

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
DF-46 (REV 10/20)

Fiscal Year 2023-24	Business Unit 1701	Department Department of Financial Protection and Innovation	Priority No. 1
Budget Request Name 1701-004-BCP-2023-GB		Program Executive Division	Subprogram Information Technology Office

Budget Request Description

Information Technology System Development Workload

Budget Request Summary

The Department of Financial Protection and Innovation requests \$1.7 million in 2023-24 and \$1.6 million in 2024-25 and ongoing for 9.0 positions to meet increased system development workload and to align the Information Technology Office's project methodology with the State's recommendations.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed N/A	
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 George Gaborek	Date 1/10/2023

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project No. **Project Approval Document:** N/A

Approval Date: N/A

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 George Gaborek	Date 1/10/2023	Reviewed By Chris Shultz	Date 1/10/2023
Department Director Clothilde V. Hewlett, Commissioner	Date 1/10/2023	Agency Secretary Lourdes M. Castro Ramirez	Date 1/10/2023

Department of Finance Use Only

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

PPBA Charlene Manning	Date submitted to the Legislature 1/10/2023
---------------------------------	---

A. Budget Request Summary

The Department of Financial Protection and Innovation (Department) requests \$1.7 million in 2023-24 and \$1.6 million in 2024-25 and ongoing for 9.0 positions to augment information technology (IT) staff to meet the department's increased system development workload, and to align the Information Technology Office's (ITO) project methodology with the State's recommendations. The positions requested consist of 6.0 Information Technology Specialist I and 3.0 IT Specialist II positions.

B. Background/History

The Department provides protection to consumers and services to businesses engaged in financial transactions in the State of California. The Department regulates a variety of financial services, products, and professionals consisting of over 400,000 licensees.

Between 2013-14 and 2022-23, along with a continually expanding role in regulating the state's financial sector, the Department's size increased from 582 employees to 804 employees, a 38% increase. This expansion started on July 1, 2013, as part of the Governor's Reorganization Plan 2 (GRP2), when the Department of Business Oversight (DBO) was created by merging two existing departments into a single entity.

Between 2013-14 and 2019-20, DBO's oversight of the financial sector expanded, in part due to Chapter 824, Statutes of 2016 (AB 2251), which authorized the licensure, regulation, and oversight of student loan servicers, and Chapter 475, Statutes of 2017 (AB 1284), which created Property Assessed Clean Energy (PACE) programs under the California Financing Law.

In 2020-21, due to Chapter 157, Statutes of 2020 (AB 1864), the California Consumer Financial Protection Law (CCFPL), the DBO became Department of Financial Protection and Innovation. The CCFPL, along with Chapter 163, Statutes of 2020 (SB 908), the Debt Collection Act (DCA), further expanded the Department's mission to include a new Consumer Financial Protection division, with two new programs (Debt Collectors and New Covered Persons); a new Financial Technology Innovation Office; and new Market Monitoring, Consumer Research, Insight and Analytics Office.

To respond to the Department's expanded oversight of the state's financial sector, the Department's role in protecting California consumers, and industry and technological changes, the ITO is striving for efficient ways to meet this demand. ITO reorganized its internal processes to manage its project portfolio more efficiently, which included the creation of an IT Planning and Portfolio Management Office and the implementation of a new release management process to guide the department's software development lifecycle (SDLC) processes.

In 2018-19, to address the growing number of IT system requests, the Department instituted an IT Enterprise Governance Council to capture, analyze, and prioritize system development workload identified by the Department as necessary to meet expanding business needs and align more efficiently with its strategic goals and objectives. System development workload is generated through many avenues. In addition to anticipated requests, there are 2-3 unforeseen workloads each year, such as the recent Executive Order (N-9-22), signed by Governor Newsom, which directed the Department to exercise its authority under the CCFPL to oversee crypto asset financial products and services. This Executive Order will result in future internal and external facing system development workload. IT system workload is also created because of changes in business needs from existing programs. An example of this occurred during the COVID Pandemic when the Department's examiners were unable to perform in-person examinations of their institutions. An emergency request was made of ITO to develop a system that allowed for remote

Analysis of a Problem

examinations. This request was designated as the top priority, superseding all other pending requests. Finally, there are several older database systems, primarily Microsoft Access databases, that have far outgrown their ability to meet business needs. These systems need to be upgraded or replaced.

