

CEA POLICY CONCEPT

WHAT IS THE CEA POLICY CONCEPT?

A new Career Executive Assignment (CEA) proposal must meet the policy concept requirements of Government Code Section 18547, which states:

“Career executive assignment means an appointment to a high administrative and policy influencing position within the state civil service in which the incumbent's primary responsibility is the managing of a major function or the rendering of management advice to top-level administrative authority. Such a position can be established in the top managerial level of state service and is typified by broad responsibility for policy implementation and extensive participation in policy evolution.”

CEAs are to be limited to only the highest, most critical positions that have continuous, direct interface with department directors and constitute the executive management team. CEAs must have a decisive role in their department's policy-making, and should have regular involvement in department-wide policy and program management. The influence of the position should be comparable to other CEA positions within the department or other similar departments. Significant policy creation and program management responsibility are a mandatory aspect of CEA positions. CEA positions must possess the authority to directly influence policies or manage programs pertaining to the departmental mission. CEAs must serve as the chief policy-maker within their respective program area.

“Policies” are principles, rules, and guidelines formulated or adopted by an organization to reach its long-term goals. Policies and procedures are designed to influence and determine all major decisions and actions, and all activities take place within the boundaries set by them.

*“Procedures” are the specific methods employed to express policies in action in day-to-day operations of the organization. Together, policies and procedures ensure that a point of view held by the governing body of an organization is translated into steps that result in an outcome compatible with that view.**

**Definitions provided by www.businessdictionary.com.*

New policy can come from various sources, including new State and Federal legislation, regulations, and other higher level policies such as Executive Orders. A CEA may continually revise or implement existing policy if the position is required to ensure that the program/organization stays in compliance with frequently changing higher level policies, court orders, or laws and rules. Departments need to keep in mind that there is a distinction in responsibility between:

- Positions having authority for making high-level policy decisions that have broad impact beyond the program area, versus
- Positions that merely develop operational procedures or standards to implement policy that was developed at a higher level.

While the first may support a CEA allocation, the second alone probably would not. Developing operational procedures is not defined as high-level policy-making. The depth and breadth of the role of the individual in the development of policy is a critical consideration in determining whether a position meets the statutory requirements for a CEA.

Departments may contact their assigned CalHR Personnel Management Division analyst for consultation. A CEA position may not be appropriate if it is determined the proposed position overall has:

- Narrow, limited authority for decision-making
- An indirect or merely supporting role in achieving the department's mission
- Significant overlap with other existing CEAs or Exempts
- No examples or objectives that can actually be altered by policy
- A limited extent of impact
- No sensitivity or long-term controversy
- Low consequence of error
- Limited, internal, contacts only
- No direct contact with department director

A. REQUEST TYPE

1. Type of Request (Select all that apply.)

- ☒ **New CEA** (Complete entire form. Public comment period required per California Code of Regulations (CCR), title 2, section 548.5.)
- ☐ **Revision of Existing CEA Concept - Major Changes** (Complete entire form. Public comment period required per CCR, title 2, section 548.5.)
- ☐ **Revision of Existing CEA Concept - Minor Changes** (Complete questions 1-16, 18, 20, 22-23, and 26-28. Public comment not required if revision is not substantial.)
- ☐ **Level Change** (Complete questions 1-13, 15-20, 22-23, and 45. If the level does not meet the Level Guidelines Worksheet found on page 6 of this form, also complete questions 14, 21, 27-32, and 37-38. CalHR approval not required for departments that have signed CEA Delegation Agreements.)
- ☐ **Reactivate Inactive CEA Position - within 5 years** (Complete questions 1-10, 15, 20, 23-26, 35-36 and any others that may apply. CalHR approval not required for departments that have signed CEA Delegation Agreements.)
- ☐ **Salary Cap Increase** (For departments with signed CEA Delegation Agreements only. Complete entire form. CalHR approval required.)
- ☐ **Salary Change Only** (For departments with signed CEA Delegation Agreements only. Complete questions 1-6, 8-10, 23, and 39-44.)

B. GENERAL INFORMATION

2. Date

Oct 31, 2023

3. Department

Transportation

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

Administration

5. CEA Position Title

Deputy District Director, Administration

6. Position Number

905-001-7500-XXX

7. 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.

