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

<table>
<thead>
<tr>
<th>1. Date</th>
<th>2. Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021-12-09</td>
<td>California Department of Social Services (CDSS)</td>
</tr>
</tbody>
</table>

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

- Office of Equity

4. CEA Position Title

- Deputy Director, Office of Equity

5. Summary of proposed position description and how it relates to the program's mission or purpose.

   The Office of Equity, Deputy Director, CEA position is required to develop policies related to CDSS' equity goals and operations across the Department as well as the policies related to new and emerging program areas related to the Administration's equity goals, including hate incidents and alternatives to law enforcement crisis response.

6. Reports to: (Class Title/Level)

- Director, Office of Equity- Exempt

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 OOE includes the State Hearings Division, as well as the Office of Tribal Affairs (OTA); Equal Employment and Opportunity (EEO) Office; Civil Rights, Accessibility and Racial Equity (CARE) Office; Office of the Foster Care Ombudsperson (OFCO), and the Immigrant Integration Branch. The Office of Equity (OOE) provides statewide support to the department to advance department-wide equity goals including Tribal engagement, accessibility, language services, racial equity, and immigrant integration.

The departments equity goals include (1) addressing disparities and disproportionalities for people of color, LGBTQIA+, limited English proficient, immigrant communities, and people with disabilities in program participation and program outcomes; (2) removing barriers to access for people with disabilities, deaf and hard of hearing, and with limited English-proficiency; (3) creating higher impact opportunities; (4) and addressing segregation in program participation. The OOE supports the department’s goals by supporting the development of operational policies and tools across program areas, training, and the provision of technical assistance. Additionally, the OOE supports the Administration’s and department’s broader equity goals by incubating and institutionalizing innovative and emerging program areas including the COVID Outreach Program focused on disproportionately impacted communities, the alternatives to law enforcement or Community Response Initiative to Strengthen Emergency Systems (C.R.I.S.E.S.) Program, and the Hate Incident and Hate Crime Prevention. Program development and administration includes significant collaboration across departments.

Duties for this CEA include and are not limited to:

1. Primary administrator of the laws and formulation of the regulations and policies pertaining to the OTA, OFCO, Immigrant Integration Branch, CARE Office, and EEO. Acting under the authority of the Director, Office of Equity, will represent the Department among external stakeholders including, but not limited to Federal agencies, State regulators, and local governments.

2. Lead, supervise and is responsible for the overall program and policy development of OOE initiatives to ensure coordinated efforts align with Federal, State, and Local mandates.

3. Assist the Director of the Office of Equity in providing executive direction for the Department related to CDSS equity goals, including planning to embed equity as a core principle throughout the Department. Supports in the development of an equity strategic plan focused on vulnerable communities and vulnerable places that will increase awareness and reduce disparities and disproportionalities. Act the executive level subject matter expert regarding equity to the Department but also to the county/local governments.

4. Provide technical assistance within CDSS to build and develop organizational capacity, equity action plans, equity tools, measurable goals, and systems evaluations. Provides policy and operational support to programs across CDSS implementing new equity initiatives. Meets with county/local governments to share best practices, provide instruction, and evaluation of their equity programs.

5. Link local efforts with statewide efforts to leverage activities and strategies addressing disparities and disproportionalities within vulnerable communities to ensure gaps are identified and strategies are implemented to eliminate the gaps. Responsible for all statewide reporting encompassing data synthesized from various reporting methodologies.

6. Consult with stakeholders, including community-based organization and local governmental agencies to ensure that community perspectives and input are included in policies, strategic plans and recommendation and implementation activities.

7. Develop, oversee, coordinate, and/or support internal work groups and affinity groups, including the Racial Equity Working Group, the Disability Awareness Committee, the LGBTQIA+ Affinity group. Related activities include developing department-wide policies related to work groups and affinity groups, supporting workgroup governance, representing executive leadership in meetings, and identifying opportunities for alignment with CDSS equity work plan and goals.

8. Coordinate with the CDSS Executive team, California Health and Human Services Agency, Governor’s Office, and Legislative staff on legislative and policy issues.
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 OOE is critical to the CDSS' mission to serve, aid, and protect needy and vulnerable children, families, and individuals. The Deputy will ensure the administration of the OTA, OFCO, CARE Office, EEO, and Immigrant Integration Branch in a manner that aligns with and advances CDSS' equity priorities. Additionally, the Deputy will foster intradepartmental connection and coordination and will develop integrated policies that leverage knowledge and program content from multiple service areas. Finally, the Deputy Director will provide technical assistance in alignment with CDSS equity goals for new program areas. CDSS has been tasked with leading the design and implementation of initiatives that address inequities for specific populations, including the disproportionate impact of COVID on communities of color, hate crimes, and alternatives to law enforcement response. These state programs are new to the landscape of addressing racial and other inequities and may inform policy and program considerations in California as well as other states. The CDSS must structure this work and develop policies and programs that cut across various areas including and state agencies, including public health, mental health services, law enforcement (Attorney General), victim services (Office of Emergency Services), civil complaints (Department of Fair Employment and Housing) which require executive leadership and high-level coordination with leadership across state departments.
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 scope of the OOE has changed significantly as the federal government, the Administration, and California Legislature have centered equity goals in policy and program administration. The California Legislature and the Administration have approved various initiatives to address equity including racial equity, resulting in the creation and expansion of various programs, an increase in complexity of projects, and the growth of the network of service providers and stakeholders. The OOE has been impacted by significant changes in its role in providing departmental and interdepartmental leadership on broader equity policies.

