

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

2023-10-23

2. Department

Transportation

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

Administration

4. CEA Position Title

Deputy District Director, Administration

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

Under the general direction of the District Director, the incumbent serves as the District Director's Chief of Staff and is responsible for district policy development and implementation, management, direction and coordination of the operations of the Division of Administration, and administrative support staff. Recommends, develops, and implements policies and procedures to establish work standards and implements work priorities within the division; organizes and directs the activities of staff; resolves sensitive problems and administrative and personnel matters. Works with the district's Executive Team to set district priorities, work standards, goals, and objectives.

6. Reports to: (Class Title/Level)

District Director, 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*):

Member of the District 10 Executive Management Team and a representative of Caltrans Leadership, statewide; this position is the representative/decision maker for all Administrative functional areas of the district and has frequent contact with the District Director, District Executive team, and various Senior Leadership and Executive Teams throughout the Caltrans Department.

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.

Serves as the Deputy District Director for the District's Administration program, as well as the District Director's Chief of Staff. The incumbent will be the primary policy advisor to the District Director on matters pertaining to highly complex and sensitive business functions of the District, including but not limited to: overall resource management, cost efficiencies, policy development; communication effectiveness, quality control of administrative support, legal and labor relations issues, personnel and legal matters and overall district staff development.

Resolves with the District Director highly sensitive issues that may involve resource distribution and personnel matters internal to the District and/or other transportation entities, local elected officials, and the general public. Establishes district policies and procedures related to media relations and legislative analysis, including expectations and procedures for effective coordination with state and federal legislators.

Establishes Division Program Goal Worksheet Action Plans that include the Department's goals, strategic objectives and key results, strategies and performance measures. Lead enterprise risk management efforts within the District. Develops the short- and long-term policies and strategic plan relative to all facets of the Administration program with the District.

Actively participates as a member of the District's executive management team and contributes toward the strategic planning and leadership of the District's program goals and objectives.

Establishes District policy, procedure, and evaluation criteria that ensure District resource management activities are performed within departmental policy direction and program goals.

Develops overall budget plan and systems to manage operation expenses and personnel years for the District. Monitors performance and ensures resource expenditures remain within allocations while meeting district goals and program objectives. Maintains overall responsibility for a wide variety of administrative functions, administered through a staff services managers and intermediate functional supervisors and administrative rank and file staff.

Effectively collaborates with other Central Region Districts and Headquarters to establish policy and guidelines consistent and relative to all staff located within District boundaries. Provides administration support for Central Region Services staff located within the District boundaries, included Personnel, EEO, Safety, Security, Cashiering, Public Affairs and Worker's Compensation.

Responsible for planning and leading the Public Affairs, Public Awareness, Health and Wellness, and Employee Safety programs for the District. Includes community outreach with local officials, business and community representatives, minority advisory groups and the general public.

Advise the District Director, Deputy District Directors, and other managers of highly complex and sensitive disciplinary, discrimination and labor relations issues. Provides for coordination with Caltrans Legal and Law Enforcement on security and criminal issues. Oversees investigations of various personnel matters and performs Skelly and Coleman hearings.

Responsible for the overall management of Critical Incident Stress Management and the Administrative functions related to employee major injury, accident, and/or death.

**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: Caltrans' Central California Region (CR), which encompasses Districts 5, 6, and 10, has experienced significant population growth in recent decades. The CR districts themselves have also seen a consistent year-over-year workload increase, partly do due to the passage of SB1 (2017) and more recently, the federal Infrastructure Investment and Jobs Act (2021).

Caltrans works to create "a brighter future for all through a world class transportation network". To do so, it is imperative for the Districts to champion and support the Caltrans 2020-2024 Strategic Plan. This Deputy District Director (CEA) is responsible for all activities relating to the Administration programs in the District, as well as functions as the District's Chief of Staff to the District Director. The CEA will develop policies and procedures for the District that ensure compliance with the legal requirements of the State's civil service system, provide policy guidance and direction; addresses the most sensitive and complex administration and public affairs issues; and plays an integral role to support Caltrans' Strategic Plan. Without the critical work of the Administrative Division, the other functional areas of District 10 would not be able to perform their various duties and each of the above activities are critical for advancing the Departments mission, vision, and goals through the work completed in District 10.

