.1
> Perform capacity planning and database expansion.	4	55	220	0.1
> Perform software upgrades and participate in disaster recovery activities.	2	100	200	0.1

PPSD Systems Support

Information Systems Division (ISD) Workload Description	BY 2016-17 through BY+2 2018-19			
	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions
> Update system documentation/diagrams as changes occur	6	40	240	0.1
> Build/rebuild indexes, files, schemas, sub-schemas and perform database restructure and expansions, etc. as needed	4	50	200	0.1
> Provide IDMS database consulting services for application developers regarding application changes, technology refresh and online and batch programming efficiencies.	12	8	96	0.1
Workload assumption: Based on historical experience and workload.				
TOTAL Systems Software Specialist II (Technical)	116	303	1,716	1.0
Information Security				
Classification: Staff Information Systems Analyst (Specialist)				
Major responsibility: Support the SCO mainframe system security operations in the maintenance of the legacy systems.				
> Administer access accounts, as authorized by information asset owners, for use of SCO mainframe production environment information assets. Perform complex and detailed access control administration for SCO internal and decentralized customers utilizing a variety of mainframe or unix software tools and systems.	240	2	480	0.3
> Provide Help Desk services to SCO internal and external mainframe production environment access account owners. Identify account owners, reset access authentication credentials and resolve access and use problems and issues in a timely manner.	240	4	960	0.5
> Conduct information security control and vulnerability assessments of the SCO's mainframe production environment. Report assessment findings to information asset owners and custodians; develop risk mitigation recommendations and assist SCO information asset owners and custodians; and California Office of Technology staff in implementation of risk and vulnerability mitigations.	4	24	96	0.1
> Conduct monthly audits of access accounts to determine individual account status; continuously monitor the mainframe production environment access to identify potential security incidents and access authorization violations.	12	20	240	0.1
Workload assumption: Based on historical experience and workload.				
TOTAL Staff Information Systems Analyst (Specialist)	496	50	1,776	1.0
Project Management				
Classification: Staff Information Systems Analyst (Specialist)				
Major responsibility: Provide project management services and promote the use of the project management tools, templates, standards, and best practices to meet Department of Technology, DOF and SCO requirements.				
> Develop and/or maintain project plans with information obtained from the project sponsor, management, stakeholders and project team members.	12	32	384	0.2
> Facilitate implementation of issue and risk management processes and procedures.	24	8	192	0.1
> Develop and implement a deliverable tracking process and coordinate delivery review and acceptance; work with the Quality Manager/Business Lead/Technical Lead to ensure quality reviews have taken place.	24	4	96	0.1
> Assist with schedule/cost management via schedule and cost development, updates and reporting.	104	6	624	0.4
> Facilitate the gathering of project status, as needed, to produce the required Executive status reports and if needed, control agency required reports.	24	6	144	0.1
> Stay abreast of state and department level project management policies and standards and industry best practices; assist with SCO's Project Management Office to evaluate, recommend and implement changes to the SCO's Project Management Methodology, tools, and templates.	12	8	96	0.1
Workload assumption: Activities and tasks are based upon prior experience providing project management support and consulting activities to other PPSD delegated projects.				
TOTAL Staff Information Systems Analyst (Specialist)	200	64	1,536	1.0
TOTAL ISD REQUEST	1,364	650	13,812	7.9