

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

3/15/2016

2. Department

California Housing Finance Agency

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

Administration

4. CEA Position Title

Director of Administration

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 Deputy Director, serves as the single point of leadership for the Administrative Services Division directing the activities of the following departments Human Resources, Business Services and Facilities Management, Budgets and Contracts, and the Records Retention and Training.

6. Reports to: (Class Title/Level)

Chief Deputy Director

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.

Under the general direction of the Chief Deputy Director, serves as the single point of leadership for the Administrative Services Division and works collaboratively with the Agency's managers, supervisors, employees and consultants to perform the following:

Essential Functions:

25% Plan, organize, and direct the following Human Resources (HR) programs: Classification and Selection Services, Labor Relations, Payroll and Benefits, Workers' Compensation, EEO, Workforce Planning, and Operations. Responsible for the direction and supervision of staff including a Staff Services Manager II, Associate Personnel Analysts, Personnel Specialists and Office Technicians. Develop workforce excellence by providing quality management, training, and guidance to HR management and staff. Assure that all projects and reports are completed accurately, efficiently and timely. Ensure that subordinates have the necessary tools, training and resources to meet operational needs and provide timely and quality customer service.

10% Recommend and implement policy changes regarding the administration of HR programs. Consult with the Chief Deputy Director on sensitive and time-critical policy issues to assist in the development of policy recommendations to CalHFA leadership. Direct the implementation and improvement of new and existing policies, processes and procedures while ensuring program integrity specific to CalHFA goals, strategic vision, legislative mandates, business direction, and HR service and performance objectives. Assist in the implementation of the CalHFA business plan by developing policies, procedures, processes, and performance measures to fulfill the goals and objectives on the business plan.

10% Establish standardized policies and procedures, ensure uniform compliance with personnel laws, rules, policies and procedures in order to provide seamless personnel services relative to position allocation, recruitment, hiring practices, merit issue complaints, grievances, organizational structure and other classification and pay projects. Develop and implement effective and efficient processes and procedures for employee recruitment, retention and succession planning. Ensure sound compensation plans and hiring practices.

10% Consult with the Executive Director and Chief Deputy Director on organizational changes, personnel management issues, and allocation of resources. Collaborate with control agencies to ensure that CalHFA interests are included in the decision-making process. Develop and maintain effective partnerships with CalHFA leadership to ensure their operational needs are considered when process and/or procedure changes are being explored. Monitor pending legislation that affects personnel practices, budget, contracting, public records and business services. Participate on project teams, with internal and external business partners to deliver the highest quality of service and products to our customers.

10% Plan, organize, manage, and oversee the Agency's training and public records programs. Position is responsible for the direction and supervision of staff including a Staff Services Manager I, two Associate Governmental Program Analysts, and a Management Services Technician. Design and maintain a comprehensive training program for new hires and develop training materials specific to the needs of the individual business units. Actively directs the staff responsible for the Agency's compliance with the public records act and the information practices act including: public records act requests, information practices act requests, subpoenas, and Internal Revenue Service summons. Manage and refine the Agency's records retention policies and for working with IT to establish and maintain up to date and effective systems for public information management. Develop employee training materials for public records, financial privacy, conflicts of interest, and ethics. Prepare annual recertification programs in public records and financial privacy.

20% Plan, organize, manage, and oversee the Agency's Budget and Contracts Unit. Position is responsible for the direction and supervision of staff including a Staff Services Manager II, Associate Governmental Program Analysts, and a Staff Services Analyst. Develops, presents and monitors the Agency's operating budget and all contracting activities. This includes, but is not limited to: a) Oversight, preparation and presentation of the annual budget for approval by CalHFA Board of Directors, including proposed and new budget schedules and reports; various supplementary schedules, and the development and preparation of the annual agency budget allotments for each division/program, as approved by the Board; b) Participation in executive director meetings with senior managers on the proposed annual operating budget; c) confirm that all Agency contracting processes and policies are in compliance with applicable laws and regulations and provide periodic review of Agency contracting practices to ensure they are both efficient and cost effective.

10% Plan, organize, manage, and oversee the Agency's Business Services and Facilities Management Unit. Position is responsible for the direction and supervision of staff including a Staff Services Manager I, Associate Governmental Program Analysts, Staff Services Analyst, Business Services Assistant, Management Services Technician, Information Systems Technician and Office Technician. Direct Business Services and Facilities Management to ensure that they are providing comprehensive and real time deliverables to customers and outside vendors

5% Participates in staff meetings, attends training, provides work status reports, handles special projects and performs other duties as assigned.

