CEA ACTION PROPOSAL

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	2. Department
2022-05-25	California Department of Aging

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

Division of Aging Policy, Research, and Equity

4. CEA Position Title

Chief Equity Officer (CEqO)

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

The Chief Equity Officer (CEA A) is a new executive position focused on three primary areas: 1) developing and implementing CDA's internal equity training and staff development efforts; 2) embedding equity-focused principles within CDA's programs and services; and 3) advancing policy and applying an equity lens on issues impacting older adults, people with disabilities.

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

Division Director, Division of Aging Policy, Research, and Equity (DAPRE)

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*):

8. Organizational Level *(Select one)*

☐ 1st ☑ 2nd ☐ 3rd ☐ 4th ☐ 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

The CEqO serves under the direction of the Division Director for Aging Policy, Research, and Equity (DAPRE) and is a key member of the CDA Executive Team providing executive-level guidance on issues of equity, diversity, and inclusion. The CEqO is responsible for: 1) developing and implementing CDA's internal equity training and staff development efforts; 2) embedding equity-focused principles within CDA's programs and services; and 3) advancing policy and applying an equity lens in implementing the Master Plan for Aging (MPA) in partnership with external departments and agencies.

Internal to the department, the CEqO works collaboratively with CDA Human Resources Bureau, the Equal Employment Opportunity (EEO) Office, and the CDA Equity Workgroup to develop and implement the department's Racial Equity Action Plan (REAP); update the department's hiring and recruitment processes to recruit candidates from diverse communities across the state and enhance equity in the hiring process; provide advice and consultation to department managers regarding equity questions related to their programs; and secure training and hosts forums for CDA staff on equity, diversity, and inclusion topics. The CEqO will review and contribute to the department's strategic plan to ensure that equity is addressed in the department's goals, objectives, and tactics.

For CDA's programs, the CEqO will be responsible for reviewing policies to ensure equity is addressed and embedded in all areas. The CEqO will review proposed legislation, regulations, and budget proposals for equity concerns and/or additions; provide guidance to the CDA executive leadership and staff as well as external agency/department partners and stakeholders regarding equity issues impacting older adults, people with disabilities, and caregivers. The CEqO will work collaboratively with the DAPRE Director, CDA research and policy staff, as well as aging, disability, and caregiver stakeholders to develop and implement equity performance metrics and outcome measures; analyzes, evaluates, and reports program progress on achieving improved health and social outcomes for older adults, people with disabilities, and caregivers from diverse and underserved communities. The CEqO will lead the implementation of six equity initiatives in the Governor's MPA and will contribute to CDA's State Plan on Aging (submitted to the federal Administration for Community Living) to embed equity in the department's four-year goals and objectives.

The CEqO also represents the department and collaborates with stakeholders on equity issues in numerous forums including leading the Equity in Aging Advisory Committee (EAAC);and participating in other committees including the Disability and Aging Community Living Advisory Committees (DACLAC); the Implementing the MPA in California Together (IMPACT) Stakeholder Committee; the Elder and Disability Justice Coordinating Committee (EDJCC), the California Aging and Disability Research Partnership (CADRP); the California Health and Human Services Agency (CalHHS) Interdepartmental Advisory Committee's Justice, Equity, Diversity and Inclusion (JEDI) subcommittee; and in various national, tribal, state, and local forums.

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: Equity is foundational and a key principle in all of the work that CDA performs. CDA's mission statement, as stated in our 2021-2024 Strategic Plan is to, "transform aging for individuals, families, and communities by leading innovative programs, planning, policies, and partnerships that increase choices, equity, and well-being for all Californians as we age." One of the core values that CDA has adopted is: "Innovation & Inclusivity: we turn ideas into meaningful solutions for individuals, families, and communities and promote the participation and perspective of all people, centering the voices of older people, people with disabilities, and family caregivers."

In addition, CDA is responsible for leading the implementation of the Governor's MPA in which equity is embedded throughout and addressed explicitly in goal 3, "Inclusion & Equity, Not Isolation." Strategy A under this goal speaks specifically to inclusion and equity in aging and the description states: "As the most racially, ethnically, and linguistically diverse state in the nation, California can lead in combatting ageism, ableism, racism, xenophobia, sexism, homophobia, and all prejudices and in expanding opportunities for all older adults and people with disabilities to be economically, civically, and socially engaged, without experiencing discrimination or bias. California's aging and disability leaders, providers and partners are committed to becoming increasingly culturally responsive through strategies that include training, data collection, public campaigns (including partners in California's entertainment industry) and targeted equity and inclusion goals for workforce, service planning, and service delivery." The CEqO would be responsible for helping lead the six equity initiatives under this strategy.

CDA and its aging and disability community partners are not only committed to providing reliable, person-centered services to those who already receive our services, but proactively outreaching to historically underserved communities that need the support of our programs, but who may not have awareness or access to our services. The CEqO will work collaboratively with our aging, disability, and caregiving partners to identify disparities, develop strategies to reduce disparities and increase awareness and access, set equity-related goals, and regularly review and report the state's progress on improving equity for our programs.

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.