In summary, as the Department's role has expanded, ITO resources have been unable to keep up with the demand for systems to support the Department's expanding mission. Not being able to efficiently make improvements to external facing systems such as the Department's website and other online tools has the greatest effect on people with disabilities or people who speak languages other than English, resulting in inequities in accessing Department services.

ITO Project Team Resource History (Dollars in thousands)

Program Budget	2017-18	2018-19	2019-20	2020-21	2021-22*	2022-23*
Authorized Expenditures	2,165	2,046	2,841	3,233	4,167	4,167
Actual Expenditures	2,165	2,046	2,841	3,233	4,167	4,167
Authorized Positions	9.0	11.0	11.0	12.0	15.0	15.0
Filled Positions	8.3	10.7	10.6	11.3	13.1	15.0
Vacancies	0.7	0.3	0.4	0.7	1.9	0.0

*Estimated

ITO Project Team Workload History

Workload Measure	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
System Development Requests Submitted	N/A	N/A	2	2	2	3
Emergent System Development Requests	N/A	N/A	2	3	3	2
Total Requests Received	N/A	N/A	4	5	5	5
System Development Requests Addressed	N/A	N/A	3	3	3	3

The Workload history table above does not include assignments that fall outside of system development work. In addition to system development work, the ITO project team supports and maintains the Department's existing IT systems, including fixing system defects and providing system enhancements, as well as performing other miscellaneous IT tasks. This workload accounts for approximately 60 percent of the project team's time. The high demand of existing work reduces the ability to start and complete new system development activities.

Analysis of a Problem

C. State Level Consideration

This proposal is in accordance with the primary mission of the Department, which is to serve Californians by effectively overseeing financial service providers; enforcing laws and regulations; promoting innovation and fair and honest business practices; enhancing consumer awareness; and protecting consumers by preventing potential marketplace risks, fraud, and abuse.

The development of enterprise application systems will support the state-level IT initiatives of the California Department of Technology (CDT), including the Cloud First Strategy Software-as-a-Service (SaaS) products with a focus on cybersecurity. The Department proposes use of Agile development methodologies using the Scrum framework (a description of this framework is included in the Justification section), which is a CDT recommended methodology for all software development workload. This proposal is in alignment with the Department's Strategic Plan 2020-2023 Goal 2 to focus on innovative financial products and services and Goal 3 to Align and strengthen internal business processes, the CDT Strategic Plan, and the Office of Information Security Strategic Plan and goals.

This request does not impact the Department's current policies, priorities, or initiatives. Furthermore, no other state department will be impacted because of the implementation of this request.

D. Justification

As indicated in the Background/History section, ITO workload has increased due to the growth of the Department and unplanned workload, such as workload of Executive Orders or changes to business needs. These workload increases, when included with legacy program workload, required maintenance, and other miscellaneous project team workload, exceeds ITO's capacity to complete critical system development activities.

As an example, every year, the Department's programs submit 1-3 IT system requests. In addition, 2-3 unanticipated requests are submitted, for a total of 3-6 IT system requests submitted each year. Current ITO project resources can address 2-4 system requests per year in addition to the required maintenance and other activities required of ITO. Also, there are numerous older database systems, primarily Microsoft Access databases, that have far outgrown their ability to meet business needs. These systems need to be upgraded or replaced.

It is important to respond to system development needs as quickly as possible because internal and external facing systems affect licensees, California consumers, and the Department. Licensees utilize external facing self-service portals for the application process, registration, and information reporting. Consumers search for licensee information and file complaints. The Department uses external and internal facing systems for business processes and to capture, analyze, and share information.

As a result of ongoing increased workload, only the highest priority requests and mandates get completed while others must be delayed, waiting indefinitely. Out of necessity, programs are forced to use manual processes that are more time consuming, error prone, and less efficient. In addition, external facing systems may not be upgraded or improved in a timely fashion, reducing the ability of licensees to maximize business opportunities, and increasing inequities in accessing DFPI services for people with disabilities or that may not speak English. Overall, any delay in system development activities results in less effective oversight of licensees, inhibits the protection of California consumers, and results in inequities in accessing DFPI services.

