

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

2023-11-29

2. Department

California Public Utilities Commission

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

Executive

4. CEA Position Title

Chief Deputy Executive Director

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

Under the direction of the Executive Director, the Chief Deputy Executive Director oversees and assists with the day-to-day operation of all divisions that report through the Executive Division. The Chief Deputy Executive Director is responsible for specific initiatives, projects, priorities and operations with enterprise-wide impact.

6. Reports to: (Class Title/Level)

Executive Director, Public Utilities Commission

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 Chief Deputy Executive Director is responsible for ensuring that the Commission is achieving its regulatory mission. Under the direction of the Executive Director, the Chief Deputy Executive Director is responsible for providing executive level guidance and direction to all CPUC programs, participating in the formulation of CPUC policy, providing guidance that translates to successful day-to-day operations of the Commission, and broad oversight of the annual budget of over \$1 billion. The Chief Deputy Executive Director works closely with the Executive Director and the Commission's senior management team to develop priorities, initiatives, projects, policies, and work programs that address the business needs of the divisions reporting to the Executive Division. The Chief Deputy Executive Director consults with and advises Commissioners, management and staff as necessary in the course of fulfilling her/his duties and responsibilities.

The Chief Deputy Executive Director provides backup to the Executive Director on issues requiring coordination with external stakeholders. The Chief Deputy Executive Director has full authority to act in the absence of the Executive Director.

Because the CPUC regulates industries undergoing continuous change driven by technology, climate change, the economic landscape and other factors, and because the California Legislature regularly adds to and refines the CPUC's responsibilities, the CPUC must continuously evolve its capabilities as an agency. Thus, the Chief Deputy Executive Director duties will include:

- Working with the Deputy Executive Directors to build their effectiveness at management, strategy, and guidance for the divisions they lead;
- Researching, proposing, and implementing an effective organizational structure that is the foundation for the CPUC's achievement of its broad regulatory mission;
- Building and embedding enterprise-wide capabilities such as data management, workforce training, and public engagement;
- Identifying, building and embedding capabilities to pursue business process and technology innovations to support efficient and effective government;
- Leading and supporting Deputy Executive Directors, Directors and their reporting divisions during periods of growth, change, crisis or a strategic pivot;
- Leading the development, deployment, and regular use of organizational indicators for use by senior management to understand trends and headwinds in the areas of workforce development, budget, industry oversight, and other indicators.

**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 Executive Director's office, led by the Executive Director and Chief Deputy Executive Director, is the principal body in the CPUC that implements the policy, statutory, and programmatic responsibilities of the regulatory divisions. Fourteen separate divisions report up to the Executive Director, which span the regulated industries of electricity, gas, rail safety, passenger transportation, telecommunications, and water; as well as key supporting divisions such as safety enforcement, communications and external affairs, utility audits and risk management, human resources, information technology, and all administrative services.

The Executive Director and Chief Deputy Executive Director work to align all operations with directives and policies established by the Commissioners and state legislation. Working directly under the Executive Director, the Chief Deputy Executive Officer position possesses the highest level of criticality in the organization.

## **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 CPUC regulates industries undergoing continuous change driven by technology, climate change, the economic landscape and other factors. The California Legislature also regularly expands and refines the CPUC's responsibilities, the CPUC must continuously evolve its capabilities as an agency.

Examples of industry changes that have evolved the CPUC's responsibilities and necessitated this request include:

- Two companies sought permits from the CPUC in 2022 and 2023 to introduce fully autonomous passenger service under the CPUC's licensing program;
- At least one electric utility is likely to submit a 10-year, multi-billion dollar electric distribution undergrounding proposal for CPUC consideration, the first of its kind in California and the US and with significant implications for ratepayer costs and wildfire risk reduction;
- One major gas utility that the CPUC regulates is pursuing pre-engineering for a renewable hydrogen hub, another proposal with significant implications for ratepayer costs and greenhouse gas emissions reduction from the natural gas sector.

Examples of legislative mandates that have evolved the CPUC's responsibilities and necessitated this request include:

- The Legislature committed billions of dollars in investment to close the digital divide and achieve broadband for all in 2021, with significant program execution and grantmaking responsibility for the CPUC;
- The Legislature's mandates to introduce unprecedented levels of energy storage resources to the electric grid to achieve our greenhouse gas emissions reductions goals have given rise to a need to ensure that storage is operating safely as part of the electric grid;
- Governor Newsom has issued executive orders with mandates and duties to state agencies to develop competencies in areas such as diversity, equity and inclusion within the state workforce, and studying and piloting use of generative AI within state operations.

