

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

07/22/2019

2. Department

Fish and Wildlife

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

Administration Division

4. CEA Position Title

Assistant Deputy Director - Systems Support Services

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

The California Department of Fish and Wildlife (CDFW) is the state agency under the California Natural Resources Agency, which manages and protects the state's fish, wildlife, plant resources, and native habitats upon which they depend for their ecological values, and for their use and enjoyment by the public. The CEA directly supports CDFW's mission by developing and administering statewide fiscal system's functionality and policy direction to statewide programs and is the Department's executive liaison to collaborate with various control agency executive staff on system functionality.

6. Reports to: (Class Title/Level)

Deputy Director Administration / 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):

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.

This CEA position independently manages CDFW's fiscal systems section and is responsible for the statewide policy development, implementation, and administration of the Department's highly complex/technical fiscal systems. This position collaborates with CDFW's executive team, has the authority to introduce fiscal systems related policy level changes, resolves statewide issues, serves as liaison to fiscal control agencies (e.g. FI\$Cal, DOF, etc.), and provides expert advice and guidance to CDFW programs and statewide entities on fiscal system issues. The CEA position is required to understand the CDFW's goals and objectives from both programmatic and financial perspectives, and work collaboratively with executive management, executive level staff at control agencies, and legislative staff in order to maintain CDFW's fiscal system integrity. In addition, since CDFW transitioned to the Financial Information System for California (FI\$Cal) CDFW has been working through a significant number of highly sensitive and complex fiscal system policy related issues. As FI\$Cal implements new key functionalities, this CEA position is responsible for providing CDFW's policy expertise to collaborate with FI\$Cal executive staff, control agencies, legislative staff, and statewide programs on ongoing fiscal system development and stability. CDFW also provides fiscal system services to the Wildlife Conservation Board (WCB).

Specific responsibilities of this position are:

- Serves as the primary advisor to the director on FI\$Cal functionality challenges and all other fiscal systems issues.
- Oversees the development of CDFW's technical fiscal systems and integration with FI\$Cal.
- Serves as a critical resource in advising and acting on behalf of the Department's Executive Office to other executives and program offices on sensitive fiscal system issues that have statewide impacts on the Department's operations.
- Represents CDFW in high-level briefings with legislative staff, Legislative Analyst's Office, and various control agencies' executive staff.
- Develops and implements policy changes that promote innovative solutions to meet required system functionality or policy changes due to new/modified functionality implemented by FI\$Cal or other control agencies.
- Develops and utilizes all available resources such as DOF, Fiscal Systems and Consulting Unit (FSCU), DGS, FI\$Cal, the State Treasurer's Office (STO), and the State Controller's Office (SCO) to ensure that the Department's fiscal systems provide for sound fiscal control developing new and changing existing policies to resolve issues and create efficiencies.
- Consult with and advise Executive management on a wide variety of subject-matter areas that require technical fiscal system solutions.
- Exercises significant independence and authority and works collaboratively with the Executive management and other stakeholders in establishing strategic direction in order to maintain the Department's system integrity.
- Oversees the integration of new policies, processes, and procedures to ensure mission-critical business needs are met and are being performed in accordance with CDFW directives and guidelines, State and Federal laws and rules, the State Administrative Manual (SAM), FI\$Cal, DGS Government Claims Program rules, Internal Revenue Service (IRS) withholding requirements, DOF, GAAP, and SCO rules.
- Directs the development and maintenance of fiscal systems with defined plans of action and necessary time frames, resource requirements, and expectations/outcomes.
- Responsible for the development of all fiscal systems procedures and processes as required by DOF, STO, SCO, and FI\$Cal.
- Works directly with all control agencies' executive staff, as required, to resolve sensitive technical fiscal system issues.
- Ensures systems compliance with Federal laws and procedures for grant reporting.
- Ensures systems can produce financial data and tracking that meets strict federal and state audit requirements.
- Continually adjust system processes, business processes, configurations, and workflows to complete financial reporting timely and maintain adequate cash flows in order to meet SCO, DOF, and Federal deadlines.

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 position develops systems and implements the most appropriate policy/methodology to ensure the Department's fiscal systems are integrating with FI\$Cal and continue to meet the Department's needs to support the Fiscal and Business Operations of the Department statewide.

FI\$Cal interfaces are supposed to help streamline processes in different modules such as billing, accounts receivable, labor distribution, and project costing and asset management, which can be adapted by Department's to meet their business needs. This CEA serves executive and the Department's statewide programs, and WCB as the policy expert for several custom-built processes integrated into FI\$CAL, such as, CDFW's Automated License Data System (ALDS), TEMPO automated time reporting system, allocation processing, project number tracking, accounts payable processing, and centralized departmental reporting, as well as specialized reporting for CDFW's complex funding structure.

This CEA position functions with a high degree of initiative to ensure goals, objectives and all elements of CDFW's fiscal systems are integrating with FI\$Cal and various other control agencies to meet the operational requirements of the Department to meet its mission.