To achieve efficiencies in system development that will benefit licensees and the public, ITO is focusing on new cloud-based or SaaS developmental platforms and more Agile development

Analysis of a Problem

techniques to bring additional systems into production. These strategies will allow for a more efficient and transparent system development environment wherein ITO staff can be adequately trained, and systems can be managed and supported internally. The ongoing costs for new platforms will be for licensing only and will be absorbed as part of the Department's annual maintenance budget.

The ITO resources requested in this proposal will provide the capacity necessary to keep pace with the requests submitted, provide the ability to perform on-going system maintenance and proactively update obsolete systems and platforms, while allowing the ITO to transition to an Agile Scrum structure and project management methodology.

Information Technology Staff

The Department requests funding for the following Information Technology positions:

Workload	Classification	Number of Positions
Senior Scrum Master	IT Specialist II	1.0 (Exhibit 1)
Scrum Master	IT Specialist I	2.0 (Exhibit 2)
Senior Developer	IT Specialist II	1.0 (Exhibit 3)
Senior Quality Assurance Tester	IT Specialist II	1.0 (Exhibit 4)
Business Analyst	IT Specialist I	3.0 (Exhibit 5)
ITO Contracts Analyst	IT Specialist I	1.0 (Exhibit 6)
-	Total Requested Positions	9.0

Enterprise Application Development – 8.0 positions

Additional staffing is needed in Enterprise Application Development to implement ITO's strategy to modernize its processes and to gain efficiencies to address newly requested enterprise application systems for both established and recently created Department programs. This staffing is needed due to the Department's expanding oversight of financial entities. An example of this is the recent Executive Order N-9-22 regarding crypto financial products. As these unexpected workloads are created, often with legislatively mandated dates for implementation, it creates a domino effect on the existing requests, requiring some system development work to be postponed while critical new requests are addressed.

To meet CDT requirements and recommendations, as well as Department, licensee, and consumer needs, 8 positions are requested to address the current workload by re-organizing the ITO teams according to the Agile framework. Scrum teams will consist of a Product Owner (usually a subject matter expert from the affected business program), a Scrum Master, a Business Analyst, two Developers, and a Quality Assurance tester. After careful consideration of the inflow and outflow of ongoing system development work (both expected and unexpected), five Scrum teams is the minimum that will allow ITO to respond to system maintenance requests and system development work.

Analysis of a Problem

Briefly, each of the IT roles on a Scrum team are:

- Scrum Master – Facilitates the Agile SDLC in a manner that allows the other team members to focus on product delivery. The Scrum Master acts as liaison between the business program and the Scrum team.
- Business Analyst – Acts as the liaison between ITO and the business program. Responsible for capturing business requirements and re-engineering business processes.
- Developer – Performs coding and unit testing.
- Quality Assurance Tester – Responsible for verifying the product created addresses the business need, that the functionality matches what the business program requested, in addition to performing system and regression testing.

To complete five Scrum teams, in addition to existing ITO staff, the Department requests the following:

- 3.0 Scrum Masters as follows:
 - 1.0 IT Specialist II
 - 2.0 IT Specialist I
- 3.0 Business Analysts at the IT Specialist I level
- 1.0 Developer at the IT Specialist II level
- 1.0 Quality Assurance Testers at the IT Specialist II level

The workload of the requested 8.0 IT Specialist I and IT Specialist II Scrum team positions is detailed in Exhibit 1 – Exhibit 5.

IT Contracts Analyst – 1.0 Information Technology Specialist I

The Department's need for IT systems has never been greater. The need for vendor services and SaaS applications are growing in the Department. Not only will new systems be needed to support the new programs, but older legacy systems need to be replaced with newer technology and require implementation and support contracts as well as more software purchases and licenses to manage. These contract and purchase requests can be extremely complex.

