

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

April 17, 2020

2. Department

Child Support Services

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

Child Support Services Division

4. CEA Position Title

Deputy Director, Child Support Services Division

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

The Deputy Director has authority for the Child Support Services Division (CSSD) and will advise and assist in the formulation, implementation, and evaluation of departmental and statewide programs, policies, and procedures and provide overall direction to CSSD. This position has primary responsibility for the statewide oversight of the Child Support Program through the promulgation of regulations, issuance of policy directives, formulation of performance improvement strategies, and statewide training to ensure areas of oversight are consistently and effectively administered.

6. Reports to: (Class Title/Level)

Director and Chief Deputy Director (Exempts)

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 Deputy Director has authority for the full operation of CSSD within the Department of Child Support Services (DCSS). The Deputy Director will advise and assist in the formulation, implementation, and evaluation of departmental and statewide programs, policies, and procedures and provides overall direction to CSSD. This position has primary responsibility for the statewide oversight of the Child Support Program through the promulgation of regulations, issuance of policy directives, formulation of performance improvement strategies, and statewide training to ensure areas of oversight are consistently and effectively administered.

As a member of DCSS' Executive Management Team, the Deputy Director provides statewide policy input to critical departmental decisions and establishes policies and procedures for the State's Child Support Program as it is administered through the local child support agencies (LCSAs). This position provides leadership, guidance, and oversight to subordinate CSSD managers and staff, sets program priorities, and facilitates the day-to-day operation of all program support areas. The Deputy Director also ensures the uniform statewide application of federal and state policies and procedures through the promulgation of regulations and the dissemination of statewide child support forms, procedures, and training services.

The Deputy Director assists the Directorate in planning and implementation of the most complex and strategically important departmental programs and policies to ensure that the goals of the DCSS strategic plan are achieved and makes recommendations for legislative proposals and other initiatives to meet departmental objectives.

This position maintains liaison activities with county, state, federal, and tribal representatives, Child Support offices in other states, the Child Support Director's Association, and community advocate groups relative to the Child Support Program. It is important for the Deputy Director to build and strengthen relationships with critical stakeholder groups and program partners including the Judicial Council of California and employers. By working with those stakeholders, the Deputy Director can identify strategies to promote program objectives and achieve strategic plan goals.

The Deputy Director identifies and develops strategies for improving the oversight of the Child Support Program identifying efficiencies and process improvements in all aspects of the program. They direct the program compliance function of DCSS to ensure that local child support operations adhere to federal and state mandates, policies and procedures. This position oversees the provision of technical assistance and program improvement activities to LCSA operations and oversee the successful administration of the statewide Child Support Program and directs the federal reporting and legislatively mandated reporting functions of DCSS.

Administrative responsibilities include allocation of CSSD's financial and personnel resources to ensure effective operation of the division.

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 mission of DCSS is to enhance the well-being of children and the self-sufficiency of families by providing professional services to locate parents, establish paternity and establish and enforce orders for financial and medical support.

The DCSS was established in 2000 to centralize child support program oversight efforts statewide. The function was previously managed through a variety of entities including the Franchise Tax Board and local district attorney offices. CSSD and the division's Deputy Director were established at the onset of the department. As the heart of DCSS' mission, CSSD's essential function is to establish policies, procedures and provide guidance and training to LCSAs, who function as the local case management and point-of-contact for the public, in order to ensure that consistent and effective child support services are provided statewide.

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.

DCSS' oversight of and collaboration with LCSAs has expanded since inception, particularly in the areas of policy and procedural guidance, statewide training and LCSA performance and compliance review. While these functions have always existed in some manner within CSSD, their level of growth necessitates a CEA Position concept revision.