Changes like these will continuously affect the CPUC's regulatory responsibilities and as an employer, and so the Chief Deputy Executive Director position is needed to continually lead the preparation and implementation of organizational priorities, structures, new workforce skills, and other initiatives to ensure the agency remains effective and capable.

### 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 Chief Deputy Executive Director will be a primary contributor in the areas of policy and program implementation in all of the divisions that report to the Executive Director. These include the regulated industries of electricity, gas, rail safety, passenger transportation, telecommunications, and water; as well as key supporting divisions such as safety enforcement, communications and external affairs, utility audits and risk management, human resources, information technology, and all administrative services.

Examples of the policy areas in which this position will have influence include:

1. Setting continuous and evolving policy for delivering Broadband for All to California. The Legislature's historic investment in Broadband for All has catalyzed the development of last-mile broadband networks that are being designed today to close the digital divide. The CPUC is a leader in setting broadband policy and providing funding, standards, and technical assistance in the statewide effort to achieve Broadband for All, and we are already aware that the historic investment will be insufficient to cover the broadband needs of Californians. The CPUC, including this position, must continuously set policy and manage programs that deliver the additional programs that experts agree are needed to close the digital divide. This includes grants and programs that provide access to technology, technology educational programs in disadvantaged communities, programs that make internet access affordable, and continuous oversight to ensure that high-quality broadband is being delivered given the state's investment.

2. Setting continuous and evolving policy so that the CPUC effectively catalyzes, measures, and evaluates workforce development consistent with our Memorandum of Understanding with the California Workforce Development Board (CWDB) and as part of California's statewide initiatives. The CPUC's MOU with the CWDB requires the CPUC to use its orders to utilities to create high-road jobs accessible to individuals from disadvantaged communities, where the jobs help the state achieve its ambitious clean energy goals. The CPUC, including this position, must consistently set policy, goals, strategies and metrics to ensure that we are implementing the MOU and thereby contributing to California's workforce development initiative.

3. Setting continuous and evolving workplace-related management policies and protocols. The CPUC has a regulatory mission across six industries (electricity, gas, telecommunications, water, passenger transportation, rail). We have a mission set by the Legislature that is both far-reaching and deep. The Legislature also enacts new mandates for the CPUC in every legislative session, with approximately a dozen bills annually directly impacting our work. In addition, the CPUC is an employer in the State of California system, operating within the State of California framework that expects extensive compliance, results-oriented management, and constant evolution to build new capacity, such as ability to conduct consultation with California Tribes, and adjusting work to achieve environmental and social justice. Within this complex and continuously changing workplace environment, the CPUC, including this position, must continuously evaluate, propose, and execute workplace policies and protocols that enable the CPUC to carry out its regulatory mission. Examples include setting policy and procedures to manage the development and rollout of cultural competency training for the CPUC's engagement with California Tribes; evaluating the CPUC's business needs to identify appropriate organizational structures; strategically deploying contracts and consultants to rapidly address emerging areas or issues within the industries that the CPUC regulates.

### **C. ROLE IN POLICY INFLUENCE (continued)**

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

The Chief Deputy Executive Director is a principal decision making authority at the CPUC second only to the Executive Director. The Chief Deputy Executive Director is responsible for using the information, recommendations, and guidance from Commissioners, Deputy Executive Directors, Divisions reporting to the Executive Director, and other stakeholders, to formulate policy and program implementation. The scope of the decision making authority is broad, sensitive, and impacts numerous stakeholders. The breadth of decision making authority spans the fourteen divisions reporting to the Executive Director.

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

The Chief Deputy Executive Director will be developing new policies, and interpreting and implementing existing policies through day-to-day programs. In consultation with the Executive Director, the Chief Deputy Executive Director shall work with CPUC staff, Commissioners and external stakeholders to formulate new policies when required and interpret and implement existing policies. Existing and changing policy areas include greenhouse gas emissions reduction through a range of energy and transportation programs, utility infrastructure safety, consumer protection, the natural gas transition, and energy market design. New and sensitive policy areas include the safety and integration of new clean energy technologies, enforcement of energy procurement orders, the introduction of accessible autonomous vehicle passenger service, and the construction and safe operation of new private and public sector high-speed rail lines.