Due to program growth, the Department will rely on SaaS products and vendor services to keep up with the demand for mission critical systems. SaaS products are cloud-based software solutions developed and hosted by the vendor. The advantage of SaaS products is that the vendor maintains the servers necessary for the application, including providing security updates and software upgrades of their product. Without the timely delivery of these systems, the Department will not be as effective in protecting consumers under the new laws.

Currently the Department has only one Information Technology Specialist II position dedicated to IT contracts and purchasing. As stated above, the workload has been steadily increasing as the Department's mission expands. Critical contracts and purchases are being delayed as the workload is too much for one staff member.

The workload of the requested 1.0 IT Specialist I contract analyst position is detailed in Exhibit 6.

E. Outcomes and Accountability

ITO currently receives 3-6 system development requests per year. With the requested resources, ITO will be able to start working on 3-5 of these requests per year in addition to any required maintenance of existing systems. This means that the maximum wait time, from submission of the request to starting system development activities, will be 12 months barring an influx of requests.

Analysis of a Problem

Approval of this request will also provide an opportunity to update legacy systems to platforms more consistent with and appropriate for their current uses, while bringing the Department into compliance with security requirements. Approval will provide the flexibility to address new legislative mandates with minimal impact on current ITO workloads. The ITO will realize a measurable increase in the rate of completed system development workload and will reduce the wait time for requested enhancements and defect fixes. Finally, the Department will be able to improve business process re-engineering practices to streamline product delivery, remove redundancy, and improve efficiency.

Most importantly, California citizens and businesses will be better served because of the increased capacity to meet the evolving and growing business needs of the Department. With the timely completion of IT system development workload, the benefits to Californian consumers and businesses include:

- Enhanced data security
- Improved and more efficient Departmental processing of license applications and renewals
- Improved customer experience through more convenient online services
- Increased availability of data from third party systems
- Improved access for persons with disabilities or for persons that do not speak English

Information Technology Office Projected Outcomes

Workload Measure	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
System Development Requests Submitted	3	1-3	1-3	1-3	1-3	1-3
Emergent System Development Requests	2	2-3	2-3	2-3	2-3	2-3
Total Requests	5	3-6	3-6	3-6	3-6	3-6
Total System Development Requests Addressed	3	5	5	5	5	5

F. Analysis of All Feasible Alternatives

Alternative 1: Approve 9.0 positions and \$1.7 million in 2023-24, and \$1.6 million ongoing, including 6.0 IT Specialist I and 3.0 IT Specialist II positions.

Pros:

- Will result in a timelier completion of IT projects that decreases manual processes and increases automated processes, resulting in increased efficiencies for the Department, licensees, and California consumers.
- Will allow for fewer support interruptions for new mission critical Department projects that enhance the Department's ability to protect California consumers.
- Will allow the Department to set up the Agile Scrum Framework with five Scrum teams, allowing the teams to address most requests on a year-to-year basis, so that the Department's internal and external facing systems are enhanced or replaced in a timely manner, ongoing, to meet Department, licensee, and consumer demands.
- Timelier completion of external facing system projects will result in improved access by persons with disabilities or persons who speak languages other than English. This will result in improved equities in accessing Department services.

Analysis of a Problem

Cons:

- Increased cost to the Department.

Alternative 2: Approve 5.0 positions and \$925,000 in 2023-24, and \$875,000 ongoing, including 4.0 IT Specialist I and 1.0 IT Specialist II positions.

Pros:

- Will allow the Department to set up the Agile Scrum Framework with four Scrum teams, allowing the teams to address one more system development request per year than with existing staffing, ongoing, so that the Department's internal and external facing systems are enhanced or replaced in a timelier manner.
- Will allow for more timely completion of IT projects that decrease manual processes and increase automated processes, resulting in increased efficiencies for the Department, licensees, and California consumers.
- Will allow for fewer support interruptions for new mission critical Department projects that enhance the Department's ability to protect California consumers.

Cons:

- Increased costs to the Department.
- With one less Scrum team than Alternative 1, this will result in fewer requests being addressed in a particular year, resulting in an ongoing backlog.

Alternative 3: Deny the request.

Pros:

- Cost savings to the Department.