When the department was established, it was given the mandate to develop a statewide child support enforcement program, which included creation of the Child Support Enforcement electronic system (CSE). Along with this new system, and the introduction of LCSAs' interaction within the system, came a need for a robust training function to be provided by DCSS. This function has grown from a single training unit into multiple units within a distinct program section, and includes the various specializations of Curriculum Development, Production Support, and Training Delivery services. With frequent enhancements, changes, and direction related to the use of CSE, CSSD is charged with ensuring LCSAs and other users are appropriately trained in the implemented changes. These training efforts also include coursework related to changes directed by the DCSS that are outside the use of CSE but still affect the work of LCSAs and other entities, such as changes in federal or state law. The performance and compliance function have grown in step with the expansion of the training and policy-setting efforts of CSSD to ensure LCSAs and users comply with the policies, procedures, and other direction provided by DCSS and that users are appropriately and effectively utilizing CSE. The Data Performance Analysis Branch has evolved from a minor role prior to the implementation of CSE into the fully-established data review and monitoring function for LCSA's performance data, ensuring LCSAs adhere to the strict federal and state performance measures, which have a direct effect on the level of funding received for the state and LCSAs.

In addition, the establishment of DCSS' Operations Division saw the eventual transfer of the Customer Service Branch and its function from CSSD to that newly established division. This move better aligned the functions of the relevant divisions as the department grew and further developed in order to address its oversight role of the State's child support enforcement efforts.

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 Deputy Director is responsible for establishing policies and procedures for the child support programs throughout the state and for providing leadership to the county service providers. This position ensures the uniform statewide application of federal and state policies and procedures through the promulgation of regulations and the dissemination of statewide policy, child support forms, procedures and training services. The Deputy Director serves as DCSS' advisor on all issues related to the overall direction of CSSD.

The Deputy Director provides policy direction in the following areas:

Policy, Program & Statewide Training Branch: The Deputy Director is responsible for policy decisions and direction that have direct impact on LCSA operations and their ability to effectively deliver child support services to the public. This Deputy Director sets or revises policies, procedures, and guidelines consistent with federal and state laws, regulations, etc. to ensure LCSA processes and CSE functionality meet the requirements and directives from the issuing entity. The Deputy Director also reviews policy change requests from LCSAs and approves, denies, or tasks staff with developing new policy or procedural language for his/her review based on those requests. In the areas of program monitoring and compliance efforts, the Deputy Director sets requirements and guidelines for LCSA compliance levels and CSSD ensures those requirements are met, adhered to, or it modifies/establishes guidelines to create efficiencies or to address deficiencies.

The Deputy Director oversees the administration of DCSS statewide training efforts. In that role, the position is responsible for policy and guidance related to mandated training for DCSS and/or LCSA staff; the content, direction, and prioritization of training courses; and appropriate and effective training delivery and consumption methods. For example, if DCSS makes a change in how CSE functions based on a new law or regulation, CSSD determines what would be covered, when and how the training occurs for LCSAs whose work is affected by the change in CSE.

Data Performance Analysis Branch: The Deputy Director establishes guidelines and procedures for LCSAs in the area of reporting data and correcting deficiencies related to that performance data. The performance of LCSAs, captured by this reported data, directly influences the amount of funding provided to the state and the local agencies by the federal government. Effective management of LCSA performance is vital to the growth and support of the State's Child Support Program as it relates to funding needed to invest in improvements and continued operations.

In addition, the Deputy Director serves as a member of DCSS' Executive Management Team and works in collaboration with other team members on department-wide policies and their implementation.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Deputy Director has responsibility for broad policy determination in all areas related to the delivery of child support services at the local level. The position has independence in the direction and prioritization of the work of CSSD, the division that oversees the direction, compliance, and effectiveness of LCSAs statewide and appraises the Directorate on the status of program activities. In addition, as a member of the Executive Management Team, the Deputy Director is involved in policy and other related discussions that affect or address the department's policies and strategic plan and its tactics.

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

The Deputy Director is responsible for developing and implementing new policy, as well as modifying, interpreting, and implementing existing policy. Changes in the need for policy occur constantly as DCSS and LCSAs advance their goals regarding the state's Child Support Program. The need for new policies (or the revision of existing policies) emerges as federal, state, or local laws are enacted or changed. For example, if the law changes the time frame in which a non-custodial parent can pay their child support, CSSD would analyze the content of the law and develop new, or modify existing, policy for the affected entities and implement any revised procedures, forms, training, etc., as needed.

In addition to the policy work for LCSAs performed by CSSD, the Deputy Director is also responsible for policies related to the development and administration of training for LCSAs on the new or modified policies, CSE enhancements, procedural changes, etc.