8. Department Human Resources Contact

Ashley Courtney

Title

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9. Department Approving Authority Name

Ashley McGuckin

Title

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B. GENERAL INFORMATION (continued)

10. Position Function (*Select one*)

- | | |
|---|---|
| <input checked="" type="checkbox"/> Administration (ADM) | <input type="checkbox"/> Public Information (INF) |
| <input type="checkbox"/> Budget (BUD) | <input type="checkbox"/> Public Safety, Law & Regulation Compliance (SAF) |
| <input type="checkbox"/> Education (EDU) | <input type="checkbox"/> Purchasing & Property Appraisal (PP) |
| <input type="checkbox"/> Engineering, Construction & Design (ENG) | <input type="checkbox"/> Regional & Field Administration (RAD) |
| <input type="checkbox"/> Financial-Investments (FIN) | <input type="checkbox"/> Regulatory, Auditing & Review (REG) |
| <input type="checkbox"/> Health Care (HCR) | <input type="checkbox"/> Research, Planning & Evaluation (RPE) |
| <input type="checkbox"/> Human Resources (PER) | <input type="checkbox"/> Resource Conservation (RES) |
| <input type="checkbox"/> Information Technology (EDP) | <input type="checkbox"/> Risk Management (RMG) |
| <input type="checkbox"/> Legal (LGL) | <input type="checkbox"/> Social Security & Rehabilitation (SSR) |
| <input type="checkbox"/> Legislative Analysis (MGT) | |
| <input type="checkbox"/> Other (Explain) <input type="text"/> | |

C. ORGANIZATIONAL LEVEL CONSIDERATIONS

11. Staffing

Total staff reporting to this CEA: Professional staff size: Related Bargaining Units:

12. Reports to: (*Class Title/Level*)

13. Proposed CEA's Program Budget in Dollars

14. 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*):

15. Department CEA and Exempt Data

Department Size (*authorized positions per Governor's Budget*):

Total # of existing CEA positions department-wide:

Total # of existing Comma CEA positions department-wide:

Current number of staff under CEA: Proposed number of staff under CEA:

Total # of Exempt allocations department-wide: % of CEA positions to existing staff:

C. ORGANIZATIONAL LEVEL CONSIDERATIONS (continued)

16. Organizational Level (*Select one*)

- ☐ 1st ☐ 4th
☐ 2nd ☒ 5th (mega departments only)
☐ 3rd

17. Size of Department (# of PYs)

- ☐ Small (up to 800)
☐ Medium (801 - 8,000)
☐ Large (8,001 - 17,000)
☒ Mega (17,001+)

18. CEA Level (*Refer to CEA Level Guides Worksheet.*) (*Select one*)

Current CEA Level ☐ A ☐ B ☐ C ☒ N/A

Proposed CEA Level ☒ A ☐ B ☐ C ☐ N/A

19. Position Role (*Select one*)

- ☐ Assistant Agency Secretary (AAS)
☐ Director/Executive Director (DIR)
☐ Chief Deputy Director (CDD)
☒ Deputy/Division Director (DDR)
☐ Assistant Deputy Director/Assistant Division Chief/Assistant Branch Chief (ASSIST)
☐ Division/Branch Chief (DBC)
☐ Program Manager (PMR)
☐ Project Manager (PRJ)
☐ High Level Staff Specialist (SPEC)
☐ Special Advisor (SA)

D. SUMMARY OF REQUEST

20. 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.

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 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.

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.

As the District Chief of Staff, this CEA 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.

As the District Public Information and Legislative Affairs Director, this CEA role develops medial relations and elected official external affairs engagement policies and practices for the District to ensure responsive communications with the public, the press, local elected officials, state and federal legislator, HQ Public Information and Legislative Affairs offices.

CEA POSITION REQUEST

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CEA LEVEL GUIDELINES WORKSHEET

The chart below indicates standard CEA allocation levels based on the department size, organizational level, and role of the CEA. If the proposed CEA Level does not meet the guidelines below, departments must also complete questions 14, 20, 26-31, and 36-37 of this form.