Cons:

- Will result in the status quo which is less timely completion of IT projects that increase the need for manual processes and decrease automated processes, resulting in more inefficiencies for the Department, licensees, and California consumers.
- Will result in more delays and interruptions for mission critical Department system development projects that will reduce the Department's ability to protect California consumers.
- Will not allow the Department to set up the Agile Scrum Framework as recommended by the CDT, resulting in a less efficient and less transparent system development environment.
- Will result in less timely improvements to external facing system projects, resulting in decreased equities in accessing Department services by persons with disabilities or persons who speak languages other than English.
- Will require the Department to continue to contract out for system development work, instead of having internal staff manage and support the system development work ongoing.

G. Implementation Plan

Upon approval, the Department will recruit to fill the positions and will implement the necessary contracts as soon as possible after July 1, 2023.

Analysis of a Problem

H. Supplemental Information

New staff will participate in approved Department and program teleworking arrangements.

I. Recommendation

The Department recommends Alternative 1: Approve 9.0 positions and \$1.7 million in 2023-24, and \$1.6 million ongoing, including 6.0 IT Specialist I and 3.0 IT Specialist II positions.

BCP Fiscal Detail Sheet

BCP Title: IT System Development Workload

BR Name: 1701-004-BCP-2023-GB

Budget Request Summary

Personal Services

Personal Services	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
Positions - Permanent	0.0	9.0	9.0	9.0	9.0	9.0
Total Positions	0.0	9.0	9.0	9.0	9.0	9.0
Salaries and Wages Earnings - Permanent	0	894	894	894	894	894
Total Salaries and Wages	\$0	\$894	\$894	\$894	\$894	\$894
Total Staff Benefits	0	506	506	506	506	506
Total Personal Services	\$0	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400

Operating Expenses and Equipment

Operating Expenses and Equipment	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
5301 - General Expense	0	153	90	90	90	90
5304 - Communications	0	19	19	19	19	19
5322 - Training	0	9	9	9	9	9
5324 - Facilities Operation	0	90	90	90	90	90
5346 - Information Technology	0	27	0	0	0	0
Total Operating Expenses and Equipment	\$0	\$298	\$208	\$208	\$208	\$208

Total Budget Request

Total Budget Request	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
Total Budget Request	\$0	\$1,698	\$1,608	\$1,608	\$1,608	\$1,608

Fund Summary

Fund Source

Fund Source	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
State Operations - 0240 - Local Agency Deposit Security Fund	0	7	6	6	6	6
State Operations - 0299 - Credit Union Fund	0	153	145	145	145	145
State Operations - 3363 - Financial Protection Fund	0	1,538	1,457	1,457	1,457	1,457
Total State Operations Expenditures	\$0	\$1,698	\$1,608	\$1,608	\$1,608	\$1,608
Total All Funds	\$0	\$1,698	\$1,608	\$1,608	\$1,608	\$1,608

Program Summary

Program Funding

Program Funding	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
1510 - Investment Program	0	436	413	413	413	413
1515 - Lender-Fiduciary Program	0	371	352	352	352	352
1520 - Licensing and Supervision of Banks and Trust Companies	0	373	353	353	353	353
1525 - Money Transmitters	0	74	70	70	70	70
1545 - Administration of Local Agency Security	0	7	6	6	6	6
1550 - Credit Unions	0	153	145	145	145	145
1556 - California Consumer Financial Protection	0	148	141	141	141	141
1557 - Debt Collectors	0	136	128	128	128	128
Total All Programs	\$0	\$1,698	\$1,608	\$1,608	\$1,608	\$1,608

Personal Services Details

Positions

Positions	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
1402 - Info Tech Spec I (Eff. 07-01-2023)	0.0	6.0	6.0	6.0	6.0	6.0
1414 - Info Tech Spec II (Eff. 07-01-2023)	0.0	3.0	3.0	3.0	3.0	3.0
Total Positions	0.0	9.0	9.0	9.0	9.0	9.0

Salaries and Wages

Salaries and Wages	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
1402 - Info Tech Spec I (Eff. 07-01-2023)	0	562	562	562	562	562
1414 - Info Tech Spec II (Eff. 07-01-2023)	0	332	332	332	332	332
Total Salaries and Wages	\$0	\$894	\$894	\$894	\$894	\$894

