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

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<th>1. Date</th>
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<tr>
<td>September 7, 2018</td>
<td>California State Teachers' Retirement System</td>
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3. Organizational Placement (Division/Branch/Office Name)

Human Resources/Administrative Services

4. CEA Position Title

Human Resources Operations Officer

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 Director of Human Resources, the Human Resources Operations Officer plans, organizes and directs activities associated with the following Human Resources programs: Talent Management (Classification and Compensation; Talent Acquisition, Outreach, and Examinations; Performance Management; and Labor Relations) Workforce Strategy and Succession Planning, Diversity and Inclusion, Payroll and Benefits, Disability Management and Leave Administration, and a shared services unit dedicated to HR business operations. The incumbent is the enterprise policy advisor for all human resources management issues related to the aforementioned programs and ensures that assigned programs are working in cohesion to support CalSTRS sustainable workforce practices.

6. Reports to: (Class Title/Level)

Director of Human Resources - 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): As a member of Senior Leadership, the CEA will act as a staff resource to the CEO and Executive Staff in rendering sensitive human resources, performance management, and enterprise strategic planning decisions.

8. Organizational Level (Select one)

- [ ] 1st
- [ ] 2nd
- [ ] 3rd
- [✓] 4th
- [ ] 5th (mega departments only - 17,001+ allocated positions)
9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Direct the development and implementation of policies and programs within Human Resources Operations. Provide leadership, management and policy direction for the work activities and performance of staff managing the following Human Resources programs: Talent Management (Classification and Compensation; Talent Acquisition, Outreach, and Examinations; Performance Management; and Labor Relations), Workforce Strategy and Succession Planning, Diversity and Inclusion, Payroll and Benefits, Disability Management and Leave Administration, and an HR shared services unit dedicated to Human Resources internal business operations and support for budgeting, consulting contracts and procurement, employee background investigations, policy implementation, analytics and workforce statistics, and HR technology. Ensure that all HR Operations programs are working in cohesion to support CalSTRS sustainable workforce practices. Consult with the Director of Human Resources on organizational changes, personnel management issues, and allocation of resources.

Serve as enterprise policy advisor for all human resources management issues related to the aforementioned programs. Provide extensive policy and program consultation and advice to the Director of Human Resources, Executive Staff and CalSTRS Senior Leadership in rendering sensitive human resources, performance management, workforce strategy and organizational restructuring decisions. Direct the implementation and improvement of new and existing policies, processes and procedures while ensuring program integrity specific to CalSTRS goals, strategic vision, legislative mandates, business direction, and HR service and performance objectives. Continually assess assigned human resources programs for risks to ensure the sustainability of critical business processes and develop and implement risk mitigation strategies. Consult with the Director of Human Resources on sensitive and time-critical policy issues.

Collaborate with control agencies to ensure that CalSTRS interests are included in the decision-making process. Ensure compliance with policies, procedures, and processes that are consistent with the organization’s goals, objectives, federal and state laws, and the rules of the California Department of Human Resources (CalHR), State Personnel Board (SPB), the State Controller’s Office (SCO), and other state business partners. Monitor and make policy recommendations on the impacts of legislation and regulation on CalSTRS programs. Represent CalSTRS at control agencies or other professional organizations on human resource issues. Participate in control agency activities that support civil service improvements.

Serve as a member of CalSTRS leadership and participate in program and policy direction and the development of CalSTRS Board’s Strategic Plan and Annual Business Plan. Oversee the development of CalSTRS Workforce Strategy and Succession Plans that support CalSTRS sustainability and address the organization’s current and future needs. Develop and maintain effective partnerships with CalSTRS leadership to ensure their operational needs are considered when process and/or procedure changes are being explored. Participate as a senior management sponsor, business lead or team member in enterprise-wide projects. Align human resources operations programs with key projects. Champion CalSTRS initiatives such as the development of talent acquisition strategies, leveraging technology to improve human resource services and products, building and implementing a comprehensive performance management system and other enterprise-wide efforts. Serve as a Leadership representative on CalSTRS governance councils and organization-wide forums.

Act on behalf of the Director of Human Resources in his/her absence. Represent CalSTRS Human Resources at meetings and conferences.
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 Human Resources Operations program areas to be overseen by the CEA are in support of CalSTRS mission to secure the financial future and sustain the trust of California's educators. CalSTRS Strategic Plan establishes the priorities for strategic business planning initiatives in collaboration with the Teachers' Retirement Board, the Chief Executive Officer and Executive Staff and provides a clear blue print for the future of the organization and outlines a focused direction for the achievement of CalSTRS long-term goals. The goals and objectives outlined in its Strategic Plan convey CalSTRS commitment to growing, engaging and retaining a highly skilled and diverse workforce to ensure a sustainable organization. The CEA will develop policies, programs, and strategies in order to achieve these goals and meet objectives. Importantly, the CEA will develop, implement and oversee critical Human Resources Operations programs that support the investment of the CalSTRS $225 billion portfolio and the payment of $14 billion in annual benefit payments to CalSTRS members and their families.
11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

In recognition of continued growth and the operational complexity of its programs, CalSTRS seeks to establish a CEA, titled Human Resources Operations Officer, to provide leadership and oversight over the following Human Resource programs: Talent Management (Classification and Compensation; Talent Acquisition, Outreach, and Examinations; Performance Management; and Labor Relations) Workforce Strategy and Succession Planning, Diversity and Inclusion, Payroll and Benefits, Disability Management and Leave Administration, and an HR shared services unit dedicated to HR business operations for budgeting, consulting contracts and procurement, background investigations, policy implementation, analytics and workforce statistics, and HR technology.

