

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

10/3/18

2. Department

California Public Utilities Commission

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

Administrative Services

4. CEA Position Title

Chief of Human Resources Branch

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

The Chief of Human Resources (CHR) is responsible for developing and implementing policies in support of Commission's mission, objectives, organizational plan, and strategic direction, specifically in the areas of Classification and Pay; Examination; Certification; Transactions and Benefits; Performance Management; Training and Development; Recruitment and Retention; and Labor Relations. The CHR oversees all aspects of human resource policies, management, operations, and practices in the organization and provides strategic support to the Executive Director and the executive management team while ensuring adherence and compliance with the State of California's civil service rules, and regulations. The CHR will have a proactive collaboration with the California Dept of Human Resources (CalHR) for all issues related to employee salaries and benefits, job classifications, civil rights, training, exams, recruitment, and retention.

6. Reports to: (Class Title/Level)

Director of Administrative Services - 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): The Chief of the HR Branch will work directly with members of the executive team to meet the HR needs of the Commission under the rules of the Civil Service.

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 Human Resources is responsible for developing and implementing policies in support of Commission's mission, objectives, organizational plan, and strategic direction, specifically in the areas of Classification and Pay; Examination; Certification; Transactions and Benefits; Performance Management; Training and Development; Occupational Health and Safety; Recruitment and Retention; and Labor Relations. The CHR oversees all aspects of human resource policies, management, operations, and practices in the organization, and provides strategic support to the Executive Director and the executive management team while ensuring adherence and compliance with the state of California's civil service rules and regulations. The CHR will serve as a liaison to CalHR and will have a proactive collaboration with CalHR for all issues related to employee salaries and benefits, job classifications, civil service rules and regulations training, exams, recruitment, and retention. The CHR is directly responsible for overseeing the overall administration, improvement, and modernization of its human resource functions through all units.

Aligned with CalHR's Strategic Plan 2014-2018, the CHR will establish, implement, direct, and monitor policies and procedures related to the current and changing human resources practices and trends for each of the HR units' expanding functions:

1. HR Services - update and consolidation job classifications to align with the Commission's needs; implement delegated responsibilities; and create and update accessible online resource of policies and procedures for employees.
2. State Employee Benefits - develop benefit information programs; create an information technology solution to provide employee access to benefits information and enrollment; pursue wellness initiatives to promote overall wellbeing of the state workforce.
3. Workforce Development - create and maintain a workforce development plan (in cooperation with unions representing employees) that assists in creating career paths for Commission employees.
4. Workforce Planning, Recruitment, and Selection - re-engineering of the exam process and utilizing best practices for accessibility and efficiency; continued education of managers on hiring and retaining the best candidates; implementation of a workforce strategy to recruit and retain a diverse and high caliber workforce; provide guidance on succession planning; collect ongoing workforce demographic and statewide performance data to enhance recruitment, hiring, and retention approaches.
5. Organizational Effectiveness - track and monitor key performance metrics, including metrics on time to fill vacancies. Develop improvements of business processes to increase efficiency, accountability and customer service.

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: Human Resources is critical to the Commission's operations. The Commission relies on personnel with multi-disciplinary and technical skill sets that the Commission uniquely requires, making recruiting, hiring, training, and retaining Commission employees difficult. Aligned with the Commission's mission and the objectives of the Executive Director, the CHR serves as a strategic partner to the Commission's executive management and program managers. Furthermore, the HR division provides critical and timely services in the areas of recruitment and retention, pay and benefits, examination and certification, workforce planning, training and development, and performance management while upholding the integrity of the State of California's civil service merit system. HR provides critical administrative services statewide necessary for the divisions and programs to meet its mission to uphold requirements established in the California Labor Code, Government Code and State Constitution.