Staff Benefits

Staff Benefits	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
5150900 - Staff Benefits - Other	0	506	506	506	506	506
Total Staff Benefits	\$0	\$506	\$506	\$506	\$506	\$506

Total Personal Services

Total Personal Services	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
Total Personal Services	\$0	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400

Exhibit 1: Information Technology Specialist II: Senior Scrum Master Workload

Tasks	Task Description	Hours Per Task	Number of Tasks	Annual Hours
Administration	Keep Scaled Scrum tracking tools current, keep task status and enterprise dashboards up to date. Meet with product owners and Scrum masters for status, mentoring and accountability for oversight of all Scrum projects. Leads Scrum Masters and enterprise Agile efforts. (Scaled Agile is using Agile methodologies at the Enterprise Level across multiple projects)	4	52	208
Manage Enterprise Impediments and Risk	At the enterprise level, manage and eliminate roadblocks. Implement project and workflow improvements at the enterprise level. Assist Scrum Masters in other issues. Coach Scrum masters and teams through team level issues.	20	26	520
Reporting of Agile Project at Scale	Regular analysis of Scaled Agile projects, burndown charts, dependencies, and portfolio planning tools to understand what software products gets built and at what cadence.	2	26	52
Facilitate Agile at Scale Meetings	Facilitate cross team standup meetings, cross functional product review, retrospective of scaled Agile projects.	1	52	52
Direct and Coordinate Multiple Agile Projects	Facilitate coordination across multiple Agile teams. Monitor dependencies, risks, issues, and solutions meet the desired outcome.	20	52	1,040
Facilitate Scrum Meetings	Fill in for Scrum Masters during vacations and sick leave. Facilitate daily standup, bi-weekly sprint planning, bi-weekly retrospective, bi-weekly sprint review meetings. (Sprints are a two-week time box where development work is completed. Above meetings happen during each sprint)	12	8	96
-	Total Hours	-	-	1,968
-	Number of Positions Needed (1,760 hours per position)	-	-	1.1
-	Current Positions	-	-	0.0
-	Additional Positions Needed	-	-	1.1

Exhibit 2: Information Technology Specialist I: Scrum Master Workload

Tasks	Task Description	Hours Per Task	Number of Tasks	Annual Hours
Manage Impediments and Risk	Manage and eliminate roadblocks. Implement project and workflow improvements. Assist team in other issues. Coach team through team level issues.	100	26	2,600
Facilitate Scrum Meetings	Facilitate daily standup, weekly sprint planning, bi-weekly retrospective, bi-weekly sprint review meetings. (Sprints are a two-week time box where development work is completed. Above meetings happen during each sprint)	25	26	650
Administration	Keep project Scrum tracking tools current, verify work items are up to date. Verify backlog is being kept up by product owner (usually a subject matter expert from the affected business program).	8	52	416
Reporting	Regular analysis of burndown charts and other portfolio planning tools to understand what gets built and at what cadence.	4	26	104
-	Total Hours	-	-	3,770
-	Number of Positions Needed (1,760 hours per position)	-	-	2.1
-	Current Positions	-	-	0.0
-	Additional Positions Needed	-	-	2.1

Exhibit 3: Information Technology Specialist II: Senior Developer Workload

Tasks	Task Description	Hours Per Task	Number of Tasks	Annual Hours
Reviewing Business Requirements	Review business requirements for completeness and understandability. Verify request is technologically possible.	1	80	80
Determining Level of Effort	Once business requirements are understood, estimate how much effort a given requirement will take to create.	1	80	80
Coding Requirements	Write the actual code for the requirement and determine where it will fit in the overall application. Also includes troubleshooting and fixing code that does not work as intended.	80	80	6,400
Unit Testing	Test the code created to verify it performs the functions requested.	8	80	640
-	Total Hours	-	-	7,200
-	Number of Positions Needed (1,760 hours per position)	-	-	4.1
-	Current Positions	-	-	3.0
-	Additional Positions Needed	-	-	1.1

