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

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

Administrative Division, Telework Office

4. CEA Position Title

Telework Chief

5. Summary of proposed position description and how it relates to the program's mission or purpose.

(2-3 sentences)

Under the administrative direction of the Deputy Director, Administration Division, the Telework Chief manages the Statewide Telework Program and Department of General Services (DGS) Telework Program and is responsible for the development, implementation, and evaluation of policies, guidelines, and procedures for the full scope of telework activities by initiating and recommending changes that promote innovative solutions. The Telework Chief has broad decision making authority for the telework programs and provides consultation and advice on statewide and department-wide decisions in a high-level managerial capacity. The Telework Chief serves as a key member of the executive management team and participates in statewide and department-wide planning and decision-making. The position provides supervision to subordinate staff and performs duties in compliance with applicable laws, rules, regulations, policies and procedures utilizing general office equipment and software applications, including Microsoft Office Suite, virtual communication and meeting platforms, and various research platforms.

6. Reports to: (Class Title/Level)

Deputy Director, Administration

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)
9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

This position is responsible for the development, implementation, and evaluation of policies, guidelines, and procedures for the full scope of telework activities. Per Government Code (GC) 14202, the Department of General Services (DGS) shall establish a unit for the purpose of overseeing telecommuting programs established pursuant to this chapter. This unit shall do all of the following:

(a) Coordinate and facilitate the interagency exchange of information regarding the state’s telecommuting program, and establish and lead a multiagency telecommuting advisory group for these purposes.

(b) Develop and update policy, procedures, and guidelines to assist agencies in the planning and implementation of telecommuting programs.

(c) Assist state agencies in requesting the siting of satellite work stations and develop procedures to track the needs of agencies and identify potential office locations.

This position will oversee of Statewide Telework Program and the DGS Telework Program through subordinate managers and analysts by coordinating telework initiatives statewide and department-wide, implementing effective approaches to achieve telework goals and objectives and the development of program infrastructure to departments in developing and implementing departmental policies in order to facilitate strong communications across all telework related functions within DGS and statewide and ensure compliance with State Administrative Manual (SAM) Section 0181 Statewide Telework Policy requirements.

This position will independently supervise compliance review and consulting activities utilizing a systematic and disciplined approach to ensure individual departments establish, maintain, and modify their departmental telework programs in compliance with the Statewide Telework Policy outlined in the SAM Section 0181.

This position will advise the DGS Director, Government Operations Agency (GovOps), and Governor’s Office on matters relating to telework policies, develops strategies and coordinates across other key departments critical to statewide telework goals, including the CalHR, State Controller’s Office (SCO), and Department of Technology (CDT), and works with other state, federal and local government agencies, and labor organizations to strategically develop and implement state telework policies and programs in order to provide accurate and timely recommendations to ensure effective telework programs to benefit the state of California and its employees.

This position will be responsible for coordinating the Transforming State Operations (TSO) initiative, under leadership of the GovOps to support the goal of transitioning to a hybrid workforce including actions to understand, answer, and address the following questions:

- Statewide Policies: Are the state’s current policies sufficient to ensure the successful post-pandemic implementation of a highly effective hybrid workforce environment?
- Workspace: Does the state have the appropriate physical workspace footprint, in terms of size and geographic location, to best accommodate a hybrid workforce?
- Management: Are managers and supervisors properly trained to address the unique challenges, such as distributed teams culture building and performance management, that a hybrid workforce presents?
- Equity and Inclusion: Do the state’s policies and procedures proactively address issues of inequity and exclusion arising from the adoption of a hybrid workforce?
- Employee Retention: Do the state’s telework policies, and corresponding resources, support the goal to make the state an employer of choice?

This position will perform the following activities to ensure success in implementing and managing recommendations including:

