

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

2019-08-15

2. Department

CA Student Aid Commission

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

Fiscal & Administrative Services Division (FASD)

4. CEA Position Title

Deputy Director, FASD

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

This CEA oversees the Fiscal & Administrative Services Division which includes Business Services, Human Resources, Budgets, Accounting, and serves as a member of the Commission's leadership team advising the Commission, Executive Director and Chief Deputy Director on strategic planning, policy, and operations of the Agency. It provides administrative support to all of CSAC whose central mission is to make education beyond high school financially accessible to all Californians.

6. Reports to: (Class Title/Level)

Executive Director/Level 1 and Chief Deputy Director/Level 1

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.

Under the general direction of the Chief Deputy Director, California Student Aid Commission (CSAC), the Deputy Director, Administration (CEA) serves as a member of the Commission's leadership team, advising the Executive Director and Chief Deputy Director on strategic planning, policy, and operations of the agency. The CEA formulates and implements agency-wide policies and regulations and provides oversight and policy direction to the Fiscal and Administrative Services Division (FASD), including Business Services, Human Resources, Budgets, and Accounting. Works in conjunction with Senior Management in the development and implementation of new programs that have statewide impact. The incumbent utilizes a high degree of expertise to analyze and resolve complex issues, ensures compliance with government codes and regulations and delivers reports and presentations to the Commission, the Executive and Leadership Team. The incumbent represents the Commission to control agencies, Governor's Office, and legislative staff on budget matters and oversees the preparation of budget change proposals. The incumbent advises the Executive Director on administrative and fiscal issues.

--Provide managerial oversight of the Commission's almost \$3 billion budget and financial accounting and reporting systems. Ensure the Commission's commitment to and accountability for the preservation and protection of the State's resources through fair and consistent application of laws and responsiveness to the public. Oversee fiscal services including budget preparation and management, expenditure management, financial accounting, fiscal resource planning and allocation, and organizational review. Coordinate, collaborate, and consult with the State's control agencies (Financial Information System for CA, Department of Finance, State Controller's Office, and Department of General Services), Governor's Office, legislative staff, and others to ensure successful oversight of the Commission's budget. Provide reports and information about the status of the Commission's financial position to the Commission and its committees, and the Executive team, as necessary. Testify before the Legislature, as necessary.

--Serve as a key decision-maker in the development and implementation of administrative policies and procedures. Identify and analyze complex, sensitive, and emerging administrative problems and recommend appropriate courses of action. Participates in policy discussions regarding statewide and program issues, and actively participates in ongoing improvements for meeting Commission goals and objectives. Develop, recommend, and oversee the implementation of state regulations to ensure that agency regulations are clear, necessary, legally valid, and available to the public. Serve as the Commission's liaison to the California Office of Administrative Law.

--Oversee the management of administrative business services including management analysis, facilities management, fixed asset management, inventory and record retention services, building security, business services, procurement, contract development and management, departmental policy development and maintenance, and health & safety. Negotiates leases and sub-leases, ensuring State requirements are met. Represent the department, as necessary, on complex administrative matters involving high level management at the Department of Finance, Attorney General's Office and the State Controller's Office.

--Provide recommendations and advice to the Chief Deputy Director in the management of the Human Resources Office, and the assessment of program needs and the establishment of goals; develop and recommend personnel-related policies, including program and policy changes consistent with FLSA and State and Federal policies, laws, and rules. Provide consultative advice on hiring, staffing resources and retention, and PYs for the Commission. Provide advice and guidance in the administration of labor relations, classification and pay, worker's compensation, employee recognition, training and development, workforce and succession planning, and all other pay, benefit, and performance issues. Develop and implement personnel policies that affect the Commission's civil services employees. Represent the Commission, as necessary, on complex administrative matters involving high level management at the California Department of Human Resources, CalPERS, and the State Personnel Board.

--Perform routine managerial duties as directed including leave reporting and approving administrative documents. Perform other duties as required by the Chief Deputy Director and/or Executive Director.

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 is directly responsible for all CSAC administrative operations which includes Accounting, Budgets, Business Services, and Human Resources. Therefore, the CEA plays a critical role administratively, for the entire Agency as it is tasked with providing support for serving 350,000 students annually.

The CEA is indirectly responsible for numerous specialized contracts/programs:

- Child Development
- Chafee Foster Youth Program
- CA Military Department GE Bill Award Program
- College Access Tax Credit (Cal Grant B Sup)
- African American Outreach
- J.R. Justice
- Grant Delivery System Modernization
- Cash for College
- Every Kid Counts
- National Voter Registration Act

The CEA works in conjunction with CSAC Senior Management in the development and implementation of the aforementioned programs as well as new programs and policies that have statewide impact.

Existing CEAs and their programs, as well as the entire leadership team, depend on FASD's annual administrative support to carry out their duties and to achieve the mission and goals of the Agency. The CEA manages \$3 billion in local assistance funds and \$120 million in operating funds and all operational business needs of the Agency so the existing CEAs can do their job effectively.

Serves as a key decision-maker in the development and implementation of administrative policies and procedures. Identify and analyze complex, sensitive, and emerging administrative problems and recommends appropriate courses of action. Participates in policy discussions regarding statewide and program issues, and actively participates in ongoing improvements for meeting Commission goals and objectives. Develop, recommend, and oversee the implementation of state regulations to ensure that agency regulations are clear, necessary, legally valid, and available to the public. Serve as the Commission's liaison to the California Office of Administrative Law.

