

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

2019-12-06

2. Department

Governor's Office of Emergency Services (Cal OES)

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

Finance and Administration Directorate/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, has full responsibility for developing policies and has decision-making authority in executing Human Resources strategy of Cal OES' overall mission, objectives, organizational plan, and strategic direction. The CEA 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 compliance with the State's civil service rules and regulations. The CEA plans, directs, and organizes for all issues related to employee salaries and benefits, job classifications, training, exams, recruitment, succession planning, labor relations, individual performance management, organizational performance management, and innovation related to Cal OES' human resource goals.

6. Reports to: (Class Title/Level)

Deputy Director, Finance and Administration -- 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): The CEA will report to the Deputy Director, Finance and Administration. In addition, the CEA will have frequent contact with the Chief of Staff, Chief Deputy Director, and Director of Cal OES.

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 proposed CEA will have full responsibility for developing policies and has decision-making authority in executing Human Resources strategy of Cal OES' overall mission, objectives, organizational plan, and strategic direction. The CEA will oversee 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 compliance with the State's civil service rules and regulations. The CEA will plan, direct, and organize all issues related to employee salaries and benefits, Workers' Compensation, job classifications, training, exams, recruitment, succession planning, labor relations, individual performance management, organizational performance management, and innovation related to Cal OES' human resource goals.

The CEA will be directly responsible for overseeing the overall administration, improvement, and modernization of its human resource functions through its twelve (12) units namely: Personnel Operations, which encompasses (1) Exams and Marketing, (2) Transactions, and (3) Audit and Review; Classification and Pay, which encompasses (4) Classification and Pay #1, and (5) Classification and Pay #2; Training and Performance, which encompasses (6) Personnel Training and Development, (7) Worker's Compensation, and (8) Personnel Performance Management; (9) Labor Relations; the Office of Organizational Performance Management, which encompasses (10) the Office of Performance Management and (11) the Talent Development Division; and (12) the Employee Support Unit, which addresses issues of reasonable accommodations, ergonomic assessments, and health.

The CEA will develop and implement HR-related policies and procedures for Cal OES staff statewide. The CEA will plan, organize, direct, and ensure that the policies and procedures coincide with Cal OES' 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 OES. This includes administration and interpretation of the multiple time-clocks, pay differentials, and work week groups that are associated with collective bargaining agreements for 9 of the 21 bargaining units. In conjunction with CalHR's Personnel Services Branch, the CEA will create 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 CalHR. The CEA will be responsible for Cal OES' 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 OES' Strategic Plan, the goals of which include creating a united and innovative workforce that is trained, experienced, knowledgeable, and ready to adapt and respond to all disasters and incidents. The CEA will further develop new and innovative approaches to hiring and retention, striving to maintain a skilled and resilient workforce for generations to come.

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 OES 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:

Per Cal OES' mission statement, "We protect lives and property, build capabilities, and support our communities for a resilient California. We achieve our mission by serving the public through effective collaboration in preparing for, protecting against, responding to, recovering from, and mitigating the impacts of all hazards and threats."

The CEA will contribute to this mission by taking the lead role in hiring the skilled and resilient workforce capable of performing Cal OES' critical mission. In addition, the CEA is expected to foster a culture of adaptability by ensuring this workforce adheres to Cal OES' solution-oriented, "One Team, One Fight" ethos. Further, as leader of Cal OES' Office of Organizational Performance, the CEA should drive Cal OES' development of goals, key performance indicators, and program-level objectives that help to motivate the workforce and measure Cal OES' successes while identifying further opportunities for organizational improvement. Finally, the CEA will play a key role in ensuring performance accountability for Cal OES employees, who oftentimes work under stressful conditions where failure can be measured in property destroyed and lives lost.

The CEA will have frequent contact with the Cal OES Executive Management Team, and is responsible for human resources policy. The CEA will serve as a consultant and advisor to Cal OES deputy directors to ensure programs meet specific requirements regarding human resources policy and accountability for funds and operations. The CEA is expected to identify issues that cross-cut multiple programs and review 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 OES and represent Cal OES 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.

Cal OES is California's lead emergency management and homeland security agency. As a component of the Governor's Office, Cal OES uses its statutory mission tasking authority to coordinate the actions of other government agencies and departments in responding to and recovering from natural disasters and other incidents. In the past several years, climate change and other factors have driven an increase in the frequency, scale, and impacts of natural disasters, while human-caused phenomena such as mass shootings have likewise become more common. In these years, Cal OES' workforce has increased substantially through the addition of new permanent and limited term positions, as well as emergency hires.