- Serving as the central coordinator for all activities necessary to support achieving the telework related goals of TSO.
- Leading, in collaboration with stakeholder agencies, statewide analyses, engagement studies, and research efforts to identify opportunities for improvement of the state’s telework guidance, policies, and supporting resources in support of TSO goals.
- Identifying, scoping, and leading pilot programs that attempt to address the telework and hybrid workplace related goals of the TSO initiative.
- Establishing and leading a statewide Telework Community of Practice (CoP) team comprised of state agency stakeholders that is tasked with collectively identifying and scaling best practices across all state agencies.
- Establishing and leading forums (“Office Hours”) with telework coordinators from all state Departments to assist with implementing departmental telework programs, interpreting and applying statewide policies, and assisting with data collection issues and challenges.
- Using information derived from statewide data analyses, research, engagement, pilot initiatives, and the CoP efforts to craft, issue, implement, and manage additional statewide policies that support common best practices and the goals of the TSO initiative.
- Engaging with GovOps, the Governor’s Office, and high-level external stakeholders – such as labor unions, government leadership, legislative staff, and industry associations – to fully understand and address the impacts of proposed statewide telework policies. This CEA will be a high-profile position communicating with and presenting to the Legislature and legislative staff, including testifying in hearings on the Administration’s telework efforts.
- Developing, in collaboration with stakeholder agencies, a suite of telework resources, tools, and guidance documents to be used by state agencies.
- Collaborating with DGS Enterprise Technology Solutions (ETS) and procurement teams, as well as California Department of Technology (CDT) to address any procurement and technology gaps for successful implementation of an efficient and effective hybrid workforce.
- Tracking and oversight of telework compliance metrics.
- Updating and managing the content on the state’s telework website.
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 Department of General Services (DGS) serves as business manager for the state of California, with more than 3,500 employees and a budget in excess of $1 billion. DGS helps California state government better serve the public by providing a variety of services to state agencies through innovative procurement and acquisition solutions, creative real estate management and design, environmentally friendly transportation, and funding for the construction of safe schools. DGS' 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.

DGS serves as the control agency for administrative functions governed by the State Administrative Manual and is the owner of the Statewide Telework Policy. The Telework Chief position will have a broad responsibility for policy implementation and extensive participation in policy evolution, development, and implementation by providing subject matter expertise to executive-level management within DGS, as well as statewide, in collaboration with control agencies like CalHR.
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.

During the COVID-19 pandemic, the Governor Gavin Newsom Administration advised departments to maximize telework to the greatest extent possible and ensure that post-COVID-19, departments continue to embrace telework as part of the state culture to achieve long-term efficiencies.

- In July 2020 the Governor’s Office approved the state’s updated telework policy and it was sent to CalHR for negotiations with the labor organizations.
- In November 2020, Finance released a budget letter directing departments to achieve administrative savings through various operational measures, including reducing space needs through telework and thereby achieving lease savings.
- In April 2021, the Governor’s Office approved a memo to all department heads reinforcing that the Administration supports telework as a long-term strategy to decrease office space, allow more flexibility for employees, and build resiliency in the case of future emergencies that may require people to work outside the office.
- Over 24,000 state supervisors and managers took a mandatory telework training in June of 2021 that covered supervision of employees who telework, performance management, and building a results-oriented culture. The training was funded by Government Operations (GovOps) with one-time money. CalHR has contracted to produce a fully accessible eLearning module that will be provided at reasonable cost as part of the ongoing training catalog.
- The Administration continues to reimagine the way Californians access information and conduct government transactions. Building upon past efforts and lessons learned from the pandemic, departments and agencies have taken a fresh look at our workforce to identify classifications and positions that are conducive to telework, either full-time or part-time, while still delivering exemplary customer service to the people of California. Following this unprecedented collaboration, DGS released a statewide telework policy in October 2021 updating telework requirements through the State Administrative Manual (SAM) Section 0181, requiring compliance of all state of California agencies, departments, boards, commissions, and offices (Departments). It was anticipated that a dedicated Statewide Telework Officer at the Staff Services Manager II level would be sufficient to provide guidance to Departments with implementing their internal telework programs, as Departments had already been teleworking under an emergency order due to the COVID-19 pandemic.

After the SAM was released, it was apparent that DGS needed additional resources to support their responsibilities with overseeing the statewide telework program. DGS was tasked with reviewing every Department policy for compliance with the SAM on an accelerated timeframe. As Departments began developing their internal telework programs and submitting their policies for approval, Departments also began questioning existing policies, and how they would be applied or revised based on telework, as well as requesting to discuss policy components deemed non-compliant. Although it was anticipated that there would need to be discussions with other Departments, DGS did not anticipate that these discussions would occur with high-ranking officials. Many Departments have delegated implementation of their telework programs to Office Chiefs, Deputy Directors, and even Deputy Secretaries. The types of contacts and relationships required of this position will be high-level and are noteworthy including DGS executive leadership, Agency and Department leadership, Governor’s Office, and Legislature. The scope of the subject matter dealt with in these types of contacts would also be broad, including negotiating policies and procedures, requiring the tact, poise, persuasiveness, and skill required for that type of contact.

As implementation of the statewide telework program has progressed just over the past few months, it has become apparent this will require on-going support. Discussions are taking place with high-ranking positions that are sensitive in nature. Questions have been raised that are requiring existing statewide policies to be reviewed, interpreted, and potentially revised, including how field work is defined, implementation of telework stipends, assigning headquarters and office space, and delivery of equipment to teleworkers.

