

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

May 1, 2018

2. Department

California High-Speed Rail Authority

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

Administration Office

4. CEA Position Title

Chief of Administrative Services

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

Under the general direction of the Chief Administrative Officer for the High-Speed Rail Authority (Authority), the Chief of Administrative Services is responsible for overseeing the Administrative Services Branch, which consists of the Human Resources Section and the Administrative Resources Section (which includes the Business Services, Policy Management and Records Management Units). The incumbent develops, manages, provides direction and oversight and coordinates with the Authority's program areas for the performance and business responsibilities for key services that include business services/facilities, human resources, policy management and records management. The incumbent ensures the direction of strategic goals and objectives for the Administration Office by developing policies and procedures and implementing programs. Through subordinate managers, the Chief of Administrative Services provides oversight and management to staff within the Human Resources Section and the Administrative Resources Section.

The Chief of Administrative Services is the point person with the Governor's Office, Transportation Agency, control agencies, executive staff and management for issues pertaining to human resources, workforce planning and organizational development related issues. The goal of this position is to bring human resources services in-house and to alleviate executive management of human resources, workforce planning and organizational management detail.

6. Reports to: (Class Title/Level)

Chief Administrative Officer (CEA)/Executive

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): Will work very closely with the executive management team on policy and programmatic issues pertaining to human resources, workforce planning, organizational development efforts, and administrative resources.

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.

Manages, supervises and directs the development and implementation of policies, guidelines, and standards for the Authority's administrative operations within the Human Resources Section. Recommends and implements policies and plans that support the Authority's infrastructure goals and strategies. Develops strategic direction for the Administration Office in conjunction with the Chief Administrative Officer.

Makes recommendations to the Chief Administrative Officer regarding the formulation and/or administration of policy and long-range planning for the Authority's administrative programs and processes for personnel management in the areas of executive recruitment and selection, civil service selection services, classification and pay, examinations, transactions, position control, training and staff development, benefits, return to work, labor relations, and progressive discipline. In addition, the incumbent ensures all applicable personnel laws and rules are adhered to in the performance of personnel services.

Manages, supervises and directs the subordinate managers who plan, develop and coordinate the day-to-day personnel operations in accordance with the Authority's policies, procedures and processes for personnel management in the areas of executive recruitment and selection, civil service selection services, classification and pay, examinations, transactions, position control, training and staff development, benefits, return to work, labor relations, and progressive discipline. In addition, the incumbent ensures all applicable personnel laws and rules are adhered to in the performance of personnel services.

Manages, supervises and provides guidance to subordinate managers who are responsible for ensuring compliance with merit principles and civil service laws and rules for the hiring, promotion, and retention of qualified individuals. Ensures that the strategies maximize best practices and increase the Authority's effectiveness in hiring, promoting and retaining qualified individuals in compliance with the merit system and civil service laws and rules.

Provides guidance and direction to Authority managers and supervisors, as well as subordinate managers regarding staff performance and progressive discipline, including review and approval of probationary reports and individual development plans, merit salary adjustments, counseling memorandums and adverse actions/rejections on probation.

Provides guidance and direction to subordinate managers who are responsible for administering the training and employee recognition programs by ensuring that the programs operate consistently, effectively and economically.

Advises and supports the Chief Executive Officer, Chief Deputy Director, Chief Operating Officer and Chief Administrative Officer on human resources, workforce planning and organizational development-related statutory requirements. The incumbent is the also the point person with the Governor's Office, Transportation Agency, control agencies, executive staff and management for issues pertaining to human resources, workforce planning and organizational development related issues.

Advises and assists all other executive staff and managers regarding the formulation, implementation and evaluation of initiatives, programs and visions that impact leadership development and effectiveness, internal employee communication, succession planning, creating a healthy organizational culture and building workforce capability. The incumbent will focus on recruitment and retention, employee performance concerns, organizational development strategies and training strategies for Authority staff. Will act on behalf of the Chief Administrative Officer when necessary.

Attends and participates in meetings and briefings with executive staff, Authority staff and representatives from the Transportation Agency, CalHR, Department of General Services, DOF, and the Department of Transportation. The incumbent also consults with executive staff regarding the development and implementation of future contracts for leadership, management and staff development needs.

Facilitates re-organizations for the Authority, as necessary. Participates in exercises which clarify roles and responsibilities of Authority offices, branches and teams. Coordinates with the human resources offices of the Authority's consultant firms, as necessary. Manages, supervises and directs subordinate employees who are responsible for managing the consultant contracts and negotiations pertaining to the administrative operations within the Authority.

Manages, supervises and directs the formulation of processes and procedures to manage the business services and facilities operations. Through subordinate staff, ensures that the facilities operations are in accordance with the SAM, PAM, SCM, Authority guidelines, management memos and Administrative Orders. The incumbent provides oversight and develops policies for the following functions:

- Facility operations;
- Purchasing of materials, supplies and equipment;
- Administration contracts;
- Financial record keeping;
- Designing office layout and interfacing with building management;
- Office space activities;
- Solicitation and awarding of bids for major equipment alterations;
- Contracting activities;
- Building lease negotiation;
- Supply orders;
- Mail room services.

Manages, supervises and directs the formulation of processes and procedures to manage and implement the records management program. Oversees and directs, through subordinate staff, the records retention process in order to ensure it is in accordance with records storage laws and regulations. The incumbent provides oversight and develops policy for the following functions:

- Centralized process for the development, issuance and maintenance of all Authority policies and procedures;
- Records retention;
- Five-year records inventory;
- Records storage solutions;
- Confidential deconstruct;
- Forms management.

