

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

03/14/2016

2. Department

California Prison Industry Authority

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

Executive - Workplace Development Branch

4. CEA Position Title

Branch Manager, Workforce Development - CEA, Level A

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

The California Prison Industry Authority (CALPIA) seeks allocation approval to upgrade the Prison Industries Administrator position in the Workforce Development Branch of CALPIA's Executive Office to a Career Exempt Appointment (CEA), Level A. The position will serve as a key member of the General Manager's Executive team and significantly contribute to the formulation, development, and modernization of statewide policies and programs, especially related to CALPIA's Workforce Development. The upgrade is essential because the role, duties, and level of responsibilities for the Prison Industries Administrator position have increased significantly.

6. Reports to: (Class Title/Level)

General Manager, Prison Industry Authority

7. Relationship with Department Director (Select one)

- Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (Select one)

- 1st
- 2nd
- 3rd
- 4th
- 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

CALPIA offender programming is vital to the State's goals of reducing prison violence and enhancing public safety by lowering the frequency of criminal behavior once offenders parole. The programs reduce prison violence and ultimately help make communities safer by lowering recidivism among participants when they parole.

Originally, when the Prison Industries Administrator position was created in 2007, it only had responsibility for overseeing California's state-wide Joint Venture Program (JVP) and Free Venture Program (FVP), and the position reported to the Assistant General Manager of the Operations Division. Since 2007, further responsibilities have been added to the position, including the administration of two additional programs: the Industry Employment Program (IEP) and Career Technical Education (CTE).

The Workforce Development Branch Manager will be responsible for the management and oversight of three distinct programs within the Branch:

1. JVP and FVP: CALPIA, on behalf of the California Department of Corrections and Rehabilitation (CDCR), manages the JVP and FVP. These programs are vital for the State in implementing California Proposition 139 of 1990, also referred to as the Prison Inmate Labor Initiative. Under the provisions of the Prison Inmate Labor Initiative, private businesses may establish business operations inside California correctional facilities and hire offenders. Those eligible under this initiative include those establishing a new business, those expanding an existing business, and those businesses who are relocating to California. In addition, the Branch Manager will oversee the Joint Venture Policy Advisory Board, a board co-chaired by the CDCR Secretary and EDD Director that includes five members appointed by the Governor to make program-related policy decisions and provide program oversight.

2. Industry Employment Program (IEP): The IEP was developed by CALPIA to enhance the ability of offender-workers to obtain meaningful jobs upon release from prison and successfully transition from prison to the community and workforce. The program is integral to CALPIA's mission of reducing recidivism and contributing to safer communities.

3. Career Technical Education (CTE): The CTE program was established in 2006, beginning as a pre-apprenticeship program, taught by journeymen-instructors under contract from local trade unions that included Carpentry, Construction, Labor, and Iron Workers. Program graduations, upon parole, are able to obtain employment in their specific apprenticeship, with trade tools and union dues paid for by CALPIA. The CTE program also includes Marine Technology (Deep-Sea Diving), Facilities Maintenance, and, as of 2014, Computer-Aided Design (CAD) and Computer-Coding.

With the expansion of the Workforce Development Branch to encompass these two additional programs, the Workforce Development Branch Manager will include, but not be limited to, having responsibility for formulating and implementing policies related to JVP/FVP, IEP, and CTE and managing and directing the programs across the state. The Branch Manager will also have responsibility for the full scope of the programs' operations, policy formation, program implementation, and monitoring of all staff and offender-participants involved in the three programs.

In addition, the Branch Manager will serve as the CALPIA Equal Employment Opportunity Officer and the designated Employee Reasonable Suspicion drug and alcohol-testing coordinator.

Given these increased responsibilities, CALPIA has determined this position should be allocated from the level of Prison Industries Administrator to Career Executive Appointment, Level A.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: CALPIA is a self-supporting, customer-focused business that reduces recidivism, increases prison safety, and enhances public safety by providing offenders productive work and training opportunities. Our goal is to produce a trained workforce of offenders in prison so that, upon release, they have marketable job skills, good work habits, at least a high school-level education or equivalent, industry-accredited certifications, and job support in the community so that they never come back to prison.

