

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

2017-10-13

2. Department

Food and Agriculture

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

Administrative Services Division

4. CEA Position Title

Assistant Division Director

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

The California Department of Food and Agriculture (CDFA) requests the establishment of a CEA A to serve as the Assistant Division Director for the Administrative Services Division. The CEA A will provide oversight and policy direction to CDFA's Workforce, Succession, and Strategic Planning, ongoing Fi\$Cal implementation, and cash collections related to cannabis cultivation; develop and implement policies and guidelines to ensure CDFA is in compliance with State rules, laws, and regulations; and represent CDFA at meetings and conferences with control agencies.

6. Reports to: (Class Title/Level)

Director, CEA B

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):

While not a member of the department's Executive Management Team, the Assistant Division Director will function as an extension of the Team overseeing the ongoing Fi\$Cal implementation; workforce, succession, and strategic planning; and cash collection processes.

8. Organizational Level (Select one)

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

B. SUMMARY OF REQUEST

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

The CEA A will serve as the Assistant Division Director for the Administrative Services Division; provide oversight and policy direction to CDFA's Workforce Succession, and Strategic Planning, Fi\$Cal implementation, and CalCannabis cash collection; serve as the primary policy advisor on strategic planning; develop and facilitate workshops, training, and other meetings necessary to ensure successful implementation of CDFA's strategies in support of the department's mission to protect a safe healthy food supply, enhance local and global agriculture trade, through efficient management, innovation and sound science, with a commitment to environmental stewardship; and represent CDFA at meetings and conferences with control agencies and/or other State agencies.

The duties include but are not limited to:

Workforce, Succession, and Strategic Planning:

The CEA A will develop, formulate, implement, and execute sound policies and guidelines for CDFA's Workforce, Succession, and Strategic Planning Program to ensure efforts align with initiatives established by the California Government Operations Agency and the California Department of Human Resources. The CEA A will act as the expert policy advisor to executive management on Workforce, Succession, and Strategic Planning; plan, organize, and lead CDFA's workforce, succession, and strategic planning goals and objectives; ensure workforce, succession, and strategic policies and guidelines are implemented, followed, and executed successfully; ensure organizational development or change in organization are in compliance with workforce, succession, and strategic policies and guidelines; determine CDFA's critical leadership functions and make recommendations to the Executive Office to address succession planning strategies; and independently consult with Division Director and Executive Office to identify organizational development needs; provide expert advice and recommendations for implementation; and ensure CDFA is in compliance with annual reporting and State laws, rules, and regulations. The CEA A will utilize the Lean methodology to identify strategic business needs for CDFA, ensure areas of improvements are addressed, and execute the necessary steps for CDFA.

CalCannabis Cash Collection:

The CEA A will develop, formulate, implement, and execute policy and procedure for the collection, handling, and deposit of revenue received from CalCannabis licensing. The CEA A will ensure compliance with State and Federal laws, rules, and regulations related to the acceptance and accounting of Cannabis revenue. The CEA A will act as the expert policy advisor to executive management, collaborate with the CalCannabis Cultivation Licensing Division, the Department of Tax and Fee Administration, and the banking industry.

Fi\$Cal Implementation:

The CEA A will develop and implement CDFA policies related to the implementation of Fi\$CAL to ensure business operations align with expectations of the Department of Fi\$Cal, Department of Finance, and State Controller's Office; plan, organize, and lead CDFA's Fi\$Cal goals and objectives; and coordinate ongoing Fi\$Cal implementation as it relates to both the Division and CDFA, and integration with current systems used by the Financial Services Branch and Departmental Services Branch.

Administrative Policies:

The CEA A will administer, develop, and evaluate new, current, and revised department-wide policies under the administration of the Administrative Services Division; review proposed legislation and regulations affecting the Division and make recommendations to management; review correspondence to evaluate CDFA's position when there are diverse opinions concerning proposed regulations and policy.

Administration/Supervisory Duties:

The CEA A will execute the duties of the Special Assistant in supporting the Division Director in the planning, developing, and organizing Division activities. In doing so, the Assistant Division Director will mentor Branch managers and ultimately provide solutions for a wide range of difficult management and administrative problems; will represent the Division Director with governmental agencies, industry groups, university officials and at legislative hearings and independently meet with representatives of these groups to acquire information, determine solutions, and gather consensus on a variety of issues that may result in policy change. The CEA A will provide guidance, direction, and expert-level leadership to Division managers and supervisors; interpret and apply appropriate department policies and procedures to ensure the usage of the most efficient resources and tools; and act as the Division Director in his/her absence.

