

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 1, 2018

2. Department

Fair Employment and Housing

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

Executive Programs Division

4. CEA Position Title

Assistant Deputy Director of Executive Programs

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

The CEA will serve as an Assistant Deputy Director(ADD) in the DFEH's Executive Programs Division. The CEA will be responsible for leading the DFEH's Outreach and Education functions, in particular by developing and then executing a Strategic Outreach Plan for the Department. These activities will assist the DFEH to achieve its core mission of promoting a discrimination-free California by informing Californians regarding the laws the DFEH enforces.

6. Reports to: (Class Title/Level)

Deputy Director of Executive Programs

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 the ADD is not a direct member of the Senior Executive Team, the incumbent will represent the Deputy Director in all outreach functions, including in liaising with California employers, businesses, and housing providers, and will serve as an extension of the Executive Team in this regard.

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 will serve as an Assistant Deputy Director in the Executive Programs Division, and will be responsible for leading the Department's Education and Outreach Program. In particular, this will include developing a Strategic Outreach Plan to guide all of DFEH's outreach and education activities, with a particular focus on its affirmative outreach plans. The CEA will also develop and implement departmental policies related to education and outreach, will oversee the implementation of the Department's education and outreach projects and activities, will track and report on the impact of the Education and Outreach Program, and will manage staff within the Program.

The Education and Outreach Program will encompass all of the Department's education and outreach efforts. This includes organizing and implementing outreach campaigns focused on specific issues and/or targeted at specific populations or industries, which may be undertaken in partnership with other organizations. Other specific activities will include: developing and revising website content, outreach materials, educational resources and presentations; organizing events, conducting trainings, and engaging stakeholder groups in various other forums; developing apps and other tools; and, working with media outlets to publicize the work of the DFEH and how to comply with the laws we enforce. The Education and Outreach Program also encompasses ongoing education and outreach functions, including ensuring that all website content and education and outreach materials remain accessible and up-to-date.

More specifically, this position will:

1. Develop a Strategic Outreach Plan for DFEH based on factors such as: stakeholder input; analysis of complaints received by DFEH in terms of the volume and types of complaints, industries/populations most affected; best practices, and; potential for impact. The plan will identify specific projects and activities to meet strategic objectives, including the potential for partnerships with other organizations to pursue mutual goals and must be revised, as needed, based on most current information and changing circumstances. Development of the plan will require constant communication with both stakeholders and with the Executive team.
2. Following the Strategic Outreach Plan, oversee the implementation of all of the Department's education and outreach projects and activities, including projects carried out within the Executive Programs Division and other divisions within the DFEH. Engage directly in carrying out outreach and education projects, including developing partnerships with other organizations around the state to identify and implement joint projects that meet mutual goals.
3. Establish and track performance measures for the Education and Outreach Program and gather feedback from stakeholders regarding the impact of the department's education and outreach efforts. Report on the activities and impact of the Education and Outreach Program both internally and to the Business, Consumer Services and Housing Agency, the Governor's Office, the Legislature, and other external stakeholders.
4. Develop and implement departmental policies related to education and outreach in accordance with all applicable laws and statewide policies as well as the Department's strategic objectives and best practices within the field of education and outreach.
5. Manage staff within the Education and Outreach Program, including providing ongoing coaching, performance feedback, and timely and accurate Performance Evaluation Summary Rating evaluations as well as identifying training and resource needs and engaging in career development planning with employees.
6. Develop budget plans to support the Education and Outreach Program and ensure the cost effective use of resources and staff in carrying out the Program. Develop contract proposals, as needed, review and approve procurement/contract documents and oversee negotiation and administration of vendor and consultant contracts and service agreements. Prepare Budget Change Proposals as needed.

**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 Executive Programs Division is directly and critically related to both the Department's primary mission and achieving its goals. The DFEH receives, investigates, conciliates, mediates, and prosecutes complaints of alleged violations of the FEHA, Unruh Civil Rights Act, Disabled Persons Act, and Ralph Civil Rights Act. Each year, the Department receives in excess of 23,000 complaints of discrimination. It also receives hundreds of requests per year for information about the civil rights laws the Department enforces.

