

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

2020-03-19

2. Department

Social Services

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

Administrative Division/ Management and Staff Services Branch

4. CEA Position Title

Chief, Management and Staff Services Branch

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

The Branch Chief is responsible for the planning, organizing, and directing critical statewide administrative and business services support functions for the Department of Social Services (DSS). The position establishes objectives and ensures policies and procedures meet Departmental priorities that are mission critical to programs at DSS.

6. Reports to: (Class Title/Level)

Deputy Director, Administration Division / 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): There are frequent meetings with the Executive Management Team relating to administrative and business services policies, functions, and procedural changes to existing programs.

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 Chief of the Management and Staff Services Branch (MSSB) is responsible for the planning, organizing, and directing the Administrative Services Bureau (ASB), the Business Services Bureau (BSB), the Health and Safety Section, and the Workplace Violence Investigation Program. The MSSB supports the many complex programs administered by CDSS and provides administrative support and oversight to the daily business functions.

The ASB consists of the Office of Regulations Development, the Forms Management Unit, and the Support Services Section and provides a vast array of support services to the many programs and out stationed staff. Most notably is the coordination and oversight of all of CDSS regulations, from their initial development through finalization and ultimate submittal and approval through the Office of Administrative Law. These regulations are what govern all of our social service programs including, but not limited to CalWORKs, CalFresh, Adoptive Services, Community Care Licensing, Adult Programs, and In-Home Support Services, and are the basis for how the counties administer them to the public.

The BSB of the Facility Support Section and the Shipping and Receiving Services Section provides the necessary resources to allow the many DSS programs to function and meet their respective missions. These resources include space allocation and design for the 50 plus leased facilities, tenant improvements, lease and contract oversight and moving companies, acts as the liaisons to the building owners and managers for our programs, and other necessary facility support to ensure all CDSS programs and employees have an appropriate, safe, and adequate space to work. In addition, the Shipping and Receiving Services Sections oversees all of the shipping and receiving of mail, supplies, and materials for DSS. They process over one billion dollars annually through the Cashier Unit in this section.

The Health and Safety Section provides oversight over all activities affecting the health, safety, and security of CDSS employees. This section sets policy and procedures for several CDSS health, safety and security programs including, but not limited to the CCURE security, badging, and Passage Point visitor systems. This section is also responsible for the state-mandated Injury, Illness, and Prevention Program and the Business Continuity Plan, which is a mandated plan for all Departments in case of catastrophic emergency.

The Workplace Violence Investigation Program is responsible for the screening of all employee misconduct and workplace violence complaints, conducting investigations, and ensuring these policies are adhered to by all DSS employees. In addition, this programs oversees, maintains, and coordinates annual investigative training for the pool of CDSS volunteer investigators ranging from SSM II and above.

Moving forward, the MSSB is planning to reorganize by splitting the Health and Safety Section into two separate units - the Health and Safety Section and the Security Section. These two new sections will combine with the Workplace Violence Investigation Program (which will also expand to include additional staffing) to form the Health, Safety, and Security Bureau. This bureau will be under a new SSM II position which will be a direct report to the CEA A in lieu of the two SSM Is currently in those sections.

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 position is located within the Administration Division and provides support to hundreds of programs administered by the DSS on a statewide basis. These programs rely on the MSSB to provide necessary support to accomplish their individual missions which include, but are not limited to the processing and approving of program regulations, providing adequate, safe and secure workspace for every program, ensuring all employees conduct themselves in an appropriate and professional manner, and distributing, posting and providing program instructional and informational notices to all 58 counties in a timely manner. Each program is different and requires support unique to their program needs and constituents.

MSSB provides key daily operational services, without which DSS cannot operate. These services include lease oversight and space allocation maintenance, mail delivery, health, safety, and security oversight among others. They are critical in that the services the Branch provides must meet the unique needs of each program throughout the 50 plus offices statewide. In addition, DSS has numerous federally-funded programs (i.e. Disability Determination Services Division) which requires a different level of support such as enhanced security requirements and federal regulation development.

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 Branch has been impacted as part of a CDSS reorganization. Among these changes was adding a Chief Operating Officer, a new Officer of Equity, a Research and Design Division, and specially to MSSB, the Disaster Services Bureau becoming it's own Branch. These changes were done in part to allow DSS to refocus its efforts on better servicing its growing and changing clientele.

Under previous structure, the MSSB Branch Chief's roles and responsibilities were largely based upon disaster response and the role of overseeing DSS operations related to the mass care and shelter in catastrophic events. The roles and responsibilities in MSSB has grown and changed along with the structure and design of CDSS, but these changes and new policy oversight (i.e. Workplace Violence Prevention and Unprofessional Conduct Policies) have not been reflected. In addition, the daily operational functions of CDSS have changed. For example, the previous job description was written prior to the renovation of 744 P Street. Since the completion of this \$150 million renovation to headquarters back in 2010, there have been additional policies regarding safety and security (CCURE, Passage Point visitor process) and overall space utilization changes (pods, open workspace, hotelling of employees, etc) which are now in place and under oversight of the MSSB Branch Chief.