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 Commission has been rapidly growing over the past five years, but investments into core administrative functions, including HR, have not kept pace, leading to increased risks for the Commission regarding HR issues and vacancy rates that approached 20 percent. In order to address these issues at the executive level, the Commission created a Deputy Executive Director through an exempt appointment in Fall 2017; this position reports directly to the Executive Director. Since that time, the Commission has reorganized its core HR operations, developed new policies and procedures, and steadily lowered its vacancy rate to approximately 13% with continued improvements underway. As part of the Commission's efforts to conform to standard state operational models, we are seeking to restore Human Resources as a branch within the Administrative Services Division that report to the Director of Administrative Services.

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.

In accordance with applicable civil service rules and laws, the Commission's mission and the Executive Director's objectives, the CHR will be the principle policy maker in the following HR areas:

1. Occupational Safety and Health - the CHR will be the principal policy decision maker on all workplace violence and return to work issues that are not related to EEO.
2. Best Hiring Practices - the CHR will establish policy that outlines the responsibilities of HR and hiring divisions to ensure compliance with applicable laws, rules, and provisions of relevant bargaining contracts and help hiring divisions navigate through every phase of merit-based recruitment and selection process in order to hire the most qualified candidates. The purpose of this policy is to protect the Commission by helping hiring managers understand the principles behind the civil service rules and implement specific procedures necessary to avoid unlawful appointments, merit issue complaints, and SPB violations that can adversely affect the Commission's delegated authority to administer, approve, and make determinations on critical HR services.
3. Mandatory Trainings - the CHR will develop policy and set of procedures to accurately track, pro-actively hold affected employees accountable and ensure compliance with the following mandatory trainings and completion of timely Probationary Reports: (1) Basic Supervisory Training for newly appointed supervisors/managers; (2) Sexual Harassment Training for supervisors -- to ensure new supervisors are properly trained and can carry out their supervisory roles, and (3) Ethics Training in accordance with Fair Political Practices Commission and the Attorney General Gov. Code, § 11146.1, subd. (c) designed to promote accountability and transparency of Commission delegated filers as part of the Political Reform Act. Any state official who is suspected of violating the Act will be subject to investigation and may be prosecuted or incur an administrative penalty and may proliferate public distrust of the Commission as a state agency. The purpose is to ensure department compliance with mandatory training requirements and completion of timely probationary reports to help new employees successfully perform the full scope of their duties and are given timely performance feedback.
4. Recruitment - The CHR will develop a recruitment policy and set forth guidelines to assist hiring managers attract the best qualified candidates who can support the mission of the Commission. The CHR will have Recruitment program management responsibility and continuous and direct interface with the Executive Director, executive team, and division managers and will provide strategic advice on workforce planning and recruitment needs including full-scale recruitment plans or activities to attract the best prospective employees, compete with the private sector, and federal, city and county governments, and retain valuable employees. Having a strategic approach to recruitment and recruiting the best employees are fundamental to the success of the Commission in delivering its mission.
5. DIR HR Information Systems, Modernization and Automation - To enhance HR productivity, keep up with the technological advances in the field of human resources, and in consultation with the Commission's IT Services Branch and executive management team, the CHR will provide high-level direction and oversight to create and implement HR information systems and tools to automate HR services, records information, and HR forms in the areas of recruitment, examination, certification, classification and pay and transactions and benefits including attendance reporting and position, training and probationary report tracking. HR currently relies heavily on paper intensive manual processes and outdated databases. A human resource information system that will integrate and automate information for maintaining employee and position information will improve delivery of HR services to the divisions and programs that uphold the Labor Code and help deliver the mission of the Commission.
6. Performance Management - Track and monitor key performance metrics. Develop and implement process improvements to increase the overall customer service and control functions of the branch.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CHR will work closely with the Director of Administrative Services. The CHR is the principle decision making authority and subject matter expert at the CPUC on issues pertaining to Human Resources and occupational health and safety as regulated by the Commission. This position will serve as the principal advisor in impacted policy areas.

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

The CHR will develop new policies pertaining to the occupational health and safety of Commission employees. In addition, the CHR will be the principal policy decision-maker on all Human Resource issues impacting the Commission.

The CHR will implement new and existing policies established by agencies. In addition, the CHR will interpret orders established by the federal government and other branches of government, such as the judiciary, as they pertain to occupational health and safety and other human resources related issues.