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 is experiencing a significant number of expansions and changes to existing programs, as well as new added programs. Each expansion, change, or addition results in a need for strategic planning, policy development, and implementation of new support systems.

In the 2019-20 budget, the Commission was charged with implementing four (4) new programs, including three (3) during the current fiscal year that require distribution of additional funds to students and an added program that will require development. These programs, and additional funding changes, include the following:

- Students with Dependent Children Supplement - An increase of \$96.7 million ongoing General Fund to establish or increase access awards for students with dependent children attending the University of California, California State University, or a California Community College.
- Golden State Teacher Grant Program—An increase of \$89.8 million one-time General Fund to support grants to students enrolled in teacher preparation programs who commit to working in a high-need field at school sites with the highest rates of non-credentialed or waiver teachers.
- Competitive Cal Grants—An increase of \$41.8 million ongoing General Fund to increase the number of new competitive Cal Grants available annually from 25,750 to 41,000.
- Child Savings Account Grant Program—An increase of \$25 million one-time General Fund to support grants to local governments and nonprofit organizations that sponsor or create local or regional child savings account programs.
- National Voter Registration Act implementation

The CEA will develop policies for implementation of all administrative processes necessary to support the new programs.

Additionally, the CEA will be responsible for developing and implementation of policy around the reform of the Commission's largest program, Cal Grant, that serves more than 300,000 students annually. The legislative changes being contemplated will impact the very structure of the program and will require participation of the CEA regarding policy impacts on existing distribution models, staffing and agency resources necessary to implement the changes.

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 exercises independence and authority in developing, implementing, directing, and evaluating CSAC's administrative policies and programs. In coordination with the Executive Director and Chief Deputy Director, the CEA identifies inconsistent policies and procedures within the agency, and develops and implements strategies to enhance program operations. This position provides consultation to the Executive Director and Chief Deputy Director on mission-critical program and policy issues with respect to key services such as facilities, personnel, financial operations, and planning. The incumbent develops policy and provides direction to subordinate managers with emphasis on compliance with relevant laws, rules and regulations, as well as aligning program performance with departmental strategic goals and objectives.

Specifically, the CEA will serve as the principle policy maker for Human Resources compliance with government code, labor code, federal and State laws, CalHR and State Personnel Board rules, State Controller's Office (SCO) business practices, and collective bargaining contracts. The CEA will provide direction on decisions pertaining to employee misconduct and violations of policy. In this capacity, the CEA will identify appropriate disciplinary and remedial measures following the identification of misconduct and violations of policy which may result in policy changes throughout the Department or the impacted program area. The CEA will ensure CSAC's Workforce and Succession Plans reflect the agency's commitment to recruiting and retaining a highly skilled and diverse workforce, as well as providing strategic initiatives to mitigate workforce challenges to meet current and future workforce needs.

The CEA will direct and oversee the development of comprehensive, accurate and timely financial and budgetary reports and revenue and fee forecasting for purposes of advising and informing the Commissioners, Executive Director, Chief Deputy Director, Department of Finance, Legislative Analysts Office and other control agencies. Reports include financial statements, financial analysis, and forecasts to ensure sound and timely fiscal decisions are made. Without comprehensive, accurate, timely financial reports, CSAC's ability to make sound operational and financial decisions and its ability to ensure fiscal integrity is at risk.

Another example is directing and overseeing a fiscally prudent administration of the Fiscal and Administrative Services Division's \$120,000,000 operating budget, ensuring resources are utilized effectively and efficiently. This includes developing annual budget allotments to programs, leading the development of budget proposals for additional resources, and interpreting and administering budget drills and instructions issued by the Department of Finance. The CEA will provide expert consultation on all administrative CSAC matters internally to CSAC's directorate, executive staff, and Commission, as well as externally to the Department of Finance, the Legislative Analyst's Office, the Legislature, State Controller's Office, State Treasurer's Office and various stakeholders.

The CEA will also develop and implement current and new policies and procedures related to State Leadership Accountability Act requirement that each state agency maintain effective systems of internal control, evaluate and monitor the effectiveness of these controls on an ongoing basis, and biennially report on the adequacy of the agency's systems of internal control. This includes internal control reviews required by SLAA and Section 2000 et seq. of the State Administrative Manual.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA works under general direction of the Chief Deputy Director and has the authority and responsibility to make policy decisions and day to day management decisions affecting the Fiscal & Administrative Services Division.

Additionally, the CEA will assist in identifying and recommending policy and practical options for improving the effectiveness and administration of CSAC's \$3 billion financial aid programs in cooperation with other CSAC management, to the Chief Deputy Director and/or Executive Director. The CEA works with other existing CEAs as a member of the leadership team in achieving objectives of the Commission.

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

The CEA will be developing and implementing new and existing policies for the Division and providing administrative support for all of CSAC's programs, which includes assistance in developing and approving policies for other CSAC programs.

The CEA will be responsible for assisting in establishing policies for new programs for CSAC, and in administering the budget, hiring, and business needs for the entire Agency.