DGS serves as the control agency for administrative functions governed by the State Administrative Manual and is the owner of the Statewide Telework Policy. Due to the high visibility and sensitivity of the telework subject, it is imperative there be a high-level CEA position overseeing the Telework Unit capable of navigating any potential public scrutiny, employee opinion, and the perception from other State departments and agencies.
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 B will be responsible for ensuring that all state of California agencies, departments, boards, commissions, and offices (departments) enact telework programs that are compliant with the directives set forth in the Statewide Telework Policy that include several policy areas.

This position will provide operational and technical expertise to enhance the effectiveness of current telework policies and programs by researching, evaluating, and recommending resolutions to telework-related issues and developing new innovative approaches to improve program productivity and outcomes, developing guidelines and practices that operationalize telework policy goals to encourage participation of eligible employees, reduce required state office space and reduce state environmental impacts, such as traffic congestion, and by integrating the latest technology options and best industry practices into telework program operations in order to provide a uniform body of information on laws, rules, policies and procedures about telework to ensure that viable and cost effective technologies are utilized in program design and considerations.

This position formulates, implements, and evaluates statewide and departmental telework policies and programmatic decisions by acting as the telework policy advisor to the DGS Director and executive management concerning sensitive, controversial and/or significant issues impacting statewide or departmental telework policies, and engaging with Government Operations Agency (GovOps), and Department of Human Resources (CalHR), and issuing telework policy directives in order to facilitate an effective telework program and ensure the goals and objectives for California’s telework initiative are met.

Although the state of California has endorsed telework previously, it has not been enacted as extensively as it is currently. As such, this new position is expected to evolve and have significant impact on multiple policy areas both within DGS and the state of California. At a minimum, this position will oversee and have an impact on the following policy areas:

1. The Management-Memo- 21-08 which identifies what should be within the policy. Currently the information in the Management Memo 21-08 has already changed. The policy collection dates have changed. The reporting data has changed to incorporate additional reporting requirements beginning in July. DGS is responsible for ensuring that each departmental policy is compliant. As departments modify their policies after the initial approval by DGS, there will still need to be ongoing review of to ensure changes are compliant.

2. State Administrative Manual 0181- Statewide Policy which includes the following areas: Goals, authority, policy directives, liability, equipment cost, reporting requirements, and definitions.

If the existing directives within the statewide telework policy require updates, DGS is responsible for facilitating and communicating changes expeditiously.

3. Policy affecting the transition from emergency telework to the management of an ongoing statewide telework program. We are still in emergency state but once the departmental policies are in place, we will see significant changes. We are still trying to find equipment and determine how to provide equipment to employees.

4. Development and implementation of the DGS telework policy in compliance with the statewide telework policy. If/when directives within the statewide telework policy change all department policies including DGS may need to be updated accordingly.

5. Policy as it relates to data collection, utilization, and the publication of the telework dashboard. Data collection has already updated. DGS is responsible for the policies related to data collection and the dashboard. DGS provides ongoing assistance to departments related to data submission and addresses questions to ensure data submitted is accurate and compliant.

6. Policy affecting the new hybrid workforce. It is anticipated that most departments will function as a hybrid workforce. This brings along many challenges that affect space planning, delivery of equipment, designated headquarters, and how to advertise positions. Additionally, this will affect the hiring process. DGS is sought by many departments to provide guidance to address all these new challenges.

7. Policy impacting the telework compliance audit scorecard in collaboration with the DGS Office of Audit Services. The DGS Office of Audit Services will be auditing all department telework programs to ensure compliance with their internal telework policies as well as the statewide policy.

A few of the statewide policy areas indirectly impacted are listed below:

Space Planning
Ergonomic Reviews
Technological Platforms
Overall Business Operations
Training
C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA position will oversee the Statewide Telework Program with statewide policy impact to carry out the Governor’s Office direction and telework initiative. This position is a high administrative and policy influencing position and the primary responsibility is the managing of a major function, the Statewide Telework Program. The CEA position will have a broad responsibility for policy implementation and extensive participation in policy evolvement, development, and implementation by providing subject matter expertise to executive-level management within DGS, as well as statewide, in collaboration with control agencies like CalHR, Gov Ops, labor organizations, and California Department of Technology.

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

The CEA position will have a broad responsibility for policy implementation and extensive participation in policy evolvement, development, and implementation by providing subject matter expertise to executive-level management within DGS, as well as statewide, in collaboration with control agencies like CalHR.

The CEA position will oversee the Statewide Telework Program with statewide policy impact to carry out the Governor’s Office direction and telework initiative.