

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

5/6/19

2. Department

California Department of Forestry and Fire Protection (CAL FIRE)

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

Management Services

4. CEA Position Title

Deputy Director, Management Services

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

CAL FIRE proposes to revise the above CEA allocation. Under the general direction of the Chief Deputy Director, the incumbent serves as the principal advisor in the administration, and continuing evaluation of the Management Services programs, which includes Human Resources, Labor Relations, and Technical Services programs. In conjunction with the Deputy Director for Fiscal Services, the Deputy Director for Management Services is responsible for coordinating activities and developing policies for all of the Department's administrative support programs. Through subordinate managers, the Deputy Director provides oversight and management to staff within the Management Services Office.

6. Reports to: (Class Title/Level)

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): As the CEA, 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.

Develops and implements policies, guidelines, and standards for CAL FIRE's Management Services programs. Provides support on a variety of complex personnel, technical, and health and wellness support functions; and acts as representative on behalf of CAL FIRE on issues before the Department of General Services (DGS), State Personnel Board (SPB), Department of Human Resources (CalHR), Division of Occupational Safety and Health (CalOSHA), and other entities. Participates on the CAL FIRE Executive Team and participates with the Director, Chief Deputy Director, other Deputy Directors and Assistant Directors in the development of major Departmental policies. Consults with and advises Executive Staff regarding sensitive and complex issues of significant policy and program impact; and advises on the inter-relationship of program and administrative policies. Develops and implements administrative policies and procedures; and recommends to the Director and Executive Staff the formulation of new or revised policies and procedures.

Develops the short and long term strategic direction and establishes Program Level Action Plans that include the Department's goals, strategic objectives, strategies, and performance measures. Works with Deputy Directors and Division Chiefs to ensure effective use of resources and monitors performance of administrative activities throughout CAL FIRE. Provides consistent interpretation, guidance, and direction to Executive Staff, Division Chiefs, and unit supervisors on administrative policies and procedures. Gains the confidence and support of top level administrators and advises them on a wide range of administrative matters. Establishes and maintains primary contacts with State control agencies, legislative committees, consultants, managers of CAL FIRE's administrative functions, federal government representatives, and regulated industry and external contractors. Represents the needs and interests of CAL FIRE's administrative priorities. Organizes, interprets, and directs the work of multidisciplinary professional and administrative staff; and analyzes administrative policies, organization, procedures and practices to ensure achievement of CAL FIRE goals and objectives.

Plans, organizes, directs, and provides executive review of the work performed in the Management Services program. Develops and maintains a positive work environment conducive to employee success. Complies with state and federal laws, rules, regulations, bargaining unit contracts and policies in all personnel practices, including, but not limited to: hiring, employee development, and management. Identifies appropriate long-range plans and goals to address succession planning and knowledge transfer. Provides high level direction and guidance to subordinate managers who plan, develop and coordinate the day-to-day personnel operations in accordance with CAL FIRE's policies, and procedures guidelines.

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 mission of the Department of Forestry and Fire Protection is to serve and safeguard the people and protect the property and resources of California. CAL FIRE strives to be a leader in providing fire prevention and protection, emergency response, and natural resource protection services. Each of the programs listed below play a vital role in CAL FIRE's success and allow the Department to complete its mission.

The Human Resources Program provides the expertise and services necessary to recruit and maintain a self-motivated, team-oriented workforce that will embrace and accomplish the CAL FIRE mission. The Occupational Health and Wellness Program encompasses CAL FIRE's Medical Assessment Unit, the Injury and Accommodations Unit and the Wellness Unit, and supports the Department by promoting a healthy and productive workforce, reducing the frequency and severity of injuries and prolonging our firefighters' careers. The Labor Relations Program provides innovative labor relations expertise, drawing from creative conflict resolution techniques, and administer collective bargaining agreements for 13 of the State's 21 bargaining units including a significant number of employees in Bargaining Unit 08, which represents most of CAL FIRE's uniformed employees and which has a very complex memorandum of understanding. The Technical Services Program is responsible for the planning, funding, surveying, design, construction, maintenance and real property management of CAL FIRE's buildings and infrastructure throughout the State. This CEA position is essential to ensure that the support programs are working harmoniously together and with line programs and regions to make sure the Department can fulfill its mission, while at the same time interpreting new statewide requirements directed by various control agencies and developing and implementing policies and procedures to address those requirements while maintaining the Department's ability to meet its public safety and emergency response mission.