## **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.

Caltrans' Central California Region (CR), which encompasses Districts 5, 6, and 10, has experienced significant population growth in the past decades. The CR districts themselves have also seen a consistent year-over-year workload increase, partly do due to the passage of SB1 (2017) and more recently, the federal Infrastructure Investment and Jobs Act (2021).

In 2021, a realignment of the Central Region was approved in order to better align authority and to address equity, efficiency, partnerships, transparency, and engagement within the communities each district supports. This process realigned several CR functions, returning the Divisions of Design, Environmental, Right of Way, and Construction to the respective districts.

This resulted in a substantial shift of administrative workload to District 5 and 10 respectively, from District 6 which previously provided administration support for the functions noted above. This change is being phased in over a period of 4 years to allow for an orderly transition. In 2020, District 10 Administration supported administrative activities (HR, training, facility management, personnel, etc) for 545 employees. By 2025, 1,120 employees will need to be supported by District 10 Administration.

In addition, District 10 is proposing to reorganize its management structure within the Division of Administration. This reorganization and establishment of a CEA position will result in greater policy development and review responsibilities, and increased engagement with the public, local elected officials, and state and federal legislators for the Deputy District Director of Administration (DDDA). This position will also serve as the Chief of Staff to the District Director and will be responsible for district-wide initiatives and assessment including enterprise risk management evaluation, strategic planning, inter-agency conflict resolution, and cross-division policy coordination. The additional management oversight and restructuring of the various functional areas will ensure the critical functions of the District continue without interruption.

The incumbent will partner with external agencies and work directly with local elected officials and counties on behalf of the District Director. The CEA will also create and implement policies, develop performance-based metrics, facilitate decision-making and resolve complex issues in a timely manner to support the performance goals and objectives of the Administration programs and District 10 at large.

## 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.

With increased focus at both state and federal levels on equity, transparency, efficiency, and a people first approach, this CEA will be an integral part of aiding the District and in meeting necessary goals and requirements. As a key member of the District Executive Management team, the Deputy District Director of Administration CEA works in conjunction with the District Director and Divisional Deputy District Directors to develop policies and procedures that ensures departmental compliance with the legal requirements of the state's civil service system, provide policy guidance and directions; addresses the most sensitive and complex administration and information service issues; and plays an integral role to support the Caltrans Strategic Plan through the development and implementation of district comprehensive plans. The following areas are examples of where this CEA will be involved in the creation and implementation of various statewide and district policies:

The CEA acts as a key decision-maker for all critical Administrative and information service functions. The Deputy District Director of Administration directs a range of critical responsibilities that directly impact District 10's workforce management, policies, and strategic direction regarding the operation and technical functions. The role will guide the development and implementation of policies and strategies across various areas to ensure implementation of best practices, foster a diverse and inclusive workforce, and ensure compliance with legal and regulatory frameworks. The CEA will collaborate with internal and external stakeholders, provide expert guidance, and drive impactful initiatives that shape the workplace environment.

The CEA works with a wide range of individuals, employees, public organizations and elected officials and is required to make sensitive and diplomatic decisions consistent with state policy. Maintains overall responsibility and management for a wide variety of administrative functions, administered through staff services managers and intermediate functional supervisors and administrative rank and file staff. The CEA is fully responsible for personal decisions, as well as for decisions made by subordinate staff. Poor decisions on the part of the incumbent and/or those he/she directs may result in costly errors in all functional areas of the district's Administration program. Errors in judgment could result in civil and/or department lawsuits, inefficient use of public funds, failure to meet budgeted programs, negatively impact the department's image, jeopardize the safe and efficient operation of the highway and related systems, and cause loss of program funding.