With the recent outbreak of the coronavirus (COVID-19), the increased attention and focus on the Health and Safety Section has increased. Transparency within the organization, disseminating timely and accurate information, and consistent messaging are critical to the ongoing success of CDSS. The Health and Safety Section is responsible to ensuring the appropriate information is distributed to all staff. With increased numbers of teleworking employees and constantly fluctuating "norms" within the workplace, the daily operations and processes of CDSS have been changing. This has resulted in the identification of additional needs and staffing necessary to better serve the CDSS staff more effectively and efficiently.

Another area which was identified as needing to be addressed was the "understaffing" of the Workplace Violence Investigation Program. The proposed plan will expand the Workplace Violence Investigation Program into the more robust Workplace Violence Prevention and Investigation Program. Not only will this new Section continue to coordinate investigations for all of the workplace violence cases, but it will also focus on training for workplace violence prevention, and will add on unprofessional conduct cases. These unprofessional conduct cases are currently under the purview of the Performance Management Unit in the Human Resource Services Branch, but will shift to the Workplace Violence Prevention and Investigation Program.

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.

Regulations Development: This position plays a policy influencing role in the development of DSS program regulations and the interface between the Branch and program managers. These are the regulations which govern all the programs which DSS administers through the 58 counties in California. The program managers rely on the Branch to develop schedules and to be the liaison with the Office of Administrative Law (OAL). The MSSB establishes the policies with respect to regulation approval and the internal processes necessary to ensure the timely processing and approval of regulations through OAL.

Workplace Violence and Unprofessional Conduct: The MSSB is responsible for establishing and overseeing both policies. It develops and disseminates the policies and determines how investigations will be conducted. The section is responsible for the development of training curriculum and the training of managers and investigators on investigative procedures. The MSSB also is responsible for internal policies and procedures relative to the roles of Legal Affairs, Human Resources, and Labor Relations in the investigative process.

Health, Safety, and Security: The Branch establishes DSS response policy related to medical and evacuation emergencies for headquarters as well as the 50 plus statewide offices. The Branch also influences policy through the regular interface with the Department of Industrial Relations and California Highway Patrol. The Branch has responsibility for the implementation of policy with respect to DSS' Injury Illness and Prevention Program (IIPP). The Branch establishes policy and guidance for DSS' Business Continuity Plan, which is a mandated detailing how DSS will maintain and resume operations in a catastrophic event or emergency. Lastly, the Health and Safety Program plays a policy influencing role through its work with Human Resource Reasonable Accommodation (RA) Program by consulting on options for RAs.

Facility/Space Management: The MSSB Branch Chief represents the Department in the Statewide Tenant Workgroup which is chaired by the Department of General Services (DGS) Deputy Director of Facilities Management. This workgroup provides consultative input on statewide strategic goals related to state-owned buildings, develops policies and practices consistent with tenant needs and concerns, and provides direction for all state owned properties.

C. ROLE IN POLICY INFLUENCE (continued)

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

Two factors influence the scope and decision making authority. The first is the expectation that the Branch meet the needs and expectations of the 100 plus programs within the Department. This means consulting with Division and program managers on their needs and providing the service level necessary that ensures that program missions and statutory deadlines are successfully met. This means being proactive and anticipating potential obstacles to meeting the needs of their clientele.

Second, the breath of the Department requires the interface with numerous control agencies. It is common that the Branch Chief would represent CDSS with key agencies to negotiate policies and procedures as they relate to policy development and implementation. These agencies would include DGS (Real Estate Services, Facility Management, and Procurement Divisions), OAL regulation processing, CHP and Industrial Relations on health and safety matters, and lastly CalHR on workplace violence policy.

The Branch Chief has decision making authority to provide the needed administrative support to ensure programs meet their mission and there is no disruption of services to our client populations.

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

The Branch Chief would be both developing and implementing policy. In cases where new regulations or policy is issued by the federal government or control agencies, the Branch Chief would be responsible for the implementation. The Branch Chief would develop policies unique to CDSS needs and capabilities. An example would be the inclusion and definition of "bullying" into CalHR's workplace violence policy.

The MSSB is often interpreting and implementing existing policies and procedures in support of the 100 plus programs. The CDSS had on average 30 major program policy changes per year from 2012 to current. Many of these changes required internal policy or procedural modification to the scope o MSSB's daily operations and administrative support to all CDSS programs.