

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 2020

2. Department

Department of General Services

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

Administrative Division/ Office of Business and Acquisition Services

4. CEA Position Title

Chief, OBAS

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

The Department of General Services (DGS) is the State of California's business manager and its mission is to deliver results by providing timely, cost-effective services and products that support our customers, while protecting the interests of the State of California. The CEA directly supports DGS's mission by providing business acquisition policy direction to department-wide programs and by providing a variety of enterprise-wide contracting functions and business services. Under the general direction of the Administration Deputy Director, Chief, Office of Business and Acquisition Services (OBAS) is responsible for the development, recommendation, and implementation of statewide policies related to business services functions including: contracts, procurement, facilities and business management services for DGS. The position will provide overall direction, management, planning, organization, development, implementation and supervision of program policies, procedures and staff.

6. Reports to: (Class Title/Level)

Deputy Director, Administration Division

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): Managerial level is third in the organization. This position serves as the Chief, Office of Business and Acquisition Services, and has regular and frequent contact with Executive Management Team on policy issues but is not part of the Executive Management Team.

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 intent is for the position to function as the Chief of Office of Business and Acquisition Services (OBAS) performing the role of Procurement and Contracting Officer for DGS and client agencies. This role is currently performed by the Deputy Director of Administration Division. This role has significant authority for the department and its clients, per the State Contract Manual Volume F.

The CEA will serve as the chief policy-maker and contract subject matter expert by formulating and implementing departmental policies and programmatic decisions that are often referred to statewide by other state agencies/departments. The Chief will interpret statewide policies and procedures, review new and existing legislation, analyze statutes and regulations that govern business services. The position will be responsible for increasing efficiencies, uniform and streamline business practices to ensure that short- and long-term service and cost objectives are met. The CEA will evaluate changing trends for possible impact on DGS and client operations and make recommendation on future DGS and client needs. The Chief will also be responsible for managing OBAS's existing external client base and onboarding new client departments to provide contract services for.

The position will act as an advisor to the Administration Deputy Director, Executive Management, and client agency management on significant issues impacting departmental business and acquisition policies and procedures. The position will maintain a decisive role and regular involvement in high-level department-wide policy making and program management discussions.

The position will oversee and manage the Business Services Section (BSS) and the Contract Services Section (CSS) by directing subordinate managers and supervisors and establishing policies, processes, procedures, and defined plans of action in support of the department and state agency clients and ensure business services practices. The position will lead initiatives to improve processes and optimize productivity between CSS, BSS and various programs. The Chief is responsible for providing status to Executive Management on a regular basis. OBAS will start taking on clients, similar to DGS' Contracted Fiscal Services Office. With that, OBAS's contracting authority and policy setting authority will expand outwardly from DGS to statewide operations. With that expansion a higher threshold is met.

The Chief will provide executive-level technical advice and consultation to the management of the CSS, BSS, and other department managers by researching, evaluating and recommending resolutions and working in conjunction with department leadership in the administration and management on all phases of the contracting process. The Chief will ensure OBAS provides consistent delivery of outstanding customer services to DGS' internal and external clients and all business service solutions including FI\$Cal support, Cal-Card administration, asset management, security and document reproduction are executed accurately and efficiently.

The CEA establishes and executes strategic goals, plans, and objectives that are in alignment and support of Administration Division, DGS strategic goals, and policies. The strategic goals set by the Chief will support evolving industry trends and customer needs. The Chief will evaluate progress towards successful completion of goals, leverage technology, utilize data, establish performance metrics, and document customer service levels in order to improve efficiency and ensure compliance with established program expectations.

The CEA will provide technical division oversight and leadership to BSS including FI\$Cal support, Cal-Card administration, asset management, security and document reproduction. The position will provide technical division oversight and leadership to CSS, by supporting DGS divisions and offices through the solicitation, preparation, and approval of contracts for commodities, public works, architectural and engineering and services including information technology goods and services.

Additionally, this position will oversee vendor relationship management and vendor outreach activities. The position will formulate and direct the development and implementation of new or revised vendor policies and procedures necessitated by legislative, policy/and or information system changes.

The Chief will exercise political acumen to enable sound independent political judgments and to work effectively with diverse internal and external constituencies including the Departments' Director, the Executive Management Team and other top administrators, community and business leaders and elected officials at all levels and their staff.

Please see attached duty statement for further detail.

**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: This position is critical to achieving the DGS mission and this position's decisions affect the success of all departmental programs in meeting the mission of DGS. As a control agency, DGS provides multi-faceted state business services to other agencies statewide. DGS OBAS provides consultative services to business areas to develop and realize solutions to procurement issues that best meet the demands of each program area's unique business need. Additionally, OBAS provides oversight of special projects associated with complex contracts and acquisitions and provide consultative services to Branch Executives on sensitive and high-dollar procurements and contracts.

