

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

7/1/2016

2. Department

Employment Development Department

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

Public Affairs Branch

4. CEA Position Title

Deputy Director, Public Affairs Branch

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

The Employment Development Department (EDD) proposes to allocate the above position to the Career Executive Assignment (CEA) category. Under the proposed administrative direction of the Chief Deputy Director, the Deputy Director, Public Affairs Branch (PAB) will provide critical subject matter expertise and direction to develop and implement policies for marketing, communications, media relations, writing, graphics, translation standards, and website content management. The incumbent will serve as spokesperson at the department and agency level in direct coordination with the Governor's Communications Office; and be responsible for the development, implementation, and measurement of the department's strategic marketing and communications plans and policies.

6. Reports to: (Class Title/Level)

Chief Deputy Director, EDD (exempt/governors appointee)

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 administrative direction of the Directorate, Employment Development Department (EDD), the Deputy Director, Public Affairs Branch (PAB), provides leadership and policy direction for the activities of the Branch. The incumbent has full responsibility for the development and implementation of departmental policy for external and internal communication to all branches of the department to include marketing, writing, graphics, translation standards, website and social media content, and usability aspects of web-based applications. The incumbent develops policy recommendations and implements policy decisions for managing the state's workforce development system brand – the America's Job Center of California. The incumbent is a member of both the EDD Executive Leadership Team (ELT) and Governance Council participating in highly complex and politically sensitive decision making for the Department. The incumbent provides guidance on communication and public education issues with the Labor and Workforce Development Agency (LWDA) and its departments, and in coordination with the Governor's Communications/Press Office. The incumbent develops and implements public educational outreach and crisis communication strategies, as well as organizes and coordinates efforts with other departments both inside and outside the LWDA including the U.S. Department of Labor, ensuring the EDD meets requirements per legislative initiatives and inter-agency agreements.

Provides oversight and policy direction to all branches of the EDD in the areas of marketing and outreach, communications, writing, graphic, and translation standards, website content management, and usability standards for web-based applications. Plans, organizes, and directs activities of PAB and other EDD staff to manage and protect the EDD brand and ensure external and internal messaging is professional and consistent. Primarily responsible to develop and implement the EDD Strategic Marketing Plan that supports the goals and initiatives of the EDD Business Strategic Plan; develop and produce department-wide marketing tools and materials, and ensure adherence to EDD clearance and graphic standard policies, including consistency and appropriateness in Spanish translations; facilitate and support partnership with California Employer Advisory Council; prepare and distribute all department newsletters and Director's Office all-staff messages; establish and maintain website standards, structure, and content to ensure consistency, usability and accessibility standards are met, and EDD adheres to the State of California portal standards; establish and maintain department social media channels including coordination with all communication messaging and managing interaction with customers to promote services and identify and respond to concerns; and develop and maintain website portal along with outreach and education for vast network of America's Job Centers of California and its state workforce development system services.

Serves as a member of both the EDD ELT and Governance Council, participating in highly complex, politically sensitive decision-making including multiple program budgeting, policy-making, and staffing strategies. Provides guidance and direction to ELT and Governance Council on all communication and outreach needs on department issues and operations in support of EDD mission and strategic goals, as well as provide guidance and facilitation on related needs with the LWDA and the Governor's Communications/Press Office. Primarily responsible to analyze complex problems and recommend effective courses of action; develop and implement strategic and tactical plans and messaging for addressing critical issues and launching major department initiatives, programs, and service delivery options, provide counsel on high-profile, politically sensitive, controversial, complex, and general subject matters to Governor's Communications/Press Office representatives, LWDA and its departments, and EDD executives; work collaboratively with representatives of internal and external organizations, ensuring the EDD meets requirements of legislative mandates and inter-agency agreements; and represent EDD to the U.S. Department of Labor on national promotional and educational campaigns, making recommendations on policies, strategies, tactics, and collateral, and implementing and measuring outreach efforts.