The CEA position is responsible for developing and implementing policies to ensure fiscal system requirements for the following business and fiscal functions are carried out effectively and efficiently:

- A. CONTRACTS
- B. PURCHASE ORDERS
- C. ACCOUNTS PAYABLE
- D. OFFICE REVOLVING FUND
- E. LABOR/PAYROLL
- F. BILLING (INVOICING)/ACCOUNTS RECEIVABLE (A/R)
- G. RECEIPTS (CASHIERING)
- H. ASSET MANAGEMENT
- I. GENERAL LEDGER
- J. FISCAL SYSTEMS
- K. FEDERAL GRANTS
- L. BOND ACCOUNTING
- M. FINANCIAL REPORTING

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.

CDFW began transitioning from the California State Accounting and Reporting System (CALSTARS) to the new FI\$Cal Enterprise Resource Planning (ERP) PeopleSoft system. The formal involvement of the CDFW accounting staff in preparation for this transition began three years ago and will be ongoing to ensure critical system functionality issues are resolved/enhanced and critical fiscal system policies continue to be developed, modified, and implemented. This transition dramatically increased the operational complexities, which is a challenge to manage CDFW's accounting data, reports, and fiscal systems. CDFW's transition to FI\$Cal resulted in significant fiscal system challenges and having a greater statewide impact due to the customized functionality CDFW requires to meet various state and federal mandates. This CEA will be responsible for the ongoing statewide fiscal system policies to ensure the effective and efficient operation of the Department.

CDFW's and WCB's transition to FI\$Cal required the following:

- Evaluation/development/implementation of the initial and revised business requirements for CDFW and WCB.
- Attendance at numerous meetings with the FI\$Cal Project Team/SCO/DOF/Natural Resources Agency/Executive staff from various departments.
- CDFW fiscal systems subject matter experts in all areas of Accounting (Accounts Payable, Capital Outlay/Project Accounting, Accounts Receivable/Billing/Direct Transfer, Labor Distribution, Asset Management Accounting, and General Ledger).
- Daily reporting of data and functionality in limited-production (partial/small sample of data) environment and full-production (100% of accounting data) environment.
- Input and support on FI\$Cal system functionality and FI\$Cal report enhancements in coordination with DOF.
- Evaluations of initial/ongoing/as needed training and support (including best practices) to CDFW's and WCB's programs statewide.

C. ROLE IN POLICY INFLUENCE

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

The CEA position develops, recommends, and implements statewide policies to meet the complex fiscal system needs of CDFW's and WCB's fiscal and business operation requirements.

The CEA position has the following responsibilities:

- Initiates and recommends FI\$Cal functionality and statewide policy changes that promote innovative solutions to meet the fiscal and business operation needs statewide in accordance with SAM, FI\$Cal, DOF, DGS, SCO, STO, and other statutory mandates.
- CDFW's transition to FI\$Cal resulted in CDFW having a significant statewide impact/challenges due to the addition of customized functionality and CDFW's complex funding structure that can have severe consequences to the State; two major examples of these customized functionality are integration with CDFW's ALDS and TEMPO automated time reporting system.
- Develops and utilizes all available resources to resolve issues and create efficiencies by reasoning logically and creatively and utilizes a variety of analytical techniques to resolve complex governmental and managerial problems.
- Consults and collaborates with to provide expert fiscal management advice to executive management at DGS, DOF, FI\$Cal, SCO and STO.
- Works collaboratively with executive management and control agency executives in order to maintain department and client fiscal integrity.
- Responsible for developing and implementing statewide fiscal system policies, in coordination with the Assistant Deputy Director of Administration, as follows:
 - GAAP, Budgetary & Legal Basis Accounting Structure Policy
 - GAAP/Legal Basis/Budgetary Reporting Structure and Relationship Policy
 - Year-End Close Policies and Procedures
 - Post-Financial Adjustment Policy
 - Proportionate Share of Contribution Allocation Policy (GASB 67)
 - Administrative Cost Allocation Policy
 - Cost Accounting Policy
 - Funding Structure Policy

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA position is the fiscal systems policy advisor to executive management and executive liaison for executive staff with various control agencies (e.g. FI\$Cal, DOF, SCO, STO, etc.) on fiscal system issues. Due to CDFW's recent transition to FI\$Cal, the CEA position is responsible for developing/administering fiscal system policies to ensure CDFW's fiscal systems allow the Department to meet its mission. The areas of greatest impact are the complex funding structure and cost allocation process that require unique customized solutions to allow the Department to continue its operations. This will be an ongoing workload given the ever-changing operations and system integrations CDFW is utilizing (e.g. ALDS, TEMPO, etc.). The CEA position is responsible for changes in fiscal system policies and operations for all of CDFW and WCB. Based on the statewide impact that this CEA position holds, it must maintain cooperative and consultative relations with all control agencies to ensure CDFW's and WCB's success.

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

The CEA position is responsible for developing and implementing new policy as well as interpreting and implementing existing policy for all fiscal systems, FI\$Cal functionalities, SCO functionalities, STO functionalities, and funding process in accordance with SAM, DOF, SCO, Federal Government, and other statutory mandates. Given CDFW's extremely complex funding structure it is imperative that the CEA collaborates with FI\$Cal, SCO, STO, DOF and other control agency executive staff to ensure system functionality improvements are able to be customized or developed to meet CDFW's unique fiscal system requirements.