At the core of the DFEH's mission is reducing the occurrence of civil rights violations by conducting outreach and education activities, aimed at increasing Californians' understanding of their rights under the state's civil rights law. This core function resides within the Executive Programs Division, which handles all external-facing functions of the Department, including outreach and education; legislative and regulatory analysis; public records act requests; and training of state employees regarding their civil rights responsibilities.

Through all of these activities, the Division raises awareness of civil rights laws, and ultimately supports the goal of achieving a California free of discrimination.

**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.

During the legislative budget process, the Legislature added \$3 million to the DFEH budget to be used over a three year period for education and outreach activities and to address backlogs. While an important component of the current DFEH program is to educate businesses, housing providers, and the public about their rights and responsibilities under the state's civil rights law, the Department's education and outreach efforts have been limited in the past by a lack of dedicated staff and funding. In order to fulfill the intent of the legislature in providing the additional staffing and funding to the DFEH in the 2018 Budget Bill and in accordance with the Governor's approval of that augmentation, the Department needs to establish an Education and Outreach Program to address this critical component of its mission. More specifically, the Department needs to develop a Strategic Outreach Plan, which will enable it to conduct its outreach activities in an informed and focused manner.

The creation of the CEA position will allow the Deputy Director of Executive Programs, who is appointed by the Governor to head the Division, to focus at an appropriate level on leading the entirety of the Division's programs, while the CEA will focus more specifically on the outreach component of this work.

### **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.

1. The CEA will determine the strategic outreach activities that should be carried out by the Department. This will include determining what industries, geographies, or segments of the public are most affected by violations of civil rights law and how best to reach them through outreach activities; the potential effectiveness of partnerships with other organizations; and determining whether and how outreach activities could in fact increase the number of complaints in legal or geographic areas in which the Department has reason to believe there are violations of the law occurring, but for which it does not receive many complaints.
2. The CEA will be responsible for developing policies regarding how to conduct the outreach activities called for by the strategic plan developed at the initial stage of the CEA's work. This will include determining who on the Department's staff is best suited to conduct outreach or how staff can be trained to conduct such activities, and developing Departmental policies in this regard; developing policies on partnering or liaising with employers, business establishment, housing providers or other groups; and ensuring that the Department's outreach activities align with state laws and policies (for instance, on providing legal advice).
3. The CEA will be responsible for developing policies regarding the tracking and reporting of performance measures for the Outreach and Education program. This will include determining how to gather information or feedback from stakeholders regarding the impact of the Department's education and outreach efforts. This activity will allow the Department and the legislature to best utilize available funds for outreach activities.

**C. ROLE IN POLICY INFLUENCE (continued)**

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

With delegated authority from the Director, Chief Deputy Director, and Deputy Director of Executive Programs, the CEA will possess independent decision-making authority. The CEA will act as the primary decision maker on all outreach and education activities undertaken by the Department, including the development of a strategic outreach plan; liaising with stakeholders in the public, business, employer, and housing provider communities; determining how to implement the strategic outreach plan including how best to use DFEH's resources in doing so; developing outreach materials for the Department, including overseeing website development as it concerns outreach or education; and tracking and reporting outreach efforts. The CEA will develop and provide recommendations on policies, procedures, and best practices in all these activities. The CEA will also respond to inquiries from the Governor's Office, the Legislature, the Business, Consumer Services, and Housing Agency, departmental executives, management and staff, the press, and the public regarding outreach and education.

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

The CEA will develop and implement new policy and interpret and implement existing policy within the Executive Programs Division. Specifically, the CEA will develop new policy for the Division's outreach and education program, in particular by developing a strategic plan for those activities and then implementing that plan. The CEA will also implement existing policies in terms of updating the website and creating outreach materials. In addition, new policies may be required as the result of statutory and/or regulatory changes affecting the Department's mission and therefore affecting the types of outreach and education activities we may be called upon to engage in.