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
   - September 15, 2017

2. Department
   - Covered California

3. Organizational Placement (Division/Branch/Office Name)
   - Executive/Office of Talent Management

4. CEA Position Title
   - Deputy Director, Office of Talent Management and Succession Planning

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, Administrative Services Division, functions as the Deputy Director, Office of Talent Management and Succession Planning and serves as the principal policy advisor to the Executive Director and Executive staff on strategic planning; organizational development; organizational change management; talent management and workforce/succession planning including staff development and focused recruitment. The incumbent is responsible for creating a vision, strategy, and corresponding plans for talent management initiatives that are aligned with Covered California goals and objectives. In addition, the incumbent continually improves the integrated approach to talent management, including planning, organizing, directing, and coordinating multiple functions including employee engagement, recruitment, selection, certification, workforce/succession planning, management development programs and placement services for Covered California. The implementation of these initiatives, and the development of sound policies to guide them, are vital to ensure that, in light of the fact that 36% of the current staff are eligible for retirement, Covered California maintains a highly-skilled workforce to support its mission to provide Californians with access to affordable, integrated, high-quality health care.

6. Reports to: (Class Title/Level)
   - Director, Administrative Services Division (Exempt)

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.
   - [X] 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
   - [X] 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 Deputy Director, Office of Talent Management and Succession Planning (OTMSP) serves as the principal policy advisor to the Executive Director and Executive staff, providing guidance and expertise on organizational improvement projects designed to achieve identified strategic business goals and operational objectives. The Deputy Director, OTMSP, develops and implements sensitive and complex policies and procedures on talent management and succession planning to ensure the successful completion of improvement plans that address organizational challenges, such as transitions of leadership, rapid program growth, excessive turnover, employee disengagement, work group conflict, or dysfunctional team performance. The Affordable Care Act allows States to set up and run their own Exchanges to provide mandatory health care coverage for qualified citizens and small businesses. California chose to set up and run its own Exchange (Covered California). Covered California (CC) currently has over 2.8 million consumers who enjoy health care coverage through one of the many health care plans offered. Covered California runs the Exchange in partnership with the Department of Health Care Services who provide Medi-Cal coverage to California consumers who fall into certain demographics and income ranges.

The Deputy Director, OTMSP, is responsible for the development, implementation, and performance measurement of the CC strategic plan and other enterprise-wide strategic goals, objectives, and priorities. The Deputy Director, OTMSP, provides policy direction and makes policy decisions regarding all aspects of the Department’s strategic planning and organizational development initiatives, including how internal strategy planning, structure, and processes are created and measured. The Deputy Director, OTMSP, leads the executive management team through critical decision-making methodologies to establish and manage the highest-level strategic goals and objectives for CC, which guide all departmental policy and process decisions. The Deputy Director, OTMSP, provides strategic policy recommendations to address statutory mandates and the prioritization of corresponding workload within the strategic plan. The Deputy Director, OTMSP, monitors and provides policy recommendations on the impact of federal, state, and departmental program changes on CC’s strategic plan.

The Deputy Director, OTMSP, is responsible for creating a vision, strategy, and corresponding plans for talent management initiatives that are aligned with Covered California’s mission, goals and objectives. In addition, the incumbent continually improves the integrated approach to talent management, including planning, organizing, directing, and coordinating multiple functions including employee engagement, recruitment, selection, certification, workforce/succession planning, management development programs and placement services for Covered California.

The Deputy Director, OTMSP, is responsible for the development, implementation, and performance measurement of the CC strategic plan and other enterprise-wide strategic goals, objectives, and priorities. The Deputy Director, OTMSP, provides policy direction and makes policy decisions regarding all aspects of the Department’s strategic planning and organizational development initiatives, including how internal strategy planning, structure, and processes are created and measured. The Deputy Director, OTMSP, leads the executive management team through critical decision-making methodologies to establish and manage the highest-level strategic goals and objectives for CC, which guide all departmental policy and process decisions. The Deputy Director, OTMSP, provides strategic policy recommendations to address statutory mandates and the prioritization of corresponding workload within the strategic plan. The Deputy Director, OTMSP, provides policy direction to CC leadership and works with CC divisions to design, develop, communicate, and implement department-wide change initiatives to help ensure new policies, programs and systems are integrated successfully into the organization to improve the delivery of Department services. The Deputy Director, OTMSP, will lead organizational change efforts for large scale Department projects with broad policy and programmatic impact to the Department such as implementation of new federal or state requirements, or addressing other necessary programmatic changes resulting from new legislation, audit findings, or program growth.