Manages, supervises and directs subordinate employees who are responsible for managing the consultant contracts and negotiations pertaining to the administrative operations within the Authority.

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 establishment of the CEA position is essential to accomplish the mission critical work of the high-speed rail project by providing oversight of the Authority's human resources and administrative resources operations as well as advising the executive management team on all matters and policies concerning human resources, workforce planning and organizational management.

The Chief of Administrative Services is the point person with the Governor's Office, Transportation Agency, control agencies, executive staff and management for issues pertaining to human resources, workforce planning, organizational development and administrative resource related issues. The goal of this position is to bring human resources services in-house and to alleviate executive management of human resources, workforce planning, organizational management and administrative resources detail and to ensure that the Authority has adequate resources in order to accomplish its mission.

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.

The Authority recently went through a reorganization and as a result, the Administration Office acquired the Contract Administration Branch. The Contract Administration Branch is a very critical area and is responsible for the following:

- Directing and developing policies and procedures to implement the contract management process and to ensure cost-effective expenditures of contract resources.
- Setting direction to ensure that contract managers effectively administer and manage Authority contracts.
- Ensuring that the Rail Delivery Partner (RDP) fulfills its strategic and contractual obligations to the Authority to enable the delivery of the high-speed rail project on schedule and within budget.
- Providing overall contract management and oversight of the RDP contract in conjunction with Authority leadership.

Due to the expansion of the Administration Office to now include the Contract Administration Branch, a the Chief Administrative Officer position is now in need of a subordinate position to effectively manage the areas of business services/facilities, human resources, policy management and records management. The staffing configuration as well as the oversight and supervision role requires the leadership and experience of a CEA equipped to direct multiple, concurrent, complex and sensitive administrative projects in these areas.

The Authority is an organization that oversees the work of hundreds of consultants. The Authority's state and private sector staff are integrated, which contributes to the uniqueness of its organization. The Chief of Administrative Services is responsible for maintaining this organizational model and providing advice to both state and consultant staff on organizational development matters.

In addition, this position will be tasked with leading the effort to bring the Authority's HR functions in-house and no longer contract with the Department of Transportation for these services.

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 Chief of Administrative Services advises and assists the Chief Administrative Officer and the executive management team on complex and sensitive administrative policy matters pertaining to human resources, workforce planning, organizational management and administrative services. Examples are as follows:

(1) Standard Code of Conduct Policy: The purpose of this policy is to describe and explain the Authority's standard code of conduct with respect to specific categories of ethical conduct. Guidelines for Authority employees and examples of conduct are provided.

(2) Employee Training Policy: The Authority strives to enhance the job performance of its employees so that the quality of service rendered by persons in the state may be continually improved per Government Code Section 19995. It is the Authority's policy to provide employees with training designed to increase job proficiency and career opportunities within the limits of financial/budgetary resources and to promote a capable, efficient and service-oriented workforce by developing employee's skills and abilities through effective, quality training programs per Government Code Section 19995. The training program enables the Authority's workforce to excel and achieve the Authority's goal of continuing to build a talented team, in order to strengthen ties with the Authority's partners to ensure diligence in application of the program.

(3) Employee Recognition Program Policy: Continuous recognition of employee accomplishments and behaviors is one of the most effective ways to reinforce organizational values, support business objectives, and retain motivated, high-performing employees. It is the policy of the Authority to ensure that employees who exhibit outstanding work performance are acknowledged for their efforts and accomplishments. The Employee Recognition Program includes day-to-day, informal and formal recognition and provides a system by which employees at all organizational levels are able to demonstrate their appreciation to an individual or a team for accomplishments that help meet the Authority's mission to build the nation's first high-speed rail system.

(4) Records Management and Document Control: The CAS provides, supports, and maintains a Records and Document Management Program (RDMP) to verify that the provisions of the State Records Management Act, State Administrative Manual (SAM), Information Practices Act, and other applicable State and Federal laws, rules, and standards are effectively met. The RDMP is necessary for the efficient operation of the Authority and its consultants and contractors, and to guide good record keeping practices, including the retention and preservation of paper and electronic records.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Chief of Administrative Services is a key member of the Authority's Administration Office and is responsible for planning, organizing and directing the the human resources, workforce planning, organizational management and administrative resources efforts of the Authority. Under the direction of the Chief Administrative Officer, this position is responsible for formulating and administering administrative policies, procedures and practices, as well as implementing and monitoring them to ensure compliance. This position is also responsible for providing the necessary managerial and leadership skills in order to continuously meet and improve administrative goals and objectives and administrative challenges.

The Chief of Administrative Services will represent the Authority with the Governor's Office, Transportation Agency, Department of Human Resources, State Personnel Board, State Controller's Office, Department of Finance, Public Employee's Retirement System, the California Department of Transportation, Department of General Services and Department of Fair Employment and Housing.

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

The Chief of Administrative Services will have full management responsibility for developing, interpreting and implementing policies in the areas of human resources, workforce planning, organizational management and administrative resources. This position will also be responsible for advising and assisting the Chief Executive Officer, Chief Deputy Director, Chief Operating Officer, Chief Administrative Officer and the remaining executive management team members on complex and sensitive administrative policy matters pertaining to these areas.