Serves as department spokesperson, and provides oversight and policy direction on media relations throughout EDD. Primarily responsible to communicate information about EDD's services, programs, and policies to the local, state, and national news media; develop and distribute all Department news releases, media advisories, and other media related materials; lead the development of videos to be used online and in offices to educate customers on EDD services and programs; coordinate with field office managers on media responses, and provide official media relations training; develop major talking points for managers and administration officials to use with media and stakeholders; and coordinate information on EDD's programs and activities for the Labor and Workforce Development Agency and the Governor's Press Office.

Provides oversight in day-to-day branch administrative responsibilities, including budgeting, personnel management, preparing and reviewing reports, branch analysis on legislative bills, involvement in workforce planning initiatives, and implementing EDD strategic goals and objectives.

**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 EDD is one of the largest state departments with more than 8,000 permanent and temporary employees. Its four major programs serve an estimated 13 million Californians of working age, along with one million employers. The UI program has paid up to \$22.9 billion in unemployment benefits in a single year, processing the same number of claims equal to that of the three next highest states of Texas, Florida, and New York combined. The State Disability Insurance (SDI) and Paid Family Leave (PFL) programs pay approximately \$5 billion a year in benefits. The Workforce Development Services provides job search assistance in more than 150 local offices throughout the state, connecting job seekers and employers to strengthen the state economy. And the EDD's Tax program is one of the largest tax collection agencies in the nation, collecting payroll taxes for the UI, SDI, and Employment Training Panel (ETP) programs, and more than two-thirds of the state's Personal Income Tax (PIT) collections.

All customer and stakeholder communications regarding these various programs are required to be approved by the EDD's PAB to ensure adherence to policies and guidelines under the responsibility of the PAB and its Deputy Director. It is critical that all information related to program services, initiatives, developments, and issues be consistent, clear and professional, and on point with established department, agency, Governor's Office, and U.S Department of Labor objectives.

## **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.

Currently, the Deputy Director, PAB is filled as an exempt with primary responsibility over media relations and spokesperson duties.

It has become increasingly important to better coordinate the work of the EDD Executive Leadership Team (ELT) and the PAB to best assist customers in adapting during a critical transformational era for all EDD programs and services. Development and implementation of policies governing an immense and lengthy public education effort is required to ensure consistency and gain the support and buy-in necessary among the general public, legislators, and stakeholders to achieve the customer behavioral changes needed. Such coordination must also extend to the Labor and Workforce Development Agency (LWDA) and several departments within it to support the desired collaboration for a stronger workforce development system in the state, in line with U.S. Department of Labor mandates.

Over the last five years, this position has absorbed additional responsibility in the policy realm beyond the original duties. In April 2011, the LWDA assigned the exempt position to serve as communications representative and advisor for the agency and all its departments, in addition to the responsibilities associated with EDD. This includes meeting with the Governor's Office (GO) communications representatives at least once a week, coordinating GO requests and requirements with agency department representatives, facilitating news releases and other announcements and developments through the GO Communications Office, developing and coordinating Public Records Act request responses among EDD, agency, and other departments, and responding to urgent GO requests on a consistent basis. The position has also provided consultation on media approaches and messaging to various departments within the agency.

The position serves as project sponsor on a new branding initiative for the California One Stop Career Center system. In collaboration with, and providing guidance to, the California Workforce Investment Board and local Workforce Investment Board representatives throughout the state, the position helps lead this massive branding effort in alignment with new mandates from the U.S. Department of Labor. The position is also in charge of developing policies for managing the system brand, along with the associated web portal and all necessary supportive collateral, and must integrate the activities of a diverse program to attain common goals. After implementation this summer, the position will manage the increased workload of developing ongoing brand strategies, outreach to customers throughout the state, coordination with partners, and creating materials and web portal content on a daily basis for the statewide workforce development system.

In addition, it will be critical for the position to assist EDD and the LWDA through a challenging time of high profile, complex, and controversial issues including:

The LWDA is leading the effort in developing strategies to pay off a federal loan helping to cover the cost of regular unemployment benefits and return solvency to the largest Unemployment Insurance (UI) Trust Fund in the nation. This position will need to address the very complex and politically sensitive subject by successfully explaining the issue for stakeholders, media, legislators, and the general public, as well as communicating the administration's proposal for resolving the high-profile deficit/funding issue. A well developed and conducted communication strategy will be critical to building public and stakeholder support for a new solvency initiative.