The Deputy Director, OTMSP, serves as the departmental organizational change management (OCM) leader, by providing policy, program, administration, and technical direction for all strategic change initiatives within the Department. The CEA will create and implement a structured OCM methodology and lead change management activities within the Department. The Deputy Director, OTMSP, provides policy direction to CC leadership and works with CC divisions to design, develop, communicate, and implement department-wide change initiatives to help ensure new policies, programs and systems are integrated successfully into the organization to improve the delivery of Department services. The Deputy Director, OTMSP, will lead organizational change efforts for large scale Department projects with broad policy and programmatic impact to the Department such as implementation of new federal or state requirements, or addressing other necessary programmatic changes resulting from new legislation, audit findings, or program growth.

The Deputy Director, OTMSP, shares policy guidance for the Department’s mandatory training requirements with the Deputy Director, Covered California University, to stakeholders and executive management on issues and decisions regarding training, workforce development, and change management. These enterprise-wide workforce development policies affect mandatory training requirements, fiscal training resource allocations and processes, employee performance gap analysis, and training and development priorities. The Deputy Director, OTMSP provides policy direction and policy decisions regarding all CC’s leadership development initiatives to support the succession planning efforts of the Department. The Deputy Director, OTMSP, shares policy guidance for the Department’s Upward Mobility program with the Deputy Director, Equal Employment Office, and provides policy and process guidance to CC managers to enhance employees’ professional growth for the betterment of the CC workforce and to mitigate the risks associated with the aging State workforce.

The Deputy Director, OTMSP, directs recruitment efforts throughout the Department by providing policy and process guidance through the development and implementation of a recruitment strategy to help ensure a pipeline of incoming talent to fill mission critical roles within the organization. The Deputy Director, OTMSP, provides strategic policy recommendations to CC's executive leadership team on best recruitment practices by collecting and analyzing workforce analytics, reviewing and interpreting civil service laws, rules and procedures and working collaborative with control agencies such as CalHR.
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: Covered California’s primary mission is to ensure that all qualified California individuals have access to quality health care. Covered California’s goals are to provide consumers accurate information to assist them in their health care journey, to mitigate any risk to the consumer if there are issues, to ensure its staff and partners have the knowledge, skills and abilities to assist the consumer prior to, during and after enrollment and to work cooperatively with other external partners or advocacy groups to ensure everyone has the same consumer experience. The Associate Director, Office of Talent Management and Succession Planning, as part of the Executive Leadership Team, is instrumental in ensuring the alignment of our human capital with our strategic and operational objectives to ensure Covered California can accomplish its mission, goals and objectives. Employees are our most critical asset. It is critical to the mission of Covered California in servicing the needs of millions of California consumers to have the right people, in the right place, and at the right time.

Organizational development strategies and initiatives align, promote and encourage the improvement of CC so it can meet its mission and maximize its ability to make positive and lasting contributions to consumers and CC employees.

CC relies on a knowledgeable, committed workforce of skilled professionals to achieve its mission of providing consumers with access to affordable, integrated, high-quality health care. Proper recruitment, training, development and succession planning of the CC workforce will help to ensure accurate and timely services to the public.
11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

The enabling legislation established Covered California as an independent public entity governed by a five-member board. Covered California is the State's health insurance purchasing pool for small business and individuals. The enabling statute imposes requirements on participating and non participating health plans and insurers. It also requires an integrated enrollment system that provides seamless coverage to impacted program participants of other State administered health coverage programs (Healthy Families, Medi-Cal, Access for Infants and Mothers, etc). Covered California represents an important component of health care reform.

The legislative goals are unparalleled to any prior change in the health care field and the time frames to accomplish the work are aggressive. The unprecedented legislative, regulatory, policy and program development work needed to establish the Exchange and to continue its successful operation demand intensive, high level, policy and program development in all areas, especially Human Resources.

While Covered California is in its third year of operation it is still developing. Operational decisions are made on a daily basis as more information is garnered, management operational decisions made, and issues/challenges are identified and resolved. Additionally, Covered California has grown to a medium size agency from a core staff of less than 20 in a little over two years. This phenomenal growth alone has driven many human resources policy decisions required to effectuate initial establishment of the executive management structure (exempt, CEA and civil service), establishment of operational programs (Marketing, Health Plan Contracting, Program Integrity, Financial Management, Communications and Public Relations, Sales and Outreach, to mention a few), two call centers, establishment of a fully functioning human resources operation and establishment of attendant policies, protocols and procedures for all the human resource operations, including classification and pay, labor relations, transactions, health and safety, employee discipline, workers' compensation/reasonable accommodation, etc.