Size of Department	Level A				Level B		Level C		Excluded*
Small (up to 800)	2nd org level SPEC DBC	or SA DDR	3rd org level PMR ASSIST	PRJ	2nd org level DDR	CDD	1st org level DDR	CDD	1st org level AAS DIR
Medium (801 - 8,000)	3rd org level SPEC DBC	or SA ASSIST	4th org level PMR PRJ		2nd org level DDR	3rd org level	1st org level CDD		1st org level AAS DIR
Large (8,001 - 17,000)	4th org level SPEC ASSIST	SA	PMR PRJ		3rd org level DBC		2nd org level DDR		1st org level AAS CDD DIR
Mega (17,001+)	5th org level SPEC ASSIST	SA	PMR PRJ		4th org level DBC		3rd org level DDR		1st and 2nd org level AAS CDD DIR

*Excluded - In rare cases when a CEA is used in lieu of an Exempt Appointee.

DEFINITIONS OF ROLES

AAS = Assistant Agency Secretary: Responsible for a single or multiple program crossing departmental lines.

DIR = Director/Executive Director: By definition or constitutional authority, the Director is the Chief Executive Officer of a department. This is the highest organizational level with responsibility for all aspects of an organization or in a mega department over significant arms of the organization.

CDD = Chief Deputy Director: Reporting to the Director, the position is at the first organizational level and like the Director is also at the highest organizational level. Positions are responsible for the administrative functions of a department and serves as the Director in his/her absence.

DDR = Deputy/Division Director: Typically responsible for one or more programmatic divisions. Positions are typically at the second organizational level. Most departments consider these positions to be at a high organizational level.

ASSIST = Assistant Deputy Director/Assistant Division Chief/Assistant Branch Chief: Performs as an assistant to the Deputy Director, Division Chief or Branch Chief of a large program with subordinate managers. The primary function of the position is to assist with policy-making decisions, as well as, serve in the absence of the Director or Chief and/or to assist with ensuring proper oversight and administration of the program. Positions are considered mid-organizational level and are typically at the 3rd organizational level.

DBC = Division/Branch Chief: Responsibility consists of all aspects of a specific program. Positions are considered mid-organizational level and are typically at the 2nd, 3rd, or 4th organizational level. The size of the department, number of divisions in the department, and staff size are all factors considered in determining the appropriate level for this position.

PMR = Program Manager: Usually responsible for a specific program area within a division or branch. Has full management and supervisory responsibility. Administers the program through one or more subordinate supervisors. Allocations are considered to be at the lowest organizational level and typically are at the 2nd, 3rd, and 4th organizational level depending on department size.

PRJ = Project Manager: Positions assigned responsibility over a multi-million dollar project which strongly influences the development of policy pertaining to the mission of the department. Positions may be considered at the lowest or mid-organizational level and typically are at the 3rd organizational level but may be at the 2nd level for extremely large, complex and/or sensitive projects. Positions serve as the head of the project with responsibility for the overall completion of the project. The project must have a direct impact on accomplishing the mission of the department, health, safety, welfare, and/or other vital interests of the public and/or other primary customers. The project has strong media and legislative interest and is of such complexity that few persons in state service possess the capacity to accomplish the project successfully. The failure of the project could result in loss of life, loss of millions of dollars, negative media coverage, loss of faith by the public, litigation or civil or criminal investigations.

SPEC = High Level Staff Specialist: A high level staff specialist with program responsibility impacting the entire department which reports to the Directorate. Positions should only be established at Level A. Use of the SPEC at a higher level requires CalHR approval, unless the department has a CEA Delegation Agreement.

SA = Special Advisor: Positions are responsible for rendering broad management advice that significantly impacts a wide spectrum of departmental policies. Consider the extent to which the concentration of policy responsibility may weaken the policy-influencing role of line positions in the same program or department. Positions typically serve as special advisers to Boards or Commissions. Positions should only be established at Level A. Use of the SA at a higher level requires CalHR approval, unless the department has a CEA Delegation Agreement.

D. SUMMARY OF REQUEST (continued)

21. 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 5 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 5.