Equity has always been a core principle of aging, disability, and caregiving programs. What has changed over the past two years is the creation of formal structures to help the department and aging, disability, and caregiving stakeholders address issues of equity and develop plans to reduce disparities in our programs. In June 2019, Governor Newsom issued an executive order calling for the establishment of a state MPA and in January of 2021, through a collaborative approach involving the CalHHS leadership, other state agency and department leadership, CDA, and aging, disability, caregiver and several other stakeholders, the MPA was completed. During the development of the MPA, stakeholders formed an Equity Workgroup to ensure that all strategies and proposals were viewed through an equity lens. The MPA includes a goal that is specific to equity: “Inclusion and Equity, Not Isolation”, and within that goal that goal, the first strategy is “Inclusion in Equity in Aging.” Under the Inclusion and Equity strategy are six initiatives that the CEqO would be responsible for leading that include expanding and enhancing the provision of culturally and linguistically competent services, equity training for providers of aging and disability services, and implementing public anti-ageism and equity campaigns.

Post MPA launch, the department established several MPA workgroups to provide input into MPA implementation at the state and local levels, including the Equity in Aging Advisory Committee (EAAC), the Implementing the MPA in California Together (IMPACT) Stakeholder Committee, the Elder and Disability Justice Coordinating Committee (EDJCC), and the California Aging and Disability Research Partnership (CADRP). The CEqO will lead in organizing, convening, and advancing items emerging from the EAAC. The CEqO will also be an active participant in other workgroups to ensure equity issues are raised and addressed. Additionally, the CEqO will work collaboratively with the CADRP partners to identify appropriate equity, disparity and diversity data that could be used to track the state’s progress on improving equity across aging, disability and caregiving programs.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The CEqO will function as the principal policy expert and policy maker for all diversity, equity, and inclusion (DEI) matters and will serve as the principal advisor to the DAPRE Division Director and the CDA Director on these issues. The CEqO will be the principal policy maker in the following areas:

Program Policy: The CEqO, in collaboration with aging, disability, and caregiving (ADC) stakeholders will be responsible for the development and implementation of new program policies, regulations, and proposed legislation to expand, promote, and enhance DEI in ADC programs which would include the six equity initiatives in the State's MPA. The CEqO will also review and revise existing and emerging policies and regulations to ensure equity is addressed and embedded in all ADC programs. The CEqO will review and revise proposed legislation, regulations, and budget proposals for equity concerns and/or additions. The desired statewide impact is to increase access to and awareness of ADC programs for historically underserved communities, and to advance the delivery of services in a culturally and linguistically competent manner.

Strategic Planning and Goal Setting: The CEqO, in collaboration with ADC stakeholders, will be responsible for development and implementation of DEI goals for ADC programs. The CEqO, with stakeholder input, will assess ADC program disparities and will develop goals and strategies including specific performance targets and metrics to address these gaps and needs. The desired statewide impact is to reduce disparities in access to ADC services for historically underserved communities.

Performance Data and Metrics: The CEqO, in collaboration with ADC stakeholders and the CDA Research Program Manager, will be responsible for developing performance metrics to guide the state's progress in improving DEI for ADC programs. This work will include identifying appropriate DEI demographic datasets, defining data limitations and assumptions, and creating reliable and credible program data metrics. The desired statewide impact is to develop reliable program performance data that show the state's progress and outcomes on improving DEI for ADC programs.

Departmental Policy: The CEqO, in collaboration with CDA Human Resources Bureau and the Equal Employment Opportunity (EEO) Office, and in consultation with the CDA Equity in Aging Advisory Committee Workgroup, will develop the department's Racial Equity Action Plan (REAP) and develop implementation policies and procedures. CDA anticipates these policies will include updates to the department's hiring and recruitment processes to recruit candidates from diverse communities across the state, enhance equity in the hiring process, and provide additional training to CDA staff and managers on DEI related issues. The CEqO will also engage in DEI policy discussions in the CalHHS JEDI workgroups and will be responsible for developing and leading the implementation of any policies or initiatives that flow from that workgroup. The desired impact is increased awareness and appreciation of DEI issues and principles by CDA staff, enhancement to the delivery of services in a culturally competent manner, further enhancement to a departmental culture of inclusivity, and a more diverse workforce.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEqO will have statewide impact as the role serves as the department's lead on equity issues for the state's MPA and will interact with statewide stakeholders on the EACC. Specifically, the CEqO is responsible for leading the implementation of the six equity initiatives under Goal 3, "Inclusion & Equity, Not Isolation" Strategy A "Inclusion in Equity in Aging." These initiatives have statewide impact including expanding and enhancing the provision of culturally and linguistically competent services, equity training for providers of aging and disability services, and implementing public anti-ageism and equity campaigns. The CEqO will also be responsible for reviewing and revising new existing statewide program policies through an equity lens to ensure DEI issues are addressed and principles are adhered to. The CEqO, in collaboration with ADC stakeholders, will develop program strategic goals and performance measures to ensure DEI is advanced in all ADC programs. The CEqO will serve on the CDA Executive Team, providing a DEI perspective to Executive Team discussions and proposing and influencing policy to further advance DEI in the department and ADC programs. The CEqO also leads the department's Equity Workgroup guide and advance DEI policy and practices for the department.

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

The CEqO will interpret and if necessary, revise existing policy and develop new policy. The CEqO will have direct responsibility to lead the implementation of six equity initiatives in the Governor's MPA. These initiatives will require the development of statewide policy in the areas of expanding and enhancing the provision of culturally and linguistically competent services, equity training for providers of aging and disability services, and implementing public anti-ageism and equity campaigns. In addition to these initiatives, the CEqO, in collaboration with ADC stakeholders, will be responsible for the development of new policy to reduce disparities for historically underserved communities and expand awareness of and access to ADC services statewide. In addition, the CEqO will work collaboratively with CDA Human Resources Bureau and EEO to develop and implement new policies and procedures to implement its REAP. The CEqO would also be responsible for developing policies related to any policies or initiatives that flow from the CalHHS JEDI workgroup.