Providing excellent contract and procurement services is the primary goal of the OBAS. The office procures the majority of the goods and services required by every division of DGS and is beginning to take on client agencies in an effort to create statewide efficiencies and savings. OBAS utilizes goods and services produced and provided by state agencies and outside vendors to operate efficiently and effectively.

OBAS's primary function is acquisitions on behalf of DGS. The office focuses on four (4) primary types of acquisitions:

- Service: Service contracts include all types of building maintenance, information technology, print services, training, translation services and auctions just to name a few.
- Public Works: Public works contracts range from carpet installation and painting to the construction of state office buildings.
- Architecture and Engineering (A&E): Before many public works projects can begin, plans need to be developed. This is where A&E contracts come in.
- Goods/Commodities: Samples of goods acquisitions are office supplies, generator parts, fuel, paper, information technology and cars.

Additionally, Business Services plays a supporting role in achieving the mission of the Department by ensuring the facilities and associated equipment are safe, adequate, and functional, and that office equipment and supplies provide the necessary working environment and tools for staff to perform their jobs.

## **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.

With the growth of the department and addition of new clients, the purchasing and contracting activities for the entire department have grown. OBAS has experienced a high volume in Public Works contracts which are considered some of the most complex contracts. This increase has occurred as the Real Estate Services Division (RESA) has been building new state buildings. OBAS has also begun taking on clients similar to DGS' Contracted Fiscal Services Office, starting with Census, and is moving towards taking in additional clients. Each new client comes with both a contract workload as well as additional customer service requirements that must be met to ensure successful operations. With that, OBAS's contracting authority and policy setting authority will expand outwardly from DGS to statewide operations. With that expansion, a higher threshold is met.

As a result of additional clients, new state buildings, and the increase in state emergencies, there has been an increase in workload. The increased workload includes the addition and expansion of new programs and new policies that the CEA will solely be responsible for that can't be absorbed by existing staff. One example of this is the implementation of the electronic signatures. Additional changes that have taken place within OBAS to require a CEA, the establishment and leadership of the DGS Governance Group that sets policy for all internal contracting. The DGS Contract Governance Group was established in 2018 and is comprised of representatives from the DGS Leadership Team who oversee a variety of DGS programs. With the addition of new clients, DGS would add an appropriate number of client representatives as voting members to the existing charter.

Over the last year, the Governance Group has set policies drafted by the current OBAS Chief (SSM III) in the following categories: Non-Competitive Bid (NCB) Process, Signature Authority, Emergency Acquisitions, Government Claims Handling, Small Business, Disabled Veterans Business Enterprise (SB/DVBE) Implementation, Contract Management Certification, and CalCard Policy. With the addition of departmental clients, OBAS will have to amend and extend these policies out to its client agencies.

DGS is the lead for Emergency Function 7, Logistics and Procurement, for the Statewide Emergency Plan administered by CalOES. For each statewide emergency (i.e. wildfires, etc.), OBAS is responsible for processing all of the Fi\$Cal transactions for DGS's involvement. With the increase in statewide emergencies over recent years, the workload for OBAS has grown. OBAS is also serving as a backup to the Procurement Division, who provide onsite contract support at the State Operations Center during an activation. The Chief will be responsible for supporting DGS during a statewide emergency, including helping to set and enforce appropriate emergency procurement and contract policies.

DGS provides policy direction for state agencies for services, consultant services, inter-agency agreements, architectural, engineering and minor public works contracts, etc. With the implementation of electronic signature, the OBAS now needs an executive with managerial experience and expertise to be responsible for policy development and planning, organizing, and directing staff in the performance of business services and contract services. OBAS lead the implementation of electronic signatures by updating the State Administration Manual, which is viewed by all state agencies. In collaboration with DGS' Office of Legal Services (OLS), OBAS adopted electronic signatures for all commodity and service contracts. This has created a streamlined and more efficient contracting process and expedited delivery of services to internal customers. Previously, DGS was mailing contract documents to vendors who has to manually sign them and mail them back to DGS, slowing down the contracting process. With electronic signatures, OBAS has created a more efficient, timely and sustainable process that will set the stage for the rest of the state's future contracting processes. OBAS is looked to as a model for the implementation of the electronic signature. As a result of this initiative there has been an increase in policy development, policy revision and various meetings with high-level departmental officials that are preparing to implement the use of the electronic signatures.

The CEA position will be at the third organizational level and will report directly to the Deputy Director of the Administration Division. The major responsibilities of the CEA will be to serve as the chief policy-maker for OBAS and to continuously and directly interface with the Deputy Director, DGS Executive Management Team, high-level departmental officials, client agencies, and other key staff. The CEA will serve on the Administration Leadership Team and have a decisive role and regular involvement in high-level department-wide policy-making and program management. The CEA position will have the authority for making high-level policy decisions that have broad impact beyond the program area.

### 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 impact of the decisions and policy influenced by the CEA is statewide and multi-departmental due to the reach and utilization of the contract services. The position is expected to establish and maintain effective communication within the department and other agencies and oversee the development and implementation of OBAS' policies and procedures. This communication includes providing a high level of assistance and expertise to the Deputy Director and DGS' Executive Management Team.

