

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

10/25/18

2. Department

California Department of Forestry and Fire Protection (CAL FIRE)

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

Human Resources

4. CEA Position Title

Chief of Human Resources

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

The proposed CEA, Chief of Human Resources (CHR), has full responsibility for developing policies and has decision-making authority in executing Human Resource strategy in support of the overall mission, objectives, organizational plan and strategic direction of the organization. The CHR oversees all aspects of human resource management, policies, practices and operations in the organization and provides strategic support to, and partnership with, the Director and executive management team while ensuring adherence and compliance with the State of California's civil service rules and regulations. The CHR plans, directs, and organizes for all issues related to employee salaries and benefits, job classifications, civil rights, training, exams, recruitment, succession planning, disability management, and performance management.

6. Reports to: (Class Title/Level)

CEA, Level 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): The incumbent will have weekly meetings with the Executive Management Team to apprise the team of pertinent information coming from the Human Resources Office in regards to policy development and implementation, examinations, workforce and succession planning, hiring procedures, payroll and benefits, occupational health and wellness, and workers' compensation in accordance with all Control Agencies' direction.

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 Chief of Human Resources (CHR) has full responsibility for developing policies and decision-making authority in executing the California Department of Forestry and Fire Protection's (CAL FIRE) Human Resource (HR) strategy in support of the overall mission, objectives, organizational plan and strategic direction of the organization in the areas of Recruitment, Succession Planning, Examinations, Certification, Classification & Pay, Transactions & Benefits, Training & Development, Retention, Hiring, Performance Management, Diversity and Inclusion, Disability Management, and Employee Wellness.

The CHR is directly responsible for overseeing the overall administration, improvement and modernization of its human resource functions through its eleven (11) units namely: Personnel Services which encompasses the following Units: (1) Classification and Pay, (2) Transactions, and (3) Hiring Review; Selection and Project Services which encompasses the following Units: (4) Examinations, (5) Policy and Project Services, (6) Workforce and Succession Planning, and (7) Recruitment Specialist; Occupational Health and Wellness which encompasses the following Units: (8) Medical Assessment, (9) Wellness, and (10) Injury and Accommodations; and (11) the Employee Support Services Unit.

The CEA will develop and implement HR-related statewide policies and procedures. The CEA will plan, organize, direct, and ensure that the policies and procedures coincide with CAL FIRE's mission and vision while ensuring compliance with all state, federal, and local laws. The CEA will provide programmatic oversight for HR including promulgating and interpreting policies and regulations established by CAL FIRE. This includes administration and interpretation of the multiple time-clocks, pay differentials, and work week groups that are associated with with collective bargaining agreements for 13 of the 21 bargaining units. In conjunction with CalHR's Personnel Services Branch, the CEA creates criteria for delegated functions such as Salary Rule Exceptions. The CEA will provide resolution to controversial and complex matters that result from the administration of such policies and regulations.

The CEA will develop policy recommendations necessary to administer the programs and ensure enactment of policies as directed by the California Department of Human Resources (CalHR). The CEA will be responsible for CAL FIRE's exclusive delegation, ensuring integrity, and consistency with the standards and guidelines of the administration of personnel management. The CEA will also contribute to development of long and short term strategic goals and initiatives having a personnel management impact. This includes contributing to the CAL FIRE's Strategic Plan, some of the goals include; promoting a highly motivated and well-trained workforce and fostering a culture that emphasizes and enhances employee health and safety.

The CEA will provide management direction, oversight, mentoring, development and evaluation of the subordinate management teams responsible for these functions. Through the subordinate managers the CEA will ensure quality customer service, assign work and priorities, adjust priorities as needed and ensure ongoing workload as well as critical assignments are completed on a timely basis. The CEA may represent CAL FIRE as required before the legislature, control agencies, or other professional organizations on Human Resource issues. The CEA will manage the HR budget, promoting efficient and effective use of resources, and will advocate for additional resources to meet 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: CAL FIRE's mission statement states, "The California Department of Forestry and Fire Protection serves and safeguards the people and protects the property and resources for California." The CEA contributes to the strategic plan by; fostering a culture that emphasizes and enhances employee health and safety, promoting a highly motivated and well-trained workforce, utilize existing tolls to assess employees and ensure performance accountability. The CEA has frequent contact with the CAL FIRE Executive Management Team, and responsible for Human Resources policy, and assists the Deputy Director, Management Services, in the formulation, implementation, evaluation, and monitoring of personnel programs related to Departments' mission, and strategic goals.

The CEA consults with and acts as an advisor to CAL FIRE Deputy Directors to ensure programs meet specific requirements regarding Human Resources policy and accountability for funds and operations. The CEA identifies issues that cross-cut multiple programs and reviews all control agency audit reports, as well as all statutory, budget, and public reports.

The CEA will propose legislation or regulation changes needed and monitor legislation that may directly or indirectly have impact on CAL FIRE and represent CAL FIRE with other state and local government.

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 California Department of Forestry and Fire Protection (CAL FIRE) is California's fire department and resource management agency. The organization is comprised of nearly 8,000 permanent and seasonal employees. The mission of the Department is to serve and safeguard the people and protect the property and resources of California. The longer and more active fire season requires that more firefighters be hired and trained as expeditiously as possible.

CAL FIRE's increasingly complex Human Resources environment has created a need for a dedicated position with the technical skill and expertise to provide appropriate policy guidance and oversight as CAL FIRE continues to grow. Additional programs have been added to Human Resources which has created the need for an additional leadership position dedicated to Human Resources policy and is critical to CAL FIRE.

