

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

12/30/2015

2. Department

Department of Fish and Wildlife

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

Administration Division

4. CEA Position Title

Assistant Deputy Director of Administration (ADDA)

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

The ADDA manages Human Resources and numerous business services functions for the Department. The ADDA will work with Executive management, including the Director, to assess, revise, create, and correctly implement, Department-level policies including but not limited to policies that direct the actions of Labor Relations, Classification and Pay, Risk Management, Examination and Selection, Pay and Benefits, Certification & Position Control, Training and Development, Contracting, Grants, Procurement, Facilities Management, Assets Management, Fleet Administration, Climate Change response, and Recycling and Sustainability. The CEA will be responsible for ensuring the Department's related business is conducted efficiently, in compliance with all applicable regulations, and utilizing best practices. The CEA will provide deliverables and support policies that, variously, have broad impact Department-wide, affect certain public groups, and may generate agency-level or legislative interest.

6. Reports to: (Class Title/Level)

Deputy Director, Administration, 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):

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 requested position will oversee the Human Resources Branch (HRB) and the Business Management Branch (BMB). The chiefs of both branches are at the Staff Services Manager III level and will report to the CEA. The ADDA will develop policy and provide direction needed to carry out the department's human resources and business management functions.

As part of the Executive Staff, the ADDA directs the development and implementation of the Department-wide policies and programs related to:

The ADDA will provide direction to a comprehensive, multi-disciplinary team and directly supervise two Branches. As necessary, the ADDA provides guidance and direction to the Director and the Leadership Team regarding human resources, workforce planning, business services and grant administration.

The ADDA is directly responsible for developing policies which are in compliance with CalHR and SPB laws and rules, Worker's Compensation Law, Cal/OSHA regulations, Fair Labor Standards Act (FLSA) and collective bargaining agreements. The ADDA oversees the development and implementation of department-wide policies and programs for human resources, workforce planning, labor relations, classification and pay, payroll and benefits. The ADDA is responsible for setting the short-term and long-term direction and goals for workforce planning to ensure the needs of CDFW programs and employees needs are met, including performance consulting, supervisor/executive coaching, leadership development and assisting leadership in the organizational structure of the department. The ADDA will make decisions regarding penalties issued to employees who have been served with adverse actions. This position will also be involved in settlement negotiations in legal and administrative claims brought by employees against the department, analyzing risk to the department and deciding on the best course of action.

In accordance with eighteen Risk-Based Performance Standards (RBPSs) described in the CDFW's Chemical Facility Anti-Terrorism Standards (CFATS) regulations, the ADDA must ensure that all of CDFW's high-risk chemical facilities will be examined and monitored to stay within the appropriate tier levels mandated by Homeland Security. The ADDA must ensure the employees who handle these chemicals have passed a security background check.

Business and Contracts Management, which include administrative planning and policy direction, and implementation of organization development which has oversight of business operations for the Department including contract administration, procurement/acquisition, facility planning/ building management, asset tracking and management, equipment and lands inventory, fleet management, records/forms managements and other business functions.

#### Grants Management

The ADDA will direct the department's policies related to federal grant development and administration which include a wide array of Federal grants and local assistance funds for endangered species recover, fish and wildlife conservation and associated recreation and education, fish and wildlife research, survey and inventory, habitat management, populations management, facilities construction and operation, land and water acquisition, aquatic education, hunter education, and developing strategic plans and comprehensive management systems. Federal grants are a major component of the department's budget, providing more than \$30 million in funding for wildlife and fisheries programs that are central to the department's mission. This position is a critical liaison between department program functions and the Administration Division, and will provide guidance to field staff in areas such as procurement, which allows them to attain the resources needed for successful program implementation.

#### State-Owned Housing

The ADDA is responsible for ensuring that CDFW's State-owned housing policies and procedures are correct and in compliance with bargaining agreements and State and Federal laws; correcting any health and safety hazards for approximately 300 houses occupied by CDFW employees; setting and charging the fair market value for CDFW state-owned housing and reporting taxable income applicable to occupants of state-owned housing to the State Controller's Office.