Specifically, prior to FY 2018, Cal OES had a total of 998 authorized positions. Since then, Cal OES has increased in size to 1,251 positions, with an additional augmentation of 286 positions submitted for the 2020-21 budget. Consistent with Cal OES' growth, prior to FY 2018, the Human Resources branch consisted of 20 employees, led by an SSMII. Since then, Cal OES has increased the size of the branch to 36.5 permanent positions, plus 10 limited term positions, now led by an SSMIII.

Cal OES' increasingly complex human resources environment requires a dedicated position with a high level of technical skill and expertise to provide appropriate policy guidance and oversight to a growing branch within a growing department. In addition, Cal OES' commitment to strong organizational performance that aligns with enhanced hiring, training, retention, labor relations, and employee health services called for a consolidation of diverse programs under a single umbrella. This enhanced Human Resources branch--significantly more diverse in its functions than its predecessor--similarly requires a dedicated position with strong leadership abilities, vision, and the ability to drive organization-wide policy.

For example, the labor relations function previously resided outside of the Human Resources branch, but will now be brought within the Human Resources branch to provide a more unified approach to policies that affect Cal OES' workforce.

Also for example, the Office of Performance Management, on which Cal OES relies to create its strategic plans and to manage the hundreds of organizational objectives that define Cal OES' success, will be brought within the Human Resources branch. This significantly raises the profile of the Human Resources branch within Cal OES, and gives it responsibility over the policies that define Cal OES as an organization.

As a further example, the Employee Support unit is a new unit that brings together EAP, reasonable accommodations, and ergonomic assessments in a single place under the Human Resources branch. This further increases the responsibility of the branch as a whole, to encompass policies governing employee wellness.

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's policy areas are critical and broad. Five examples include:

- The development of Cal OES' strategic plan, and creation of the methods by which Cal OES' executive team tracks the implementation of all program-level objectives throughout the organization. Through this responsibility, the CEA will have frequent contact with Cal OES' executive management team, and will heavily influence the direction of Cal OES over time.
- The development of innovative methods and human resources policies to hire, train, and retain a skilled and resilient workforce. This is critical to Cal OES for several reasons. As a growing organization, Cal OES is under increased pressure to hire and retain skilled individuals. As an emergency management agency, Cal OES' own steady-state employees comprise its surge capacity; each employee, regardless of her or his classification, must also be prepared to work as an emergency services worker during activation of the State Operations Center. It can be challenging to recruit employees willing to serve in this dual role, but critical that Cal OES be successful in doing so. It is imperative that Cal OES have a CEA to lead the policy initiatives that drive hiring, training, and retention.
- The development of comprehensive employee wellness policies and initiatives. This is especially important at Cal OES, where many employees are deployed to base camps and other remote locations for long periods of time, assisting the state's response to, and recovery from, natural disasters and other incidents. Similarly, Cal OES employees activated to work in the State Operations Center can work 12-hour shifts, during the day or night, for indefinite periods. Employees exposed to these stressful circumstances can suffer from Post-Traumatic Stress Disorder, or exhibit other health challenges that require thoughtful, deliberate solutions. It is critical that Cal OES have a CEA to envision and implement the policies that enable such solutions.
- Establishing and implementing policies that impact Cal OES' bargaining units. Cal OES has 9 bargaining units. As Cal OES implements policies, ranging from Code 3 driving responsibilities and remote work, to the use of unmanned aerial vehicles and overtime, it must engage with and respect the relevant bargaining units. The CEA will affect every policy that Cal OES implements through advice on impacts to Cal OES' bargaining units.
- Implementing policies that ensure accountability for personnel who work under challenging circumstances. As noted above, Cal OES employees sometimes work under stressful conditions. At the same time that Cal OES must address the health and wellness of employees, it also must ensure thoughtful, appropriate methods to hold employees accountable for their missteps. The CEA will lead the development of policies that affect a diverse array of emergency management professionals, from sworn law enforcement officers to scientists and emergency services coordinators.

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. The CEA will be responsible for making independent, strategic, key human resources management decisions that impact Cal OES throughout the state.

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

The CEA will identify and resolve policy gaps related to human resources management by developing and implementing new policy or modifying and implementing existing policy. The CEA will develop new policies as the organization's needs indicate, and will modify existing policies as part of Cal OES' commitment to continuous improvement.