22. What has changed to create the need for the new or revised CEA?

- ☒ New program/increased responsibility
- ☒ Reorganization
- ☐ Court mandate
- ☒ Workload issue/equity issue/under-classification
- ☐ New federal or state law
- ☐ Funding change
- ☐ Other

D. SUMMARY OF REQUEST (continued)

23. 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 05 Administration supported administrative activities (HR, training, facility management, personnel, etc) for 489 employees. By 2025, 1000 employees will need to be supported by District 5 Administration. In addition to the shift of employees within several functions to be district led, the capital program within District 5 has grown substantially in recent years. Based on the amount of construction work under contract, District 5 is now the fourth highest in the state, behind Districts 3, 4 and 7. The amount of project construction work under contract in District 5 is now approximately \$1.5 billion, triple what it was in just 2020.

In addition, District 5 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 5 at large.

D. SUMMARY OF REQUEST (continued)

24. Who is doing the work now?

- ☒ High level civil service classification What classification? **Staff Services Manager III**
- ☐ Existing CEA position
- ☐ Exempt appointee
- ☐ Other (*Explain in question 25.*)

25. What will happen to the existing position if this proposed CEA is established? (If applicable)

If the CEA request is granted, it is our intention to keep the Staff Services Manager III position who currently functions in this role. Establishing the new CEA position will allow the Staff Services Manager III to focus on critical administrative and operational issues in the division and district while the CEA will manage the overall program to support the Caltrans Strategic Management Plan while also expanding the role by including Chief of Staff related duties. The CEA will be responsible to develop 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 5, consistent with federal and state law. Due to the increased size of the Administration program and the District as a result of the realignment of the Central Region in Caltrans, it is no longer appropriate to have a Staff Services Manager III acting in this role; nor can the District support the increased workload with the current structure that is in place within the Division of Administration.

E. ROLE IN POLICY INFLUENCE

26. 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 in meeting necessary goals and requirements. As a key member of the District Executive Management team, the Deputy District Director of Administration CEA will work to set District policies that are specific to the unique needs of District communities and staff and create a positive work environment that leads to success. The following areas are examples of where this CEA will be involved in the creation and implementation of various statewide and district policies:

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 5 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.

District Public Information and Legislative Affairs Director - This CEA role develops medial relations and elected official external affairs engagement policies and practices for the District to ensure responsive communications with the public, the press, local elected officials, state and federal legislator, HQ Public Information and Legislative Affairs offices.

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.

E. ROLE IN POLICY INFLUENCE (continued)

27. 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.

The DDDA works with a wide range of individuals, employees, public organizations and elected officials. In this capacity, the person 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 DDDA 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.

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.

28. Who will the CEA's decisions impact? (Check all that apply.)

- ☒ Employees within program area
- ☒ Employees within the same department
- ☒ Employees statewide
- ☒ A select group of the public in a select region of the State
- ☒ A select group of the public statewide
- ☐ A vast part of the public in a large region of the State
- ☐ A vast part of the public statewide
- ☐ A vast part of the public nationwide

29. Who is interested in the policies and decisions made by this CEA position? (Interest should be long-term, not just brief coverage due to a short-term problem.) (Check all that apply.)

- | | |
|---|---|
| <input checked="" type="checkbox"/> Public | <input type="checkbox"/> Governor |
| <input checked="" type="checkbox"/> Media | <input checked="" type="checkbox"/> Agency |
| <input checked="" type="checkbox"/> Legislature | <input checked="" type="checkbox"/> Federal or Local Government |

E. ROLE IN POLICY INFLUENCE (continued)

30. How sensitive is the CEA position's area of responsibility? (*Check one*)

- ☒ **HIGH:** Issues are complex, sensitive, controversial, have heavy publicity, media interest, scrutiny by Legislature, etc.
- ☐ **MEDIUM:** Issues are average, somewhat sensitive, occasionally disputed, have localized or infrequent media interest. Most programs will have average Legislative and Media interest.
- ☐ **LOW:** Issues are obvious, clear, undisputed, earning little to no interest from media, public or Legislature

31. Who will the CEA interact with? (*Check all that apply.*)

- ☒ Other high-level managers within the department ☐ Governor's Office, Cabinet, Legislature
- ☒ Other departments or governmental entities (Federal, State, Local) ☒ Public, media, professional constituent groups or other organizations
- ☒ Private entities or interest groups

32. Describe how the policy associated with the CEA position is sensitive, controversial, and of particular interest and concern to the public, media, and/or legislature. Be specific and provide examples.