Over the past six years, three programs were added to the Human Resources Office. The Employment Support Services Unit was added in 2012. This unit manages the program elements of the statewide Employee Services Program including the Employee Assistance Program (EAP), Substance Abuse Assistance Program (SAAP), Critical Incident Stress Management (CISM) and Chaplaincy Utilization Services. In 2017, both the Workforce and Succession Planning (WFSP) Unit and a Recruitment Specialist were added to the Human Resources Office. The WFSP Unit was established to continually analyze CAL FIRE's current workforce, identify future workforce needs, develop solutions to address the gaps between the current workforce and future needs, and identify and develop employees within CAL FIRE with the potential to fill key positions, all while ensuring the workforce strategy and succession planning efforts support CAL FIRE's mission. The WFSP Unit also regularly reports to the proposed CEA, CAL FIRE's leadership team and Executive management on workforce strategy progress. The Recruitment Specialist will consult with CEA to perform varied tasks associated with developing and administering a complex statewide recruitment program.

CAL FIRE's Labor Relations Office is under the direction of the Chief of Labor Relations, CEA Level A. In order to create linear parallelity, we are requesting to establish the Human Resources CEA to maintain management equity.

With CAL FIRE's ever growing workforce, and California's year round fire season, it is imperative to create a CEA over the Human Resources office to ensure all aspects of the strategic plan are being met from the personnel side. By creating this CEA, CAL FIRE will be able to focus on implementing alternative options to promote physical fitness and wellness, create innovative recruitment strategies, collaborate with control agencies on developing and revising civil service examination methodologies, and develop management and leadership mentoring programs to empower and educate existing and future employees.

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 will be responsible for the development, recommendation, and implementation of policy relative to the Department's personnel management programs. The incumbent will also advise the department Directorate and program managers on the formulation and evaluation of all other departmental policy matters. The policy decisions made by the incumbent will directly impact all levels of staff within the department.

The CEA will be responsible for evaluating, advising, and providing assistance to the Director and Deputy Director of Management Services and Executive Team on:

- Establishing and attaining CAL FIRE's goals and objectives developed to meet the Department's mission and vision.
- Recommending modification of proposed legislation for consistency with CAL FIRE programs and policies.
- Revising compensation policies which includes Pay Differentials, Salary Increases, etc. to assist the Department with Recruitment and Retention goals of current employees.
- Defining and refining the mission of the Human Resources Office and formulating long range and annual goals in accordance with the Department's Strategic Plan.
- Developing, implementing, and monitoring performance of the Human Resources Office to ensure success of mandated functions.
- Developing a recruitment policy and set forth guidelines to assist hiring managers attract the best qualified candidates who can support the mission of the Department. Having a strategic approach to recruitment and recruiting the best employees are fundamental to the success of the Department in delivering its mission -- therefore this is a critical policy that will have identifiable impact on the Department.

In addition, the CEA will assist in the development of HR Information Systems, Modernization, and Automation. In order to enhance HR productivity, keep up with the technological advances in the field of human resources, and in consultation with the Department's IT team, the CEA will provide high-level direction and oversight to create and implement HR information systems and tools to automate HR services, records information, and HR forms in the areas of recruitment, examination, certification, classification and pay and transactions and benefits, including attendance reporting and position control, training, and probationary report tracking. HR currently relies heavily on paper intensive manual processes and outdated databases. A human resource information system that will integrate and automate information for maintaining employee and position information will improve delivery of HR services to the divisions and programs that uphold the Labor Code and help deliver the mission of the department.

The Human Resources Office handles highly visible and sensitive issues that have political and economic consequences, as well as elicit scrutiny from the Legislature, government agencies, the media, and the public. Legislative mandates and corresponding budget change proposals have increased the size of the Human Resources Office and made it necessary to request the CEA position. As a result, the demand for HR support and services has increased. Classification consolidation projects, ECOS rollouts, and other CalHR initiatives have created staffing and oversight increases to ensure the CEA is providing exceptional leadership and services to not only the Department, but Stakeholders as well. The CEA must be sensitive to highly confidential personnel and budgetary issues, in addition to having the ability to coordinate CAL FIRE policies regarding these issues with management and staff. As a result, the CEA must also be prepared to address interest from the Legislature, Agency, and the Governor's Office regarding the personnel operations of CAL FIRE's programs with tact and diplomacy.

C. ROLE IN POLICY INFLUENCE (continued)

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

The position has full decision making authority in assigned program areas, and has received delegation from CalHR. This enhanced responsibility gives the incumbent increased authority to make decisions that previously were the purview of the control agency, CalHR.

The CEA will be responsible for making independent, strategic, key human resources management decisions that impact the Department statewide in delivering and improving critical services and in resolving issues related to recruitment and retention, examination, certification, classification and pay, transactions and benefits, training and development, and performance management. HR responsibilities have expanded and have gained higher visibility under the umbrella of Workforce Development and with the Department of Finance relative to HR's responsibility to help divisions and programs with their recruitment and retention needs. The CEA will have a collaborative and consultative role as an advisor to the executive management team and will decisively render advice and sound recommendations to develop action plans for aligning the programs' goals with resources and civil service rules, and address organizational, operational, staffing, succession planning, and other HR-related needs. The CEA will make independent decisions related to employee growth strategy and implementing programs to train and upgrade employee skills, reduce turnover, and prevent and address employee issues.

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. New policies will be developed as required to meet the unique operational needs of CAL FIRE. Existing policies will be reviewed and updated as required, commensurate with program changes of CAL FIRE and external changes impacting State Government Human Resources activities.