**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 program performs essential functions required for day to day operation of the department, overseeing its Human Resources Branch (HRB) and Business Management Branch (BMB). The HRB develops and implements policies related to personnel management to ensure compliance with California Department of Human Resources (CalHR), State Personnel Board (SPB) and the State Controller's Office (SCO) requirements. The HRB is the primary liaison between the department and CalHR and SPB, and is responsible for communicating control agency policies to department employees and for developing training to ensure compliance. The BMB plays a similar role in business management, acting as the main liaison between the department and the Department of General Services to ensure compliance with statutory and regulatory requirements related to contracting, grants, procurement, facilities and assets management, fleet administration, climate change response, and recycling and sustainability.

**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 Department's increasingly complex fiscal environment has caused a need for a dedicated position, with the technical skill to provide appropriate human resources and business services policy guidance and oversight moving forward. As the State moves forward with the development of a statewide enterprise financial management system, the need is reinforced for dedicated policy leadership and process governance related to procurement, contracting, and grants development and awards. The Assistant Deputy Director of Business Operations will oversee the continuing implementation of the CalHR Modernization program results; and, the coordinated implementation of FI\$Cal for the Department in the areas of procurement, contracts, and grants, as those business functions interact with the Department's budgeting, accounting, and fiscal systems.

Additional and significant workload changes have also occurred as the Department has received multiple new special and federal funds, particularly those related to drought response, climate change action, and expanded hazardous waste response authority. Many of the programs funded by these new sources are carried out with contracts or grant programs. In addition, these programs will be involved in a high level of procurement through the state process. These are all highly regulated, complex, politically sensitive issues, which bring the Department a high level of public and legislative interest, scrutiny, and input. Utilization and reporting requirements of various special and federal funds (e.g. Greenhouse Gas Reduction Fund, Proposition 1, Drought, etc.) are stringent, and place the Department at an increased risk if the funds are not appropriately managed and reported.

In response, this position will act as a singular unifying voice to provide the coordination, policy development, and oversight, needed to ensure the Department uses its new authorities and resources appropriately, and with best effect, toward its ongoing stewardship of California's resources.

### **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.

**Training:** The CEA will oversee the department's training program. With a large contingent of professional scientists, the department supports a thorough and robust training program necessary to achieve its mission. This is a critical need that provides employees with the knowledge and skills to perform their required tasks. The CEA will provide policy direction needed to ensure that training is sufficient to meet staff's needs while complying with state and federal requirements.

**Federal Grants:** The department receives over \$30 million in federal grants that support critical fisheries and wildlife conservation programs. The CEA will oversee the department's policy in developing and administering federal grants, and will serve as the primary liaison between the department and the federal government. This is a statewide program, as federal grant funding supports programs in all regions of the state. The CEA will ensure that the department's management of federal funds meets federal requirements and will be responsible for developing corrective actions in response to audit findings.

**Procurement:** With oversight of the Business Management Branch, the CEA will be the principle policy maker in the area of procurement. This is a critical function of all programs statewide, as field and headquarters staff must go through state procurement processes to obtain the goods and equipment necessary to implement their programs. The CEA will oversee ongoing internal procurement audits to ensure programs are following applicable laws and regulations. Procurement has been identified by department staff as one of the most challenging administrative functions, and this CEA will spearhead an effort to educate employees on the process and streamline processes where feasible.

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

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

This position's scope will focus on all aspects of CDFW's human resources and business management operations. The ADDA has the authority to advise, develop and implement Department-wide policies and processes. This ADDA position is at the third organizational level and will have regular interface with the Chief Deputy Director, Deputy Directors, Branch Chiefs, and Regional Managers, all of whom are at the first, second and third organizational level. The ADDA may act for the Deputy Director as requested. The ADDA will oversee the human resources and business management operation functions of the CDFW, to ensure the Department achieves its mission and remains in compliance with control agency policies, state laws and regulations. The ADDA will represent the CDFW on high level administrative committees within the Department, the Resources Agency, and with other state agencies.

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

This position will participate on the department's executive management team to develop and implement new policy. The CEA will attend regular meetings of regional managers, deputy directors and branch chiefs to develop policies that are workable within the department's unique role of protecting fish and wildlife, while ensuring compliance with control agency requirements. Policy development in the area of human resources and business management is cross-cutting and affects all employees of the department. This is a critical position that will bridge the gap in understanding between the administrative and program functions of the department to develop effective policies that enable the department to accomplish its mission.