Department Representative:

The CEA A will represent CDFA at workforce, succession, and strategic planning related meetings, conferences, and work-groups with control agencies and other State departments.

B. SUMMARY OF REQUEST (continued)

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

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

Description: The CDFA's mission is to serve the citizens of California by promoting and protecting a safe, healthy food supply, and enhancing local and global agricultural trade, through efficient management, innovation, and sound science, with a commitment to environmental Stewardship. CDFA will ensure that only safe and quality food reaches the consumer; protect against invasion of exotic pests and diseases; promote California agriculture and food products both at home and abroad; ensure equitable and orderly marketplace for California's agricultural products; and build coalitions supporting the state's agricultural infrastructure to meet evolving industry needs. This proposal is consistent with CDFA's mission statement and strategic plan to optimize resources through collaboration, innovation, and process improvements.

The CDFA's Administrative Services Division (ASD) is responsible for planning, organizing, directing, and controlling department-wide functions related to: fiscal management, personnel and labor relations management, budget, general business services, contracts, and grants management. ASD is also responsible for CDFA's Workforce, Succession, and Strategic Planning, working collaboratively with the Executive Office to implement successful goals and objectives and deliver strategic results to meet our mission and vision statements and core values.

The CEA A will be responsible for high-level policy decisions and oversight that comes with department-wide functions. The CEA A will ensure organizational structure is aligned with CDFA's mission and vision statements; promote and encourage strategic improvements; and develop and implement lasting contributions to consumers, stakeholders, and CDFA employees. The CEA A will plan, organize, and lead CDFA's Fi\$Cal goals and objectives to ensure successful implementation and on-going operation. The CEA A will ensure new, current, and revised policies are successfully executed. The CEA A will develop and implement administrative policies and guidelines related to the new CalCannabis Cultivation Licensing Division's cash collections processes to ensure compliance with all State and Federal laws, rules, and regulations.

CDFA is committed to ensure that the workforce has knowledgeable, experienced, and skilled professionals to serve the citizens of California. CDFA's core values include: integrity, transparency, accountability, thoughtful communication, respect, creativity, balance, and diversity. CDFA strives to ensure we operate in an open, fair, and ethical manner; listen and share information openly and honestly with the goal of mutual understanding; treat everyone with courtesy, dignity, and respect; foster a creative environment and diverse workforce; and maintain effective partnerships so our decisions are fair and equitable to all our stakeholders.

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.

In 2013, CDFA developed a five-year Workforce and Strategic Plan to set objectives and guidelines for the fulfillment of the mission and vision statements, and established performance measures. This plan was a collaborative effort amongst CDFA's Executive Office, Divisions, and employees whose input, feedback, and ideas were used to capture diverse perspectives, while identifying common themes for change. CDFA's strategic plan incorporated performance measures that required ongoing monitoring and tracking of data to ensure accountability. The five step process for performance measure includes: (1) establishing meaningful goals for strategic direction, (2) selecting initial performance measures that tie directly to department goals, (3) gathering data requirements, (4) establishing a baseline performance, and (5) assessing our progress on a biannual basis. These are vital for organizational functions in serving stakeholders and the public, as well, as aligning directly with CDFA goals.

Currently, CDFA does not have policies developed for Workforce, Succession, and Strategic Planning. The CEA A will play a key role to develop, implement, and execute policies, guidelines, and continuous improvements for CDFA. Also, the California Department of Human Resources (CalHR) requires State Departments to develop a workforce, succession, and strategic plan. The workforce, succession, and strategic planning would align staff with the strategic missions and critical needs of CDFA and forecast CDFA's future workforce needs to ensure continuous skilled and competent professionals. The succession planning would support workforce planning by calling attention to internal resources, identify and develop current employees with the potential to fill key leadership positions, identify competency gaps, and develop strategies to address the needs.