This role will lead the 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 Legislatives Affairs, and staff from other divisions. This includes the development and implementation of communication and media relations policies and practices for the district which significantly influence how the Department is perceived by others.

Working as the Chief of Staff, this CEA role will partner with external agencies and work directly with local elected officials on behalf of the District Director. This will include identifying shared priorities and concerns and then working with internal and external stakeholders to address conflict and reach mutually agreeable solutions. It 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.

As noted previously, this role also insures efficient and effective hiring and retention of staff within District 5. 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. The District's ability to deliver capital projects and maintain the state highway system is dependent on hiring and maintaining qualified staff, so the consequences of this role are critical to the entire work of District 5.

33. 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 Legislatives 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.

E. ROLE IN POLICY INFLUENCE (continued)

34. Why does the work have to be performed by a CEA? Why would another high-level civil service position (such as an SSM III, DPM IV, or other specialized class) not be sufficient?

The Deputy District Director of Administration (CEA) will make high level policy decisions and implementation with program responsibility of significant scope, complexity, and sensitivity. Resolves highly technical or politically sensitive problems, inter-agency and public relations issues in support of Caltrans' mission, vision, goals, and values.

The current organizational structure does not provide an effective span of control for the district. Establishing the new CEA position will allow the Staff Services Manager III to focus on critical administrative and operational issues in the division and district while the CEA will manage the overall program to support the Caltrans Strategic Management Plan. 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.

The CEA would also alleviate the District Director's involvement and facilitate the need to effectively partner with regional and local agencies to set policy direction and deliver some of the most complex projects in the State. Risks are associated with an excessively wide span of control, such as not attending day-to-day issues associated with management and supervision of all personnel and delivery of work products. The Staff Services Manager III is needed to minimize risks by providing adequate support and attention to subordinate managers, supervisors and employees, the lack of which can lead to decreased morale or job satisfaction, under-performance and/or non-compliance with policies and directives, and increased incidences of misuse of state resources.

35. Is there overlap between the proposed CEA position and other existing CEAs or Exempts? Explain whether or not the new CEA position will diminish the policy-making responsibility of the other existing positions.

No.

36. If there is overlap, how are the existing and proposed positions distinct?

N/A

E. ROLE IN POLICY INFLUENCE (continued)

37. What is the proposed CEA's consequence of error? (*Check one*)

- ☒ HIGH: Loss of lives, jeopardizing the health and safety of citizens, loss of credibility, public scrutiny, loss of delegation from control agencies, loss of faith by the public, negative media coverage, loss of funding source, major segments of State operations affected, regulatory challenges, litigation, audits, civil or criminal investigation, etc.
- ☐ LOW: Reduced funding source, program elements reduced or revised, organizational operations affected.

38. Describe the consequence of the position's role in policy making and/or implementing policy decisions. Be specific and provide examples.

The incumbent will work with a wide range of individuals, employees, public organizations and elected officials. In this capacity, the CEA will be required to make sensitive and diplomatic decisions consistent with state policy. Lack of tact and/or errors in judgment when disseminating information could result in project delays or project cancellation due to community pressure, political unacceptability, and/or lawsuits by special interest groups.

The CEA is responsible for Division staff activities and for the coordination of consultants and their timely provision of services and products associated with project delivery. 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, and negatively impact the department's image.

The incumbent will have general management responsibility of resources (dollars, staff, facilities, real and personal property) and program support administered in the Division. Errors in judgment could result in the organization being exposed to internal grievances, external criticism and lawsuits. At a minimum, errors could result in erroneous budget allocation and/or projections leading to inefficient use of public monies and/or lack of required funds.

F. OTHER CONSIDERATIONS

39. Describe any major consideration that was not addressed in the information above. (Use this field to document justification for salary changes.)