The new program area, initiatives, and leadership opportunities include:

- CalHHS Justice, Equity, Diversity, and Inclusion (JEDI) subcommittee co-chaired by the OOE
- CalHHS and State-Wide Language Access Workgroup co-chaired by the OOE
- Administration, oversight and funding for county equity training
- New program areas including the COVID Outreach Program, the Hate Incidents and Hate Crimes Prevention and Services Programs, and the Community Response Initiative to Strengthen Emergency Systems (C.R.I.S.E.S.) Program

The Legislature created various funding streams to administer a statewide equity program for the OOE to oversee and create parameters for the program to be implemented appropriately. As a newly created equity program is administered through the local governments, there currently lacks Federal policy and guidance and therefore it is incumbent upon the OOE to create guidance for local governments.

If this Deputy Director position is not approved, CDSS will have inadequate leadership to ensure the effective development of integrated policies and oversight of programs and funding initiatives necessary to support equity initiatives and new program areas assigned to the Department. The Director, Office of Equity, has evolved and grown to include responsibilities that were not initially addressed in the Director's concept such as the expanded role in services and settlements associated with migrants from across the globe including the Ukraine, Afghanistan, and the Mexico border.

Unlike other OOE throughout the Department, the CDSS is also responsible for administration of the Office of Tribal Affairs and Foster Care Ombudsperson as well as the State Hearings Division which oversees the following hearings:

- Adoption Assistance Program
- Adult Services
- Assistance Dog Special Allowance Program
- CalFresh
- California Food Assistance Program (CFAP)
- California Work Opportunity and Responsibility to Kids (CalWORKs)
- CalLearn
- Cash Assistance Program for Immigrants (CAPI)
- Child Welfare Services
- Medi-Cal
- County Medical Services Program (if your complaint is about scope of benefits)
- Covered California
- Emergency Assistance
- In-Home Medical Care
- In-Home Supportive Services (IHSS)
- Interim Assistance for SSI applicants
- Foster Care
- KinGAP
- Resource Family Approval
- Trafficking and Crime Victims Assistance Program
- Modified Adjusted Gross Income (MAGI Medi-Cal)
- Multipurpose Senior Services Program (MSSP)
- Personal Care Services Program (PCSP)
- Refugee Cash Assistance
- Repatriate Assistance Program
- Special Circumstance Payment (State Supplemental 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.

The individual appointed to this Deputy Director position must develop, implement, and oversee department-wide and statewide equity policies and initiatives to local governments. The CEA will develop and implement integrated policies with a high level of complexity and in coordination with Departmental stakeholders, advocates, service providers, federal administrators, and legislative staff.

Policy development and program implementation will expand among various intersecting policy areas including:

1. Racial Equity Policies and Tools: the Deputy Director will develop policies and implement tools in coordination with CDSS executive leadership to assess and address disparities and disproportionalities across CDSS program with statewide coverage.

2. Language Access and Language Justice: the Deputy Director will oversee the development and implementation of the CDSS language access policy and operation to ensure access to limited English-proficient populations across CDSS programs with statewide coverage.

3. Work Groups and Affinity Groups: the Deputy Director will work closely with CDSS Human Resources to develop internal policies related to affinity groups to address diversity and inclusion within the workforce.

4. Community Engagement Policies: the Deputy Director will provide support in the development and implementation of CDSS’ community engagement policy including compensation for stakeholders.

5. Access for People with Disabilities and Reasonable Accommodations: the Deputy Director will develop and support the implementation of accessibility policies, practices and tools for CDSS’ workforce and stakeholder groups.
C. ROLE IN POLICY INFLUENCE (continued)

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

The Office of Equity Deputy Director will have broad scope and decision-making authority in the administration of the laws and policies pertaining to the Office of Tribal Affairs, Office of the Foster Care Ombudsperson (OFCO), Immigrant Integration Branch, Civil Rights, Accessibility, and Racial Equity (CARE) Office, and Equal Employment Opportunity Office (EEO). The Deputy Director will additionally lead in the development of new equity initiatives within the division. Finally, the Deputy Director will provide executive direction for the department related to CDSS equity goals, including planning to embed equity as a core principle throughout the Department.

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

The Deputy Director will both interpret and implement existing policy and develop new policy. Broadly speaking the Deputy Director will be charged with implementing federal and state policies related to ensuring non-discrimination in government, including language access and disability access. The CEA will also help develop new policies related to a proactive equity agenda that not only prohibits discriminatory practices but proactively seeks to address existing inequities in outcomes for Californians in the programs administered by CDSS.