

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

2020-02-07

2. Department

Veterans Affairs

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

Veterans Homes Division

4. CEA Position Title

Chief, Veterans Homes Operations (CEA A)

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

The position provides critical headquarters oversight of a myriad of non-clinical operational areas in the Veterans Homes. Activities include establishment of policies and procedures, installation of best practices, internal reviews and ensuring accountability in outcomes. The proposed change would separate from the CEA's current unit an existing future program and development team so that it may act as an independent unit, enabling the CEA's unit to focus further on its operational effectiveness and outcomes-focused efforts.

6. Reports to: (Class Title/Level)

Assistant Deputy Secretary (Exempt, Governor's Appointment)

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): Responsible for operational standardization, effectiveness, and efficiency; develops policies and procedures for implementation throughout the Veterans Homes; develops and defends proposals internally and with the Legislature.

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.

Coordinates with Homes Division leadership, Veterans Homes Administrators, and other executive staff and senior managers to support Division operations. As directed, manages day-to-day functions and resources in the Veterans Homes. Manages various operational initiatives and programs, including development of policies, procedures, and regulations; donations; budget change proposals; legislation; the Morale, Welfare, and Recreation Fund; admissions; and policy standardization. Monitors and supports administrative operation across the Division, to include budgets, accounting, revenue, procurement, information technology, lease and contract management, and human resources. Supports implementation of the Division's strategic plan and ongoing initiatives. Develops milestones for the efficient and effective performance of the organization and of subordinate staff. Reviews internal and external strategic plans, audits, and investigations, tracking the implementation of key priorities and recommending appropriate actions to CalVet executive leadership, implementing as directed. In coordination with and at the direction of the Deputy Secretary and Assistant Deputy Secretary, serves as a subject-matter expert and provides executive support for other operations of the Veterans Homes.

Oversees staff development of studies that collect and analyze data related to Veterans Homes' operations, facility capabilities, and other areas. Identifies strategic objectives and supports and monitors Division progress. Supervises the production, evaluation, and implementation of policies and procedures for benchmarking, data collection, data reporting, and synthesis to ensure effectiveness and efficiency. Directs data management; implements policy directives and tracks their progress; and ensures policies and procedures support compliance with state and federal regulations and laws.

Manages an interdisciplinary staff, setting benchmarks and monitoring progress accordingly. Facilitates meetings, reviews and evaluates staff's work, counsels and conducts employee corrective actions when necessary, and executes other actions to maintain effective operations.

Provides Headquarters oversight of, and support to, the Division's lease program. In coordination with the Deputy Secretary, Assistant Deputy Secretary, Veterans Homes Administrators, other Headquarters leadership as needed, and the State Asset Manager at the Veterans Home in Yountville, the CEA reviews and oversees the development of leases for Home properties. On behalf of the Deputy Secretary and Assistant Deputy Secretary, the CEA assists with tracking the status of leases, ensuring compliance with internal policy, state laws and expectations, and external agencies' format and procedural requirements.

Represents the Veterans Homes and the Deputy Secretary on various planning projects and statewide planning efforts involving representatives from state, federal, local, and private entities, when those efforts pertain to or improve existing Home operations. Acts as a liaison with key stakeholders and control agencies, developing constructive and cooperative working relationships to advance the Homes Division's goals and objectives. Provides reports and recommendations for executive review. Presents and defends departmental positions in audits, hearings, and other communications with internal and external parties.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The CEA A serves as CalVet's Chief of Veterans Homes Operations. The position reports to the Assistant Deputy Secretary and Deputy Secretary of the Veterans Homes Division, which oversees the operation of eight large assisted living and skilled nursing facilities for veterans throughout California. The CEA position is responsible for oversight of non-clinical operations in the eight facilities, known as Veterans Homes. The position works in conjunction with numerous administrative divisions throughout the organization and with the leadership of the Veterans Homes. As the liaison to the executive leadership, the CEA is accountable for identifying best practices and areas in need of improvement to implement standardized procedures and ensure effectiveness in operations. Without this position, the Veterans Homes may fail to comply with state requirements for administrative processes, would lack critical standardization in business practices, and would fall short of internal goals and objectives.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

The request is to reorganize a team from the CEA's unit to a separate unit, allowing the CEA to focus on the outcomes primarily expected from that position and unit. The team to be reorganized currently conducts future planning and program development for the Veterans Homes. By creating a separate unit for this team, the Veterans Homes Division will be able to enhance its attention to both functions, the future planning role of the team and the operational effectiveness efforts overseen by the CEA. Following the reorganization, the CEA would establish refined objectives, bolster oversight and standardization efforts, and increase internal review activities.

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.

Principle policy areas for this CEA position include:

- Policy development and process standardization and oversight related to non-clinical business practices, including financial operations, inventory management, and use of special funding sources;
- Policy determination and management of programs related to third-party leases and day-use licenses at Veterans Home properties, in accordance with audit findings and state requirements;
- Optimization of operational effectiveness through business process improvement, use of metrics, and staffing evaluations; and
- Determination of Veterans Homes Division objectives, expectations, and requirements by serving as a trusted member of the Division's management team, contributing to the design of the Division's goals and plans for each year, and developing the related policies, procedures, and directives for operational areas under the position's purview.

C. ROLE IN POLICY INFLUENCE (continued)

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

The position has a high level of decision-making authority. It is critical the incumbent in the position is a trusted member of the Veterans Homes Division's management team and an advisor to the Department's Executive Team. This position has a high level of authority to establish policy, evaluate operational effectiveness, develop and execute business process improvement plans, and recommend structural or staffing changes to achieve desired outcomes. The position is held accountable as a key player in the success of the Veterans Homes' business operations, including adherence to state requirements and Department goals, expectations, and objectives.

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

This CEA position performs both of these roles. As stated previously, the purview of the CEA position is proposed to stay largely the same as previously designed. The major change is the structure of the staff reporting to the CEA, reorganizing into a separate unit of future planning and program development team that previously reported to this position.