More than ever the role of HR is moving from a primarily customer service/transactional role to the role of strategic business partner. At CalSTRS, HR provides strategic consultation to Executive Staff and the senior leadership team on enterprise strategic planning, enterprise projects, business transformation activities, and sensitive human resources management, workforce strategy and performance management decisions. As HR strategies continue to emerge as a top focus for strategic planning in support of the mission and business operations of CalSTRS, the HR Division has been elevated in organizational visibility with prominence in CalSTRS Strategic Plan. The Strategic Plan is designed with an eye toward the future, maintaining the viability of the fund in perpetuity and securing the financial future of California's educators. The Strategic Plan is the culmination of a year devoted to a comprehensive environmental scan to gain a broad understanding of the external and internal forces affecting the future of CalSTRS.

The goals and objectives of this plan sets CalSTRS on course to ensure it will continue to accomplish its mission for many years to come. The Strategic Plan includes four goals that link together in support of CalSTRS risk management and sustainability efforts: 1) Financial - Ensure a financial sound retirement system, 2) Member/Employer - Ensure our members understand their retirement benefits and make sound decisions to secure their financial futures, 3) Business Transformation - Priority to update systems and business processes including the Pension Solution Project, and 4) Workforce Transformation - Grow an engaged, highly skilled and diverse workforce. Within its Workforce Transformation goal, CalSTRS has identified formal objectives directly tied to the services provided by the proposed CEA. The objective to broaden recruitment and hiring practices to employ additional qualified individuals to support CalSTRS business objectives will require the CEA to develop talent acquisition strategies and specialized outreach activities in an increasingly competitive labor market environment that address a diverse and multi-generational labor force that value different ways of working. The objective to advance engagement strategies that retain and develop employees to meet future business needs will require the CEA to develop performance management strategies which will include the design, development and implementation of employee performance management programs and assessment tools that ensure awareness and performance alignment with CalSTRS strategic goals and business objectives, drive business results, assess skills and competencies, and provide meaningful manager feedback. The CEA will also lead efforts that build on CalSTRS commitment to diversity and inclusion efforts that value diversity of thought and experiences. The objective to enhance organizational performance by strengthening strategies for leadership succession will require the CEA to develop workforce strategies and succession plans that proactively plan for changes in CalSTRS strategic direction and assess organizational workforce readiness and response to ongoing operational and strategic needs of the organization.

The CEA will be responsible for human resources operations programs that mitigate operational risks that may hinder CalSTRS long-term sustainability and operational efficiency. CalSTRS has established a risk management framework that delineates risks related to achieving strategic goals and business objectives. The Risk Management Report has identified, as a high operational risk, CalSTRS ability to meet critical business functions due to potential loss of subject matter experts and loss of critical staff knowledge. Also identified is the potential for staff and leadership turnover to result in long-term business instability. The proposed CEA will be charged with addressing these risks through the development and implementation of workforce strategies and succession plans and the development and enhancement of talent management and talent acquisition strategies that ensure CalSTRS is recruitment ready in the event of critical position vacancies. The CEA will oversee the consultation with each branch within the organization in developing and realizing solutions to recruit, retain, and manage employee performance to best meet the demands of each branch’s unique business need.

Additionally, the services provided by the proposed CEA are no longer limited to CalSTRS West Sacramento Headquarters. CalSTRS has established full service Member Service Centers (MSC) in Glendale, Irvine, San Diego and Santa Clara. HR Operations strategically partners with the program area leadership to address the challenges of managing and staffing multiple field office locations to ensure that the MSCs are able to deliver to members the same quality products and services available at CalSTRS headquarters. HR Operations also provides consultation to leadership to develop solutions to the challenges of maintaining field office employees’ feelings of inclusion and connection to Headquarters and the CalSTRS organizational culture.
## 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 CEA’s policy role includes, but is not limited to the following:

- Serve as member of CalSTRS Senior Leadership team which is responsible for providing program and policy direction, carrying out the Strategic Plan and Annual Business Plan and formulating and implementing department-wide policies related to CalSTRS programs.


- Principle expert and technical advisor for labor negotiations, including but not limited to, compensation and classification change proposals, that are aligned with the priorities of CalSTRS.

- Alternate Work Schedule - Under the AWS policy, CalSTRS offers flexible work hours and schedules to employees while continuing to maintain operating efficiency, productivity, and effective service to its members and the public. This policy is intended to be forward thinking and is designed to be flexible enough to also fit an evolving organization whose operational needs may vary over time. The use of an AWS assists with the following: improves program effectiveness and employee productivity and morale, supports CalSTRS sustainability efforts, reduces absenteeism, and improves employee recruitment and retention.