The Chief is responsible for strategic planning and policy leadership including the formulation, recommendation and implementation of policies and procedures relating to Business and Acquisition Services. The position acts as liaison for the office with other state agencies on contract issues and maintains cooperative relations with control agencies relating to the Department's critical programs.

The CEA position will be tasked with the increase of policy development, policy revision and various meetings with high-level departmental officials that are preparing to implement the use of the electronic signatures. With electronic signatures, OBAS has created a more efficient, timely and sustainable process that will set the stage for the rest of the state's future contracting processes. DGS and OBAS are seen as a model for the implementation of the electronic signature.

OBAS is developing its own customer base. Last year, OBAS took on Census2020 as a client and is providing procurement services to them. With its success, OBAS is now working to take on other departments as clients for contract work. Over the next 3 years, OBAS is planning to take on up to 40 additional clients. This initiative is part of a broader administrative efficiency initiative to standardize the administrative support services DGS provides among all clients to improve operational efficiencies and reduce costs. The new CEA will be responsible for adding additional customers, leading the transition to our services, developing and implementing new customer services practices and policies for our clients, and ensuring the effective delivery of services. The Chief will be responsible for modifying existing customer service policies or developing new policies, as well as setting service level agreements, customer service policies, and performance metrics to meet the needs of its growing client base. The Chief will also set policies that client departments will have to adhere to. Policies that will need to be developed for the new customer base include:

- Service Level Agreements
- Signature Authority
- Emergency Procurements
- Contract PRA process
- Small Business, Disabled Veterans Business Enterprise (SB/DVBE) First Policy
- Cal-Card Policy
- Contract Government Claims Approval Process
- Year End Purchasing Cutoff
- External Contract Audit Policy and Procedure
- FI\$Cal Role Mapping Policy for Contract Approvals
- Contract Management Policy
- Capital Asset Management Policy

OBAS is looked to as an example in state contracting, being internal to DGS, who sets statewide policy. OBAS is often tasked with establishing best practices which are used throughout the state in many departments.

Additionally, OBAS takes an active role in leading the charge when state entities recommend changes in policy. At the most recent State Contracting Advisory Network (SCAN) meeting led by the Office of Legal Services (OLS), many agencies expressed concerns with the requirement for a signature from the Accounting Official on the Std 215. OBAS is taking a lead role in facilitating conversations as well as striving for change to this policy with OLS, State Controller's Office (SCO) and DGS's Office of Fiscal Services (OFS).

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

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

The CEA position formulates, recommends, and administers statewide business and acquisition policies to meet the business needs of DGS' various programs, offices, and other state departments. The department's goal in requesting the CEA position is to clearly establish the CEA as the policy influencing position with decision-making authority. The major responsibilities of the CEA will be to serve as the chief policy-maker and subject matter expert for OBAS and to continuously and directly interface with DGS Deputy Director and Executive Management. The CEA will serve on the Administration Leadership Team and have a decisive role and regular involvement in high-level department-wide policy-making and program management. The CEA position will have the authority for making high-level policy decisions that have broad impact beyond the program area.

The CEA is responsible for developing and implementing policies, setting objectives, planning, and evaluating programs and providing leadership and direction to subordinate managers, supervisors, technical and support staff. With OBAS' expansion to start taking on new clients, similar to DGS' Contracted Fiscal Services Office, OBAS's contracting authority and policy setting authority will expand outwardly from DGS to statewide operations. With that expansion, a higher threshold is met.

The CEA position serves as the acquisition advisor to Executive Management and Office Chiefs of many of the diverse programs within DGS. The CEA position is responsible for changes in acquisition policies and operations for all state entities that are medium to large in size and complexity. Based on the statewide impact that this CEA position holds, it must maintain cooperative and consultative relations with all control agencies.

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

The CEA position is responsible for developing and implementing new policy as well as interpreting and implementing existing policy impacting 35 internal DGS business lines and has statewide impact for multiple state agencies while ensuring compliance with SAM, DOF, SCO, Public Contract Code, Government Codes, Military and Veterans Codes, California Code of Regulations and other statutory mandates.

With OBAS' expansion to start taking on new clients, similar to DGS' Contracted Fiscal Services Office, OBAS's contracting authority and policy setting authority will expand outwardly from DGS to statewide operations. Over the next 3 years, OBAS is planning to take on up to 40 additional clients. This initiative is part of a broader administrative efficiency initiative to standardize the administrative support services DGS provides among all clients to improve operational efficiencies and reduce costs. The new CEA will be responsible for adding additional customers, leading the transition to our services, developing and implementing new customer services practices and policies for our clients, and ensuring the effective delivery of services. The Chief will be responsible for modifying existing customer service policies or developing new policies, as well as setting service level agreements, customer service policies, and performance metrics to meet the needs of its growing client base. The Chief will also set policies that client departments will have to adhere to. Policies that will need to be developed for the new customer base include:

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