The Workforce Development Branch is a critical part of CALPIA's goal of producing a well-trained workforce among the in-prison offender population, working to ensure that they develop work and life skills and achieve a high school-level education that motivates them to never commit crimes again. The IEP, CTE, and JVP/FVP each focus on providing critical job-related training to offenders. The offenders are able to earn wages while they participate in the programs as well as satisfaction and confidence as they learn marketable job skills that will translate well in the marketplace when they parole.

The Branch Manager will be expected to be the leader and driving force in strengthening IEP, CTE, and JVP/FVP to ensure that the programs fulfill CALPIA's goal of helping to reduce recidivism in California. The incumbent will be expected to have extensive knowledge, experience, and skills in business operations, be able to develop and implement strategic marketing plans to help grow these three programs, and also develop strong stakeholder relationships with other government agencies, public entities, and businesses. The Branch Manager will also be responsible for reporting on the accomplishments of the Workforce Development Branch each year when CALPIA submits its annual mandated report of accomplishments to the Legislature.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

Having the position remain at the Prison Industries Administrator level, despite the addition of programs being managed and the increase in the level of responsibilities, has not enabled CALPIA to adequately recruit qualified candidates for the position. Because of the specificity of the minimum requirements for the Prison Industries Administrator examination, CALPIA has not had an adequate applicant pool from which to select a qualified candidate.

The qualifications for the Prison Industries Administrator focus primarily on experience gained in the management of large industrial service, production, and agricultural programs. Administrator candidates generally lack the experience and ability to create strategic plans, identify and research potential program business, and personally solicit business owners to convince them of the value and benefits of the JVP and FVP. The business outreach is a critical component of the job because, without the participation and solicitation of new businesses, the Workforce Development Branch could not exist.

Allocating the Prison Industries Administrator position to a CEA would better serve the needs of the program and fulfill the public safety mission of the State in reducing recidivism and in fulfilling the requirements of California's Proposition 139 of 1990, the Prison Inmate Labor Initiative. The CEA would be responsible for fulfilling the program requirements as outlined by the Act as well as develop the program policies, standards, and procedures for statewide implementation, ensuring that CALPIA remains in full accordance with the Act.

Because of the unique, high-level expectations of the position, upgrading the Branch Manager to the CEA level will allow a greater number of potential applicants to fill our candidate pool and help CALPIA find the most qualified candidate for the position. It would allow CALPIA to gain a pool of candidates who have a greater level of knowledge, a higher level of education, and greater business and executive experience. The incumbent will then be able to build upon CALPIA's past successes to strengthen the JVP/FVP, IEP, and CTE programs and work closely with CDCR as CALPIA's liaison to help the State keep recidivism rates low and help offenders' successful transition back into communities.

Candidates most qualified to oversee the JVP/FVP, IEP, and CTE must possess the skill and ability to formulate, implement, and evaluate complex production, financial, and personnel policies and procedures. They must be able to plan, organize, and direct the work of contract, construction, and production staff and apply principles and practices of modern production to prison programs. They must be able to analyze complex production issues, procedures, and practices and make recommendations to executive management. From this pool of qualified candidates, the chosen incumbent must be one who is able to gain the support and confidence of top-level administrators and maintain cooperative working relations with managers and administrators of all levels in government and among the public. In addition, the chosen incumbent must be able to understand the missions, program goals, and unique nuances of each of these three programs to promote each of them effectively and have them be critical to the State's mission of improving public safety by reducing offender recidivism.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The Workforce Development Branch is critical to CALPIA's mission of enhancing the ability of offenders to obtain meaningful jobs upon release and to successfully transition to the community. Policy areas that the Branch Manager will be expected to manage and drive include the following for the three major programs:

1. JVP/FVP: The Branch Manager will be responsible for developing and implementing statewide policies and procedures for facilitating the establishing of private sector business operations in prisons using the inmate labor workforce. The policies and procedures will include methods that CALPIA uses to attract businesses to participate in these programs, ways to improve offender-participant successes, and better ways of recording and tracking both offender and business success rates.