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 Agency has historically had a Director of Administration to provide oversight and direction to the administrative services divisions; however, the position was not filled by a permanent employee for more than five years and was removed by CalHR. Over the prior 5 years, there had been intermittent discussions about a possible merger between CalHFA and HCD; consequently, the previous executive director chose to fill the position with a retired annuitant and, later, a special consultant. With the decision that a merger was not a viable option, CalHFA is now ready to fill this position on a permanent basis. The position of Director of Administration had been filled by a special consultant until a year and a half ago, after which time all administrative services departments began reporting directly to the to the Chief Deputy Director. This arrangement has created span of control issues and we believe the addition of a Director of Administration will improve the efficiency, effectiveness and focus of the Administrative Services departments. Like the rest of the State, CalHFA is seeing a rise in the number of retirements, and the need for effective workforce planning and training has never been more critical. This position will enable CalHFA to implement a comprehensive plan to address succession planning, recruitment and training. Additionally, it will provide for the effective integration of human resources, training, budget and facilities management.

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 need for the position has always existed and, as mention previously, the position was filled by a special consultant until 18 months ago. The Director of Administration position will provide the day to day oversight and cross departmental coordination for the various support departments and create a valuable bridge between support services and Executive Management. Additionally, the scope of the responsibilities for the Director of Administration have been expanded to include the Records Compliance Unit and Organizational Development. This increase in scope will facilitate the expansion and development of a training curriculum that can serve the broader needs of the Agency. Much like the rest of the State, CalHFA is experiencing a rise in the number of staff retirements and a growing need for workforce planning (recruiting, succession planning and training). By growing the training capacity of the Agency, we expect to develop and tailor training programs for departmental specific functions and increase the frequency of training opportunities. Focused training programs for Multifamily Lending, Single Family Lending, Loan Servicing, etc. will reduce the time it takes to bring new hires up to expected performance standards and will provide existing employee with training opportunities that enhance career growth within the Agency.

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 Director of Administration position provides policy development and guidance that influences the entire Agency. The most significant policy areas influenced by the position are noted below:

Human resources policies including but not limited to:

Administrative Time Off, Alternative Work Schedule, Discrimination Harassment Complaint process, EEO, Hiring Above Minimum, Nepotism, Organizational Charts, Out of Class, Overtime, etc.

Budgetary & Training policies including but not limited to:

Travel Policy, Out-of-State Travel Policy, Training and Staff Development Policy, etc.

Facilities policies including but not limited to:

Air Vent Deflectors, Business Transportation Services, Conference Room Policy, Ergonomics, Excess Lodging, Inventory Control, Mail and Courier Services, Parking Policy, etc.

Records Retention and Public Records Act policies including but not limited to:

Gift to Agency, Statement of Economic Interests (Form 700), Record Management Policy, Public Records Act Policy, Information Practices Act Policy, Conflict of Interest, etc.

The Director of Administration reviews the employee handbook, policies and procedures to ensure they are understandable and enforceable. Develop strategies and recommendations for training employees on these policies and procedures to ensure they are understood and followed.

The position recommends and implements policy changes regarding the administration of HR programs. Consults with the Chief Deputy Director on sensitive and time-critical policy issues to assist in the development of policy recommendations to CalHFA leadership. Directs the implementation and improvement of new and existing policies, processes and procedures while ensuring program integrity specific to CalHFA goals, strategic vision, legislative mandates, business direction, and HR service and performance objectives. Assists in the implementation of the CalHFA business plan by developing policies, procedures, processes, and performance measures to fulfill the goals and objectives on the business plan.

Further, the position establishes standardized policies and procedures, ensures uniform compliance with personnel laws, rules, policies and procedures in order to provide seamless personnel services relative to position allocation, recruitment, hiring practices, merit issue complaints, grievances, organizational structure and other classification and pay projects. Develop and implement effective and efficient processes and procedures for employee recruitment, retention and succession planning. Ensures sound compensation plans and hiring practices.

C. ROLE IN POLICY INFLUENCE (continued)

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

Counsels and advises the Executive Director and Chief Deputy Director on the most sensitive, complex and critical operational, personnel related issues impacting the organization; assists and consults with the Executive Director and Chief Deputy Director in the development of significant policy matters and is tasked with implementing said policies and strategic plans through close coordination with the Executive Management Team and senior managers to ensure accountability in providing consistent leadership and support for improvement efforts throughout the organization.

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

Yes. In the normal course of business the position will develop, implement and interpret Agency policy regarding a variety of program areas including Budgets, Business Services, Human Resources, Training and Public Records.

The position of Director of Administration will be responsible for the development, update and implementation of a wide spectrum of policies including but not limited to the following: Administrative Time Off, Ergonomics Policy, Harassment Prevention Policy, Inventory Control Policy, Excess Lodging Policy, Business Transportation Policy, Out of State Travel Policy, Nepotism Policy, etc.