

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

2016-12-27

2. Department

Housing and Community Development (HCD)

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

Executive

4. CEA Position Title

Deputy Director for Organizational Development

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

The incumbent will be responsible for leading a two-year complex enterprise-wide organizational assessment and improvement process. In addition, he or she will be making policy recommendations to address HCD's statutory responsibilities and prioritization of corresponding workload; providing recommendations affecting HCD's internal structure and process with significant impact on housing policy development, financial assistance programs, mobilehome parks and resident services, building code and housing standards development, legislation, and administration.

6. Reports to: (Class Title/Level)

Director and Chief Deputy Director

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 Deputy Director provides policy recommendations addressing HCD's statutory responsibilities, and the prioritization of corresponding workload. The Deputy Director makes policy recommendations affecting HCD's internal structure and processes, with significant impact to housing policy, financial assistance programs, mobilehome parks and resident services, building codes, legislation, and administration.

The Deputy Director provides policy direction to executive management as it relates to the project, and provides direction to outside consultants in the daily management of the enterprise wide organizational effort. The Deputy Director creates an adaptive organizational culture which reinforces continuous learning, supports collaboration with stakeholders, and delivers quality services. The Deputy Director represents HCD before the Legislature and numerous statewide organizations in all matters related to this effort. These primary responsibilities encompass the following specific duties:

Develops and implements sensitive and complex policies and procedures to ensure the successful delivery of an improvement plan addressing organizational structure, related management strategies, and associated challenges. Consults with department staff, managers and Executive Staff, providing best practice methods to implement improvement plan.

Plans, organizes and directs all activities associated with an enterprise wide organizational assessment, including identifying policy recommendations, addressing HCD's statutory responsibilities, and the prioritization of corresponding workload. Identifies appropriate partnerships within divisions where there are interdependencies and opportunities for synergy. Provides objective observations and recommendations regarding HCD's organizational alignment, processes, project and program interdependencies, and challenges. Assesses reaction to internal strategies and both strategic and tactical organizational change.

Independently consults with Executive Staff to identify organizational development needs and improvements. Provides advice and makes recommendations to the Director or Chief Deputy Director to implement department-wide improvements with significant impact on all HCD programs.

Designs, develops, facilitates and evaluates workshops necessary to ensure the successful implementation of HCD's management strategies to meet its mission and development needs.

As a member of the Executive Staff, participates in the development and implementation of HCD's strategic planning initiatives.

**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: HCD's mission is to provide leadership, policies and programs to preserve and expand safe and affordable housing opportunities and promote strong communities for all Californians.

In an effort to meet the goals of this mission, HCD requires an internal assessment of all divisions, with improvement processes established to current program structure. The Deputy Director will be responsible to improve the divisions project management capacity, including streamlining cross-divisional projects to improve overall deliverables. It is critical that all programs are in working order, in the most efficient manner, to improve the lives of all Californians.

In addition, the Division of Financial Assistance (DFA) is tasked with implementing the new No Place Like Home Program (NPLHP), adding more than 30 new positions over the next two fiscal years to develop and deliver the program, which will have a significant impact on DFA's functional alignment efforts. The Deputy Directory will work with DFA management to ensure the establishment of systems for long term compliance with program requirements are in line with DFA's overall alignment, establishing streamlining and improvements measures as needed.

**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.

HCD is currently in a transition mode. In the past five years, HCD has had seven Directors (some in an acting capacity). It is critical that all programs are assessed and restructured where needed to ensure all Californian's have the right to affordable housing - no matter income level. This assessment will include examining the roles of division management and staff to align responsibilities. This effort will result in changes as it effects housing policy, financial assistance programs, mobilehome parks and resident services, building codes, legislation and administration functions to seek greater efficiency and program effectiveness, as well as aligning HCD's resources to align with Administration and statutory priorities. This will include the organizational analysis, development of recommendations, for the implementation of new State affordable housing programs (i.e., NPLH Home and Emergency Shelter Grant programs), as well as seeking organizational effectiveness to improve the management of existing programs.

For example, the NPLHP allocated \$2 billion in bond financing for the development of permanent supportive housing for persons experiencing homelessness, chronic homelessness, or at risk of chronic homelessness who are in need of mental health services. The Program directly relates to HCD's mission by providing housing opportunities to some of the State's most vulnerable populations. The work involved to administer this Program will impact HCD as a whole, with the DFA carrying the majority of the responsibilities to get the Program up and running. The Deputy Director will be responsible for assessing this Program's impact as it relates to the functional alignment efforts, building in a management strategy to ensure a smooth administrative transition, including possible staffing issues and alignment adjustments as needed.

### **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 position will be the principle policy maker in the following areas:

1. Establishment, development, and performance measures for department-wide policies and practices.
2. Analysis of HCD's statutory requirements, and contrasting that with actual activities of programs. Coordinate with stakeholders and deputies to prepare a priority list for each division. For example, DFA and Division of Codes and Standards.
3. Coordination of work within a division, making recommendations for program changes (e.g., Community Development Block Grant, Veterans Housing and Homeless Program, Affordable Housing and Sustainable Communities Program, etc.), streamlining operations and structure. Requires recommendation/outreach with stakeholders, Legislature, deputies and other State departments.
4. Review and recommend staffing, restructuring current positions and responsibilities of said positions, with the possibility of establishing new positions in an effort to meet functional alignment efforts in conjunction with HCD's mission. This could result in developing Budget Change Proposals, requesting additional PYs to efficiently administer new programs.
5. Responsible for implementing management strategy to administer the new NPLHP and others.

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

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

The CEA position's scope and nature of decision-making authority includes policy development, implementation and interpretation of current policies and practices for over 500 employees, ensuring HCD's mission is fully carried out. Establishes improvement processes for existing programs, streamlining processes to ensure all California's housing needs are met.

This responsibility includes assessment of DFA's current functional alignment efforts, making improvement measure recommendations to the Director and Chief Deputy Director.

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

The Deputy Director will be developing and implementing sensitive and complex policies and procedures to ensure the successful delivery of an improvement plan addressing organizational structure, related management strategies and associated challenges and meeting HCD's mission. This plan will result in a better organizational alignment, with improved department-wide processes.