The EDD is confronting a very large structural budget deficit that may likely require extensive layoffs for the first time in the department's history. This position will be required to set the necessary policies for communication strategies and implementation, as well as lead the communication effort to extensive internal and external audiences critical to ensuring successful and well-coordinated implementation of budgetary initiatives.

### 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.

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All customer and stakeholder communications regarding these various programs are required to be approved by the EDD's PAB to ensure adherence to policies and guidelines under the responsibility of the PAB and its Deputy Director. It is critical that all information related to program services, initiatives, developments, and issues be consistent, clear and professional, and on point with established department, agency, Governor's Office, and U.S Department of Labor objectives.

The EDD is in the midst of the biggest infrastructure revision process in the history of the department. Several major new online services have been launched or are scheduled for launch, requiring extensive external and internal education. The Deputy Director, PAB is responsible for the planning, development, implementation, and measurement of all marketing and communications strategies to a variety of audiences including the general public, stakeholders, advocates, staff, media, legislators, and control agencies. Clear and consistent messaging in careful coordination with all executives within the department is key to successful implementation and public adaptation to new service strategies. The Deputy Director is responsible for identifying potential challenges to public utilization and developing strategies for promoting targeted services to address challenges and minimize impacts on EDD operations, thus supporting EDD strategic goals of Sustainable Operations, Enabling Innovation, and Responsible Service.

The EDD's mission is to enhance California's economic growth and prosperity by collaboratively delivering valuable and innovative services to meet the evolving needs of employers, workers, and job seekers. An important element to success is connecting job seekers and employers who often are not aware of the services EDD provides to help make those connections. The Deputy Director, PAB is leading an initiative, in collaboration with the California Workforce Investment Board, to rebrand the state's workforce development system to enhance public knowledge and utilization of the system's services, greater facilitate job growth in the state, and align with the mandates of the U.S. Department of Labor. Such an initiative requires the development of policy and cooperative working relationships with representatives at different government and management levels, creation of all supportive materials, and ample communication for change management throughout the state system and its many partners.

Also supporting the mission of the EDD is the department's long time partnership with the California Employer Advisory Council (CEAC). This is the umbrella organization for 49 different local Employer Advisory Councils (EACs) throughout the state in which EDD supplies staff to act as coordinators with these groups of employers supporting their business structure, providing information on employer-related programs and services of the EDD, and collecting employer feedback on various department initiatives. PAB provides the necessary facilitation and guidance from EDD in CEAC operations under policy set and managed through the Deputy Director, PAB. Strong and consistent interactions with this important employer base is critical to strengthening employer awareness of business tax responsibilities essential to combatting the underground economy, as well as the awareness and utilization of EDD job services for better connecting employers and job seekers.

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

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

The proposed position will provide critical subject matter expertise and direction; develop and implement policies for marketing, communications, media relations, writing, graphics, translation standards, and website content management; serve as spokesperson at the department and agency level in direct coordination with the Governor's Communications Office; and be responsible for the development, implementation, and measurement of the department's strategic marketing and communications plans and policies.

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

The Deputy Director, PAB is responsible for setting all policy related to communicating, marketing, and promoting any and all developments related to EDD projects and service delivery systems. Such policies allow for careful management of department resources and help limit expenses by ensuring items are developed, printed, and mailed only when they meet department needs, guidelines, and standards. Careful management of messaging is also critical to a developing and maintaining a positive public image, both for the department and the Administration, and ongoing funding support from control agencies.

As part of the ELT, the position also contributes to the development of policy governing department resources, budget, and staffing outside of matters specific to public affairs. Such decisions must then be implemented by the position throughout the PAB, and communicated in coordination with all other branches to all staff and stakeholders to ensure proper implementation. Without good solid and well-coordinated communications and marketing, the department can waste resources on dealing with constant customer, media, and legislative complaints.