- Background Investigations Policy - As a financial services organization and a fiduciary of public funds, to comply with these and other similar responsibilities, CalSTRS uses background investigations (BI) to determine suitability of employment or other job changes such as promotion or transfer. The BI process may consist of, among other things, criminal record checks, civil checks, credit checks for applicable positions, and verification of education. In addition, CalSTRS will check the driving records for positions where driving is an essential function of the job. The CEA will enforce the policy to ensure that CalSTRS meets its obligations to protect the personal data of members, maintains integrity of the system, and maintains CalSTRS commitment to a safe and secure workplace.

- CalSTRS Leadership Development and Succession Plan - The leadership development and succession plan focuses on human resources strategies that strengthen CalSTRS leadership team, develop a talent pipeline and mitigate leader turnover risks. The plan provides the direction to identify, develop or select the next generation of prepared, capable and engaged leaders.

- CalSTRS Workforce Plan - The workforce plan reflects CalSTRS' commitment to growing an engaged, highly skilled and diverse workforce. This plan introduces strategic recommendations through a data-driven examination of the current workforce and alignment with CalSTRS Strategic Plan and Business Plans. This workforce plan recognizes that strategic planning is critical to meeting the workforce changes of the future and plays a vital role to the organization's success. Over the next five years and beyond, the CEA will continue to lead and engage with leadership and staff on workforce planning activities.

- Employee Separation/Transfer Policy - This policy ensures appropriate internal controls are in place and followed when an employee separates from employment with CalSTRS or transfers within the organization. This policy defines the roles and responsibilities of employees, management, and business areas in these instances.

- Restrictions on Employment After Separation - The Political Reform Act (PRA) of 1974 (Gov. Code § 81000 et seq.) imposes specified restrictions on the post-employment activities of state employees. Ed. Code § 22212.5 imposed additional restrictions on the post-employment activity of certain CalSTRS officers and employees. This policy describes the post employment restrictions applicable to three classes of CalSTRS staff: 1) All staff; 2) Form 700 filers; and 3) additional restrictions (two, four and ten-year restrictions) on the post-employment activity of certain CalSTRS officers and employees, specifically CEA's reporting directly to the Chief Executive Officer or Chief Operating Officer, and Executive and Investment Management positions under the CalSTRS Board's compensation setting authority.

Telework - This policy defines CalSTRS Telework Program and the guidelines and rules under which it operates. CalSTRS acknowledges the business, societal, and personal benefits available through a carefully planned and managed Telework program. The program can assists management and employees in economically and effectively accomplishing the mission of CalSTRS by supporting sustainability, space optimization, operationally efficiency, productivity, and effective service to members and the public.
13. What is the CEA position's scope and nature of decision-making authority?

The proposed Human Resources Operations Officer will have full management authority for all Human Resources programs exclusive of Organizational Development, Executive Compensation, and EEO.

The CEA will serve as the enterprise advisor for all human resources management issues for the following HR Programs: Talent Management (Classification & Compensation; Talent Acquisition, Outreach, and Examinations; Performance Management; and Labor Relations) Workforce Strategy & Succession Planning, Diversity & Inclusion, Payroll and Benefits, Disability Management & Leave Administration, and an HR shared services unit dedicated to HR business operations. The CEA will provide leadership, direction and management oversight for the staff managing and administering the aforementioned programs. The CEA will ensure that all programs are working in cohesion to ensure CalSTRS sustainable workforce practices.

The CEA will have full authority to develop and implement Human Resources policies, programs and strategies that align CalSTRS staff and operational activities with its Strategic Plan and Annual Business Plan. The CEA will have authority to develop Human Resources policies, programs, strategies that address operational risks related to CalSTRS long-term business sustainability and business continuity.

Importantly, to maintain CalSTRS reputation as a trusted organization and a fiduciary of public funds, the CEA will oversee consistent enforcement of remedial measures for compliance violations related to all of CalSTRS enterprise policies. The CEA will identify appropriate remedial measures following the identification of misconduct and policy compliance violations which may result in policy changes throughout the department or the impacted program area, while ensuring adherence and compliance with state civil service rules and regulations. As necessary, the CEA will partner with the General Counsel and work with investigators in the identification of misconduct and policy compliance violations.

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

Each year CalSTRS conducts environmental scan activities including assessing CalSTRS strengths, weaknesses, opportunities, and threats (SWOT), potential legislative changes, and current and future projects that impact the system’s long-term sustainability and business continuity. Additionally, each year CalSTRS business plan is fine-tuned to represent the focus of the organization allowing CalSTRS to continually assess the changing environment including regulatory changes, operational risks, financial market risks and the changing needs of CalSTRS members. The CEA will formulate and direct the development of new or revised talent management, talent acquisition, workforce, and succession strategies based on these ongoing changes. The CEA will continue to formulate and implement risk mitigation strategies to address risk identified in CalSTRS Risk Management report.