In July 2017, CDFA went live with Fi\$Cal; this required new processes and reporting requirements. The CEA A will play a key role to develop and implement policies and guidelines; ensure a smooth transition, proper training, establish deadlines, and coordination between the branches in the Administrative Services Division; and plan, organize, and lead CDFA's goals and objectives.

With the creation of the CalCannabis Cultivation Licensing Division, the Administrative Services Division is required to develop administrative policies and guidelines related to cash collections processes. The CEA A will work closely with Department of Consumer Affairs to ensure timely deposits to the State Treasurer's Office; and ensure internal controls and separation of duties are identified and followed, and procedures are in compliance.

The position is currently allocated as a Special Assistant responsible for planning, developing, and organizing functions and activities for the Administrative Services Division; makes recommendations concerning current and proposed programs, policies, and procedures; provides assistance to the other Divisions with their response to emerging issues affecting CDFA; and acts for the Division Director in his/her absence. The expansion of responsibilities within CDFA related to Workforce, Succession, and Strategic Planning and Fi\$Cal system warrant the allocation to the CEA A. In addition, CDFA is responding to CalHR's request to consolidate department specific classifications which includes the Special Assistants to the CEA level.

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.

Workforce, Succession, and Strategic Planning: The CEA A will develop, implement, and execute policies and guidelines to ensure workforce continuity to meet strategic goals and objectives department-wide. CDFA has served California's rich agricultural history, culture, and traditions; through new and innovative approaches using the latest in science, technology, and economic strategies. CDFA programs are consistently being reviewed and enhanced to improve critical services statewide. CDFA works with federal and county partners in striving to support and advance the success of those that have made California agriculture the recognized leader of food and agricultural products in the world. The CEA A will be responsible for the development of policy and guidelines to create a program that will address: best practices, mentoring, transforming government, maximizing the strength of a multi-generational workplace, aligning the Workforce Plan to the Strategic Plan, securing executive support, providing classification risk assessment and gap analysis, targeting strategies for recruitment, retention, and succession planning, establishing metrics, and communication, implementing, and evaluating the plan.

Fi\$Cal Implementation: The CEA A will develop and implement department-wide policies and guidelines to ensure CDFA is in compliance with all State laws, rules, and regulations related to fiscal management, accounting, budgeting, procurement, and asset management.

Cash Collections for CalCannabis: The CEA A will develop and implement administrative policies and guidelines related to the new CalCannabis Cultivation Licensing Division for cultivation licensing cash collection processes to ensure compliance with State and Federal laws, rules, and regulations. The CEA A will be responsible for coordinating with the Department of Consumer Affairs to ensure timely deposits to the State Treasurer's Office and ensure deposit documents and Report of Collections are transmitted to CDFA's Financial Services Branch. The CEA A will work with CDFA's Audit Office, Financial Services Branch, and CalCannabis Cultivation Licensing Division to ensure internal controls and separation of duties are identified and followed, and procedures are in compliance with the Audit Office.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA A will have full responsibility and independent decision-making authority for the development, implementation, and modification of Workforce, Succession, and Strategic Planning, and Cash Collection policies and guidelines for CDFA. The CEA A will also function as a key administrative policy advisor to the Division Director and Executive Office.

The decisions made by the CEA A will support the overall mission and vision statements of CDFA. The CEA A will serve as a leader for the Administrative Services Division; provide oversight and policy direction to CDFA's Workforce, Succession, and Strategic Planning, Fi\$Cal implementation, and cash collections; and ensure the successful implementation of CDFA's goals and objectives.

The CEA A will ensure processes and procedures align with the operational and strategic business goals of CDFA; provide expert guidance and direction to Division managers and supervisors in the areas of workforce, succession, and strategic planning policy and implementation; and act as the Division Director in his/her absence.

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

The CEA A will develop and implement new policies for workforce, succession, and strategic planning for CDFA; Fi\$Cal implementation, and CalCannabis cash collection; oversee and participate in all aspects of these programs; and will be accountable to the CEA B, Director of Administrative Services, for these programs. The CEA A is an integral part of the department-level strategic plan. The CEA A will lead the efforts for the department and ensure strategies, policies, and guidelines meet compliance with existing Government Codes and Civil Service laws, rules, and regulations.

Policy development and program implementation are essential to the success of the workforce, succession, and strategic planning because they all tremendously impact and shape the future and viability of CDFA and State of California.