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 current Deputy Director for Management Services has been in the existing CEA-B position since 2012. California's drastically worsening fire seasons, because of extended drought, climate change, and ceaseless drive to populate fire-prone areas, has resulted in prolonged fire seasons requiring additional staffing. In 2011, the total number of acres burned in California was 51,889, with a total of 3,056 fires throughout the year. By comparison, in 2018, the number of acres burned was 876,147 and the number of wildfires throughout the year was 6,284. When the original Management Services CEA concept was written in 2011/2012, Management Services had position authority for 255.9 positions. As of 2019-20, after all BCPs have been approved, Management Services will have position authority for 401 positions – an increase of 145.1, a 36% increase in staffing.

The current CEA oversees 7 different administrative programs and has 7 direct reports. The current CEA's responsibilities encompass accounting, financial systems and emergency response finance, business services (including procurement, contracting, property management, local services), budgets, human resources (including occupational health and wellness and employee support services), labor relations, and technical services.

As the State's fire season has become virtually year round, administrative responsibilities have increased, and the span of control for this one position has become unmanageable. In recent years, the Department has rolled out a new financial system, has significantly expanded its attention on employee health and wellness, experienced an increase in the number of capital outlay projects being approved and funded, implemented several statewide information technology initiatives, and has seen a steady rise in its contracting and procurement activities. One deputy director is simply not able to provide sufficient oversight, direction, and coordination to ensure that the Department is operating at peak efficiency from an administrative standpoint. Increases in various program areas within Management Services, including but not limited to human resources, accounting, technical services, and budgeting, have impacted the current CEA's ability to address all of the issues timely and efficiently across the seven program areas it oversees. The current CEA simply does not have time to devote sufficient attention, and make appropriate decisions and recommendations to the Director, Chief Deputy Director, and Executive Management on the myriad of issues that arise and need addressing from all of these programs. This results in decisions being delayed or not getting made, which can adversely impact the Department's operations. Furthermore, the addition of new programs will require the development of new policy that the current CEA must ensure is implemented consistently across all programs/regions within the Department, and this will also impact the position's ability to address other issues. Establishing a two CEAs will allow for a distribution of program management to better ensure that issues are addressed timely and that crucial decisions and recommendations are made to ensure the Department can continue to operate efficiently and effectively.

Thus, CAL FIRE is proposing to create two new CEA positions and split the responsibilities between the three positions. This position will oversee the Department's Human Resources, Labor Relations, Technical Services, and Employee Support Services and Occupational Health and Wellness Units.

The two new CEAs will be responsible for the following; the first CEA B position will be responsible for Information Technology (including Information Security and Privacy Protection Services, Operations - Telecommunications, and Safety/EMS - Research and Development), and the second CEA B will be responsible Fiscal Administration (including Accounting, Budgets, Business Services, Support Services and Headquarters Administrative Services).

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 Deputy Director of Management Services will advise and assist the Chief Deputy Director and the Executive Management Team on complex and sensitive administrative policy matters pertaining to issues that are faced in Health and Wellness, Labor, Information Technology, Human Resources, and Technical Services.

Examples are as follows:

1. Employee Health and Wellness: CAL FIRE's Health and Wellness Programs cover a vast array of units, such as Worker's Compensation, Reasonable Accommodation, and the Department's Physical Fitness and Wellness Program. Much of CAL FIRE's workforce labors in a very physically, mentally, and emotionally taxing environment, working under inclement weather conditions, sometimes days or weeks away from their families, to serve and safeguard the people and protect the property and resources of California. The Health and Wellness program was implemented, in accordance with all rules, regulations and accepted standards such as the National Fire Protection Association codes and standards (NAFTA 1583), to promote employee fitness and wellness for every CAL FIRE employee, but specifically for those working under these adverse conditions. One of the objectives of the 2012 strategic plan was to promote employee fitness and wellness and enhance existing and safety programs. CAL FIRE took a step in that direction by submitting a Budget Change Proposal (BCP) for the Occupational Health and Wellness Program and securing more staff as of July 1, 2019, to continue to be the resource of choice for health, accommodation, and overall wellness. A BCP has also been submitted to CalHR to expand the Employee Assistance Program so that it can continue to provide the much needed critical support to our employees and specifically, our first responders. The Deputy Director will play an integral role in developing new policies to support the mission of this program, and the individual missions of the units based on accepted industry and State standards. The Deputy Director will also formulate long range goals and objectives for the program to meet the Department's mission and vision.