F. OTHER CONSIDERATIONS (continued)

40. Current Monthly Salary		41. Proposed Monthly Salary		42. Percent Increase	
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43. Reason for Salary Change: ☐ Compaction ☐ Annual Increase
☐ New Appointment ☐ Other (*Explain in question 39.*)


44. Incumbent Name

45. Position Paid Above Level (*Check one. Departments with signed CEA Delegation Agreements may pay a CEA above the CEA level as long as the department does not exceed its allotted CEA Salary Cap.*)

☐ Engineer
☐ Attorney
☐ Physician
☐ Other (*Explain*)

G. DEPARTMENT APPROVAL

Department	CEA Position Title	Position Number
Transportation	Deputy District Director, Administration	905-001-7500-XXX

Department Analyst Signature	Date
Ashley Courtney  Digitally signed by Ashley Courtney Date: 2023.11.17 17:31:02 -08'00'	11/17/2023

Department Analyst Name

Ashley Courtney

Department Personnel Officer Signature	Date
<i>Ashley McGuckin</i>	11/17/2023

Department Personnel Officer Name

Ashley McGuckin

CEA POSITION REQUEST INSTRUCTION

GENERAL INFORMATION

This form must be completed for any of the following:

- New CEA position (Public comment period required per CCR, title 2, section 548.5)
- Revision of existing CEA allocation - Major change to existing CEA allocation (Public comment period required per CCR, title 2, section 548.5)
- Revision of existing CEA allocation - Minor change to existing CEA allocation, such as title change, etc.
- Reactivate inactive CEA position within 5 years. "Inactive" refers to an established CEA concept shelved by department for 5 years or less.
- A CEA position inactive beyond 5 years is considered a new allocation request. (Public comment period required per CCR, title 2, section 548.5)
- Level change (CalHR approval required for non-delegated departments)

CalHR requires these documents for any requests that receive a public objection:

- A Letter of Support from highest level Governor-appointed official
- A signed, completed CEA Position Request form
- A proposed duty statement with percentages (and a current duty statement, if applicable).
- Current and proposed organization charts showing the proposed position. (Please omit any shading and identify position on chart, and save in PDF format when submitting to CalHR.)
- Organization chart(s) depicting all the CEA and Exempt positions in the department. (Save in PDF format when submitting to CalHR.)

HOW TO COMPLETE THE CEA POSITION REQUEST FORM

Complete all applicable items on Pages 2-13 of the CEA Position Request form. For detailed instructions on completing the form, see below. The numbered items correspond to the numbered boxes on the form.

SECTION A. REQUEST TYPE

- (1) Select appropriate box. If revising or reactivating an existing CEA position, attach a copy of original package.

SECTION B. GENERAL INFORMATION

- (2) Enter the date the CEA request is submitted.
- (3) Enter the official name of the requesting department.
- (4) Enter the name of the division/branch/office in which the CEA position resides.
- (5) Enter the CEA position title (Example: Deputy Director, Administration).
- (6) Enter the CEA position number. Use "xxx" as the serial number if the position has not been established.
- (7) Provide a brief description of the CEA position. See sample language below.

NEW CEA Position:

The <insert department name> proposes to allocate the above position to the CEA category. The <insert position title> will be responsible for <insert brief summary of position responsibilities.>

REVISE CEA Position:

The <insert department name> proposes to revise the above CEA allocation. The <insert position title> is responsible for <insert brief summary of position responsibilities.>

REACTIVATE INACTIVE CEA Position:

The <insert department name> proposes to reactivate the above inactive CEA allocation. The <insert position title> is responsible for <insert brief summary of position responsibilities.>

LEVEL CHANGE CEA Position:

The <insert department name> proposes to upgrade the <insert position title> from a level <insert level number> to level <insert level number.>

- (8) Enter name, title, phone, and email address of department human resource contact that can respond to CalHR inquiries.
- (9) Enter name, title, phone, and email address of department approving authority.
- (10) Select type of position function. Select one or check "Other" and explain.

SECTION C. ORGANIZATIONAL LEVEL CONSIDERATIONS

- (11) Fill in proposed total staff, include direct and indirect reports. Identify bargaining units that are tied to the position.
- (12) Identify class title and level of position that proposed CEA will report to.
- (13) Enter the proposed CEA's budget responsibility in dollars.
- (14) Select appropriate box or check "Other" and explain. "Executive Management Team" is defined as persons who are regularly involved in policy making at the department level.
- (15) Fill in size of department and number of positions as requested. If department has a large number of contracted or temporary employees, explain in question 39.
- (16) Select appropriate box. Refer to Classification and Pay Guide Section 400 for definitions of organization levels. "Mega" is defined as a department with over 17,000 employees.
- (17) Select size of department.