Community Engagement and Equity - The CEA will establish District policies to ensure that Caltrans outreach and community engagement during planning, project, and emergency response phases enhance Caltrans core principle of equity with emphasis on underserved communities. These policies will direct the District toward outreach methods that are appropriate for the community being served, and contextualized for specific projects within the district. These policies will also emphasize partnering with local agencies to ensure that every project in District 10 meets Caltrans goals as outlined in the Department's Strategic Plan as well as aligned with the Climate Action Plan for Transportation Infrastructure (CAPTI). The CEA will oversee, prepare, and monitor complex comprehensive community engagement studies that will guide project selection to meet needs of community members.

Space Utilization and Telework - The CEA will be the primary policy maker for District office space utilization, and District telework policies. Policies will address the hybrid telework environment while supporting in-person training, teamwork, and succession planning to ensure Caltrans' success into the future. The impact of these policies will lead to project delivery success, engaged employees, and financial savings through reduced office space needs.

Statewide Administration Program - The CEA is a critical member of the District Executive Management team and serves on statewide teams to set policies within the statewide Administration program, including program funding and BCP development, as well as other processes with statewide impact, such as hiring, procurement, and employee safety. The CEA is critical to represent District needs for statewide policy setting in all comprehensive Administration program areas.

Employee Support, Performance, and Engagement - As the DDD for Administration, this position is responsible for developing policies and practices to support employee engagement, equal employment opportunity, training, supervisor support, disciplinary actions, and related personnel and human resource support services within the District. The DDDA also serves as an executive participant in statewide forums to develop and refine statewide policy pertaining to the administrative areas of focus identified above.

District Chief of Staff - This CEA role will partner with external agencies and work directly with local elected officials and state and federal legislators on behalf of the District Director. This will include identifying shared priorities and concerns and then working with internal and external stakeholders to resolve conflict and reach mutually agreeable solutions. This role also includes creating and implementing policies, developing performance-based metrics, facilitating decision-making, and resolving complex issues in a timely manner to support the goals and objectives of District 5 and the Department at large.

Though the policy development and implementation examples listed above are administrative in nature, there are impacts that are far-reaching across the district and department.

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

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

The Deputy District Director of Administration (DDDA) is responsible to establish District policies, procedures, and evaluation criteria that ensure District administrative and resource management activities are performed within departmental policy direction and program goals, consistent with state and federal laws. The CEA will have full level of authority and makes decisions on a variety of administrative matters with district-wide impact. The CEA will make high-level policy decisions of significant scope, complexity, and sensitivity, as well as provide strategic direction for the District. The incumbent will be responsible for the overall budget plan and systems to manage operation expenses and personnel years for the District. Monitors and reports performance and ensures resource expenditures remain within allocations while meeting district goals and program objectives.

Effectively collaborates with other Central Region Districts and Headquarters to establish policy and guidelines consistent and relative to all staff located within District boundaries. Provides administration support for Central Region Services staff located within the District boundaries, included Personnel, EEO, Safety, Security, Cashiering, Public Affairs and Worker's Compensation. Establishes District policy, procedure, and evaluation criteria that ensure District resource management activities are performed within departmental policy direction and program goals.

Responsible for planning and leading the Public Affairs, Public Awareness, Health and Wellness, and Employee Safety programs for the District. Includes community outreach with local officials, business and community representatives, minority advisory groups and the general public.

Responsible for the overall management of Critical Incident Stress Management and the Administrative functions related to employee major injury, accident, and/or death.

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

The CEA will be responsible for developing and implementing new policy, but may also have to interpret existing policy as well. Administrative functions are always changing and new regulations are released regularly. This role will lead the Offices of Public Information, Legislative Affairs, and Engagement Support within the district, all of which facilitate timely and responsive communications with the public, the press, local elected officials, state and federal legislators, HQ PIO and Legislative Affairs, and staff from other divisions. This responsibility includes the development and implementation of communication and media relations policies and practices within the district which significantly influence how the Department is perceived by others. The incumbent will assist with the dissemination and implementation of the Caltrans Strategic Plan's mission, vision, and goals as they relate to our local, state and federal partners. This position is also responsible for developing policies and practices to support employee engagement, equal employment opportunity, training, supervisor support, disciplinary actions, and related personnel and human resource support services.