2. Workforce and Succession Planning and Recruitment: CAL FIRE's Workforce and Succession Planning and recruitment Programs are fairly new to the Department, only having been staffed since August 2017. The Workforce and Succession Planning Unit strives to provide leadership by defining the current and future workforce needs of CAL FIRE, while recruiting and retaining talented individuals dedicated to fulfilling CAL FIRE's mission. The Recruitment Unit strives to provide leadership by defining the current and future workforce needs of CAL FIRE, while recruiting and retaining talented individuals dedicated to fulfilling CAL FIRE's mission. The Department will review all open positions and identify the skill gaps and barriers to recruitment. CAL FIRE will also create targeted outreach and recruiting plans for each major skill gap, with an emphasis on finding candidates whose skills align with the Department's core needs. The Deputy Director will have substantial participation in the formulation and/or evaluation on these Units' policies and procedures by providing strategic advice on workforce planning and recruitment needs, including full-scale recruitment plans or activities to attract the best prospective employees, compete with the private sector, federal, and city and county and retain valuable employees. 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.

3. Developing, implementing, and overseeing policies and procedures for the early detection and/or prevention of errors and irregularities as they relate to Human Resources and Labor Relations management to ensure methods are in place and carried out as planned to routinely monitor, evaluate, and improve internal controls when necessary. This may include, but is not limited to continuing to develop a written policy that outlines the responsibilities of HR and hiring divisions to ensure compliance with applicable laws, rules, and provisions of relevant bargaining contracts and helps hiring divisions navigate through every phase of merit-based recruitment and selection process in order to hire the most qualified candidates. The purpose of this policy is to protect the Department by helping hiring managers understand the principles behind the civil service rules and implement specific procedures necessary to avoid unlawful appointments, merit issue complaints, and SPB violations that can adversely affect the Department's delegated authority to administer, approve, and make determinations on critical HR services -- therefore this is a critical policy that will have identifiable impact on the Department.

Control agencies develop and issue policy at a statewide level across all agencies, departments, boards, and commissions. CAL FIRE, like all other departments, must take statewide policy from control agencies and apply it to all employees and integrate it into existing Departmental processes, factoring in the Department's specific mission (which is not the same as other departments), the specific bargaining unit agreements applicable to CAL FIRE employees (one such example is the Bargaining Unit 8 Memorandum of Understanding, which covers CAL FIRE firefighting, aviation, and resource management employees) which might supersede government code, as well as the varied working conditions of employees, whether they are working nine to five desk jobs or 24 hour shifts at fire stations. Program deputy directors interpret and apply statewide policy from control agencies and determine how best to make it work within the conditions in which the employees work and the emergency response and resource protection mission they strive to fulfill.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Deputy Director for Management Services is responsible for the overall operation, policies, direction setting, and evaluation of the Management Services programs. The incumbent is the key advisor on issues relative to the programs in Management Services, including, but not limited to; Labor Relations and Human Resources lawsuits filed against the Department, compliance with the Fair Labor Standards Act, employment medical testing, and other sensitive or controversial employment issues.

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.

Expert advice to top management is essential in avoiding errors that could expose the Department to criticism from the Legislature and seriously restrict the operating capacity and flexibility of the department. Failure to effectively perform the duties of the position could result not meeting executive and branch deadlines, resulting in potential negative labor, public relations, and policy impacts; and potential risk to the public health and the environment.

Externally, this CEA will meet with the Department of General Services, the Department of Human Resources, the State Personnel Board, the Governor's Office, and the Legislature. High level policy decisions may address the Department's requests, in the capital outlay arenas; classification, staffing, and hiring issues; collective bargaining and other labor issues. The decisions made by this position ensures that the Department is able to continue to conduct the business necessary to support its emergency response and resource protection mission.

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

The Management Services Deputy Director advises the Director/Chief Deputy in setting human resources, labor relations, technical services, and other administrative policies which directly affect CAL FIRE's programs. The Deputy Director works with other program Deputy Directors and Region Chiefs in developing multi-year plans and program objectives consistent with CAL FIRE's objectives. The position advises and makes recommendations on legislation and legislative proposals which affect CAL FIRE's human resources, labor relations, technical services, and other administrative policies.