SECTION C. ORGANIZATIONAL LEVEL CONSIDERATIONS (continued)

- (18) Enter the current and proposed CEA level, if applicable. The CEA Level Guidelines worksheet outlines standard appropriate levels. Contact your Personnel Management Division consultant for guidance on proposed CEAs that do not fit these standards.

- (19) Select CEA position role. The CEA Level Guidelines worksheet defines the appropriate roles.

SECTION D. SUMMARY OF REQUEST

- (20) Explain duties and responsibilities of CEA.
- (21) Select appropriate box. Explain the degree to which the program is critical to the department's mission as a whole.
- (22) Select appropriate box to reflect cause of need for new or revised CEA position.
- (23) Summarize request and identify relevant considerations.
- For new CEAs, provide background information regarding why the position is being requested. (For example: reorganization, new mandate, etc.)
 - For revisions to existing CEA positions, explain what has changed (either major or minor changes).
 - For reactivating inactive CEA position, explain why position is being reactivated. Explain what has changed to necessitate the reactivation of the CEA position.
 - For level changes, explain what has changed to warrant an upgrade.
- (24) Select appropriate box. Enter classification, if applicable.
- (25) Explain impact to existing position if CEA is established, if applicable.

SECTION E. ROLE IN POLICY INFLUENCE

- (26-27) Principal Policy maker – Provide thorough and complete answers. Provide examples of the types of policies the position creates or implements. Describe extent of impact of the position's policy formulation and implementation role.
- (28-31) Select appropriate box(s).
- (32) Provide a thorough and complete answer. Identify the sensitivity of all controversial policy issues that will be handled by the position.
- (33-36) Describe the policy influencing role, why a CEA is necessary and any authority overlap with other high-level positions.
- (37-38) Describe the consequence of error of the CEA's role.

SECTION F. OTHER CONSIDERATIONS

- (39) Provide any other pertinent information. This section may be utilized for other considerations not identified above.

SECTION G. DEPARTMENT APPROVAL

Department analyst and personnel officer signatures.

HOW TO SUBMIT THE CEA POSITION REQUEST PACKAGE

The CEA Position Request package should be transmitted electronically by the departmental Personnel Officer to CalHR to: CEA@CalHR.ca.gov. To facilitate timely web posting in compliance with California Code of Regulations, title 2, Section 548.5, departments must save their proposal information to this fill-and-print form and submit that saved, unsigned version to CalHR electronically along with a signed copy. Do not attach additional pages.

FOR QUESTIONS CONTACT: Your department's assigned CalHR Analyst/Consultant, Personnel Management Division, (916) 324-9381, or CEA@CalHR.ca.gov.

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

2023-10-31

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 5 Executive Management Team and a representative of Caltrans Leadership, statewide

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.

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 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.

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.

As the District Chief of Staff, this CEA 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.

As the District Public Information and Legislative Affairs Director, this CEA role develops medial relations and elected official external affairs engagement policies and practices for the District to ensure responsive communications with the public, the press, local elected officials, state and federal legislator, HQ Public Information and Legislative Affairs offices.

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 5 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 5.

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 05 Administration supported administrative activities (HR, training, facility management, personnel, etc) for 489 employees. By 2025, 1000 employees will need to be supported by District 5 Administration. In addition to the shift of employees within several functions to be district led, the capital program within District 5 has grown substantially in recent years. Based on the amount of construction work under contract, District 5 is now the fourth highest in the state, behind Districts 3, 4 and 7. The amount of project construction work under contract in District 5 is now approximately \$1.5 billion, triple what it was in just 2020.

In addition, District 5 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 5 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 in meeting necessary goals and requirements. As a key member of the District Executive Management team, the Deputy District Director of Administration CEA will work to set District policies that are specific to the unique needs of District communities and staff and create a positive work environment that leads to success. The following areas are examples of where this CEA will be involved in the creation and implementation of various statewide and district policies:

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 5 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.

District Public Information and Legislative Affairs Director - This CEA role develops medial relations and elected official external affairs engagement policies and practices for the District to ensure responsive communications with the public, the press, local elected officials, state and federal legislator, HQ Public Information and Legislative Affairs offices.

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.

The DDDA works with a wide range of individuals, employees, public organizations and elected officials. In this capacity, the person 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 DDDA 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.

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.