2. IEP: The Branch Manager will be responsible for developing and implementing policies and procedures for both accredited and non-accredited certification training programs for offenders working in each CALPIA enterprise across the state. The Branch Manager will establish statewide eligibility criteria for offenders who participate in the program and receive certifications from independent third-party organizations, helping to create better opportunities to obtain meaningful jobs for the offenders upon their release.

3. CTE: The Branch Manager will be responsible for developing and implementing policies and procedures for CALPIA's CTE Trade Unions' pre-apprenticeship training programs and the transition of offenders to career employment when they parole. The policies and procedures will include methods for negotiating and managing trade union agreements and the development of curricula to meet the needs of the trade industries and the offenders. The pre-apprenticeship training program creates qualified, trained apprentices who are able to return to their communities with meaningful employment opportunities.

Overall, the incumbent will be required to have an in-depth knowledge of the organization and functions of California State government, including the legislative and executive branches; knowledge of the principles and practices of administering diverse manufacturing and service operations; knowledge of CDCR policy and procedures; knowledge of principles and trends of public administration, labor relations, techniques of organizational management and motivation, administrative problem-solving and policy formulation; State personnel, budget, and related administrative procedures, and a managerial role in the Equal Employment Opportunity Program.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Workforce Development Branch Manager will have complete oversight and control of JVP/FVP, IEP, and CTE. The three programs have a combined annual budget of \$4.927 million. The Branch Manager will have discretion and decision-making authority over all staff, financial expenditures, allocations, and monitoring of all budget-funding, contracts, and scope of work related to the three programs.

The Branch Manager will be considered the ultimate subject-matter expert on JVP/FVP, IEP, and CTE, and, based on this expertise, is expected to be able to provide general on-going updates and advice to the General Manager regarding policy development; staff, inmate, and stakeholder concerns; and resolutions to issues as they arise. The Branch Manager will be entrusted to run these three programs under the general guidance of the General Manager.

In managing JVP/FVP, the Branch Manager will be expected to seek out businesses to participate in the program while also ensuring that existing California jobs are not impacted. The Branch Manager will monitor each business-participant periodically to ensure compliance; liaise with members of the public and private sectors; and make presentations to external groups like Chambers of Commerce, unions, special interest advocacy groups, legislators, and correctional administrators to promote awareness of the JVP and FVP and to foster interest in participating in the programs. For CTE, a program that has been one of California's most successful offender rehabilitation programs, CALPIA will be looking for opportunities to expand the portfolio of certifications currently offered to inmates. Lastly, for IEP, CALPIA works to make sure offender-workers are individually evaluated for their job skills, education, experience and work habits. The success of IEP relies greatly upon CALPIA's relationships with other state and local agencies. The Branch Manager will thus be expected to take on the responsibility of managing relationships with these external entities to help improve processes and ensure that offenders can transition to parole smoothly with the right paperwork completed before their release - such as Medi-Cal enrollment, application for state-issued identification, and more. The IEP is crucial for helping to pave the way for offenders to access nationally accredited certifications and internal skill proficiency certificates.

Overall, the Branch Manager will be CALPIA's official program spokesperson with external stakeholders regarding these three programs. The incumbent will be expected to provide presentations to high-level audiences, act as liaison on behalf of CALPIA with external stakeholders, including the JVP Advisory Board, regarding the programs, develop a marketing strategy to broaden the JVP/FVP business base, and provide necessary policy guidance and advice to the CALPIA General Manager.

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

The CEA will be a member of the CALPIA General Manager's Executive Management team, reporting directly to the General Manager and working closely with the Joint Venture Policy Advisory Board.

The CEA will be responsible for overseeing the administration of JVP/FVP, IEP, and CTE and for developing and implementing new policies related to the three programs. This includes interpreting and implementing existing State and federal laws and regulations that guide the programs. As laws change or evolve and impact the three programs, the Branch Manager will be responsible for staying abreast of how those changes affect the programs and making sure CALPIA policies and regulations remain in compliance with those laws.

The CEA will also be responsible for building strong relationships with high-level stakeholders, government officials, business stakeholders, and other members of the public.