Covered California is maturing as a State Agency. It became necessary in 2015 to identify Covered California’s workforce needs, associated gaps, and training required to attract, recruit, develop and retain high quality staff. At that time a Compelling Management Needs assignment was initiated to facilitate immediate attention to workforce and succession planning needs. It is clear now that this activity needs to continue on a permanent basis to ensure staff development to replace more experienced staff who are planning to retire in the near future as well as to maintain the critical efforts to attract and retain quality staff. The Deputy Director, OTMSP, will share policy making decisions with the Deputy Director, Covered California University to create a program tailored to CC's specific needs by focusing on recent changes to Government Code section 19995.4 which requires a significant expansion to the mandatory training requirements for state leaders. These changes require the creation of departmental policy and new programs to address the ongoing development needs of the CC workforce, and to help ensure that CC remains compliant with statutory training requirements.

Therefore, it is necessary to establish this position at the CEA, level A and set associated policy to ensure that Covered California has the right people in the right place at the right time. As the program evolves, we anticipate adding additional staffing under the Deputy Director, OTMSP such as Career Counselors to meet our business needs.
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.

Covered California Employee Engagement Program: Manages the employee engagement program, including annual employee surveys and engagement workshops and partners with Executive staff to build and implement department-wide and division specific action plans. Partners with Directors to monitor action plans and provide communications to key stakeholders. Develops and leads strategic delivery of organizational assessments, engagement and culture surveys, and supports action oriented intervention, strategies and leadership support. The Employee Engagement Program assists in creating a positive and productive workplace that supports the core mission of Covered California.

Workforce Planning: Develops, implements and evaluates the Covered California Workforce Plan. Such plans are a systematic, proactive process, which aligns strategic planning and human capital to meet organization goals and objectives. This includes forecasting mission critical talent needs, analyzing current workforce and talent supply, and developing, implementing and evaluating strategies to close gaps. Such workforce planning depends upon, complements and logically follows strategic planning; it identifies staffing and competency needs as well as strategies required to achieve our strategic goals.

Succession Planning: Develops, implements and evaluates the Covered California Succession Plans. Such plans involve identifying and prioritizing key leadership positions, identifying competency gaps, and developing strategies for addressing future needs.

Covered California Career Development Program: Develops, implements and evaluates the Covered California Career Development Program. Such program is intended to invest in the professional development of employees resulting in knowledge transfer throughout the Department, employee engagement, increased retention and the preparation of employees for career advancement within Covered California.

Employee Recognition Program: Develops, implements and evaluates the Employee Recognition Program. This program offers acknowledgment through formal, informal and everyday recognition and incorporates effective recognition into the organizational culture in support of Covered California’s Strategic Pillars and Primary Values. Covered California appreciates the hard working and dedicated staff members who make up the heart of this organization. Their commitment and tenacity has made it possible for millions of Californians who once thought healthcare was out of reach to access quality plans, thus improving the safety and wellbeing of citizens and communities. These contributions are not only vital to the State of California, but also play a critical part in ensuring Covered California achieves its stated mission and values. Respecting and appreciating employees for their contributions to the organization is integral to living our Primary Values. Continuous recognition of employee accomplishments and behaviors is also one of the most effective ways to reinforce organizational values, support business objectives and retain motivated, high performing employees.
C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA has statewide scope and nature of decision-making on policies regarding talent management initiatives. As such, the CEA has a broad scope of influence and input into Covered California’s policies that affect the organization statewide.

The decisions made by the Deputy, OTMSP, support the overall mission and vision of CC. The Deputy, OTMSP, serves as a member of the Department’s executive management team and plays a significant role in the decision making and development of priorities, policies, and practices pertaining to strategic planning, workforce development, recruitment, succession planning and organizational change management. The Deputy, OTMSP, receives general guidance and direction from the Director, Administration Services Division. The decision making authority includes providing direction and guidance to executive leadership and departmental managers in the areas of strategic plan policy and performance tracking process, workforce and succession policy and plan implementation, mandatory employee training and development policy and organizational development program direction.

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

The position will be developing and implementing new policy as well as implementing and modifying existing policy to further the multiple talent initiatives. New policies will be developed as required to meet the unique operational needs of Covered California. Existing policies will be reviewed and updated as required, commensurate with program changes of Covered California and external changes impacting State Government activities.

The CEA will ensure implementation of State policies regarding workforce and succession planning requirements as well as ensure such talent initiatives are in compliance with all laws and regulations relative to recruitment, selection, certification, management development and mentoring, training, and knowledge transfer policies, systems, and procedures.