Exhibit 4: Information Technology Specialist II: Senior Quality Assurance Tester Workload

Tasks	Task Description	Hours Per Task	Number of Tasks	Annual Hours
Participate in Creating Business Requirements	Work with Business Analysts and Users to create clear, concise, and testable business requirements for business needs.	15	80	1,200
Review Business Requirements	Once business requirements are finalized, verify the requirement is still testable.	1	80	80
Perform Quality Assurance Testing	Quality Assurance testing of all code and functionality created by developers. This includes the discovery of bugs (those items that don't work) but were not heretofore undiscovered). Provide clear instruction on what didn't work so the developer will be able to address it.	8	180	1,440
Coordinate User Acceptance Testing	Test the code created to verify it performs the functions requested.	8	40	320
Perform Regression Testing	Verify no other parts of the application were affected by the new code being introduced.	20	8	160
Validate Production Releases	Verify all code released to production performs as expected.	16	8	128
Coordinate work with ITS I Quality Assurance Testers	Make sure workload is distributed appropriately.	2	100	200
Participate on Quality Assurance Committees	Provide Testing perspective to relevant committees.	2	50	100
-	Total Hours	-	-	3,628
-	Number of Positions Needed (1,760 hours per position)	-	-	2.1
-	Current Positions	-	-	1.0
-	Additional Positions Needed	-	-	1.1

Exhibit 5: Information Technology Specialist I: Business Analyst Workload

Tasks	Task Description	Hours Per Task	Number of Tasks	Annual Hours
Business Analyst Planning and Monitoring	Plan the approach to the business analysis effort. Stakeholder Engagement and Management. Plan for the requirements development effort. Report on the Business Analysis Effort.	40	38	1,520
Strategy Analysis	Identify the business needs driving a project by performing problem definition and analysis. Define solution scope, business case, translate business strategy to new solution functionality.	20	38	760
Elicitation of Requirements	Work with stakeholders to elicit requirements and understand stakeholder needs and concerns. Conduct all Requirement elicitation activities, record elicitation results, communicate with key stakeholders.	80	38	3,040
Requirement and User Story Management	Manage and maintain requirements. Tasks and techniques for managing changes, conflicts, and issues related to requirements.	8	142	1,136
Solution Evaluation	Assess and validate proposed, in progress, and implemented solutions before, during, and after the project life cycle.	80	6	480
Requirement Analysis and Design Definition	Specify and model requirements and designs. Verify requirements and designs. Validate requirements and designs. Define solution options. Analyze value and recommend a solution.	8	38	304
-	Total Hours	-	-	7,240
-	Number of Positions Needed (1,760 hours per position)	-	-	4.1
-	Current Positions	-	-	1.0
-	Additional Positions Needed	-	-	3.1

Exhibit 6: Information Technology Specialist I: Contract Specialist Workload

Tasks	Task Description	Hours Per Task	Number of Tasks	Annual Hours
Contract Management	Oversee IT contract deliverables-, monitor the contracts through conclusion. Analyze project vendor contracts, make sure schedules, budget, performance, and products are consistent with contract deliverables.	15	52	780
Manage Contract Work Authorizations and Spending	Manage the vendors work products and validate that work products and deliverables are met prior to invoice approval. Responsible for contract correspondence. Approve and manage contract related activities.	8	52	416
Contract Development	Lead the development of Request for Proposals, Request for Offers, Request for Information and other contracts. Assist contract requestors in statement of work development and budget.	40	10	400
Contract Reporting	Report contract status to executive management and contract owners.	2	12	24
IT Procurement	Complete competitive procurement of IT purchases that includes hardware and software such as system software and tools, maintenance renewal contracts, warranties. Solicit vendor bids to assure best value acquisition.	4	52	208
Process Improvement	Continually identify and develop IT Contract process maturity efforts to increase the efficiency and productivity for the ITO Contract & Procurement workloads.	2	26	52
-	Total Hours	-	-	1,880
-	Number of Positions Needed (1,760 hours per position)	-	-	1.1
-	Current Positions	-	-	0.0
-	Additional Positions Needed	-	-	1.1