

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

2/9/2023

2. Department

Department of Motor Vehicles

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

Administrative Services Division, Human Resources Branch, HR Operations

4. CEA Position Title

Human Resources Operations Officer

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

Under the general direction of the Chief of Human Resources, the Human Resources Operations Officer plans, organizes and directs activities associated with the following Human Resources programs: Performance Management; Labor Relations; Transactions (Payroll and Benefits); and Medical Management.

The incumbent is the enterprise policy advisor for all human resources management issues related to the aforementioned programs and ensures that assigned programs are working in cohesion to support DMVs workforce practices.

6. Reports to: (Class Title/Level)

Chief, Human Resources Branch, CEA B

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): The HRB Operations CEA A attends weekly executive team meetings in the absence of the HR Chief and is consulted directly on labor relations, payroll/benefits, medical management (including health and safety, reasonable accommodations, and Covid-19) and performance management sensitive issues. They are also involved in workforce and strategic planning decisions.

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 of Human Resources, the Human Resources Operations Officer plans, organizes and directs activities associated with the following Human Resources programs: Performance Management; Labor Relations; Transactions (Payroll and Benefits); and Medical Management. The incumbent is the enterprise policy advisor for all human resources management issues related to the aforementioned programs and ensures that assigned programs are working in cohesion to support DMVs workforce practices.

The HR Operations Officer:

Directs the development and implementation of policies and programs within Human Resources Operations. Provide leadership, management and policy direction for the work activities and performance of staff managing the following Human Resources programs: Performance Management, Labor Relations, Medical Management, and Payroll and Benefits.

Ensures that all HR Operations Programs are working in unity to support DMV's workforce practices. Consults with the Human Resources Branch Chief and Administrative Services Division Deputy Director on personnel management issues, organizational changes and allocation of resources.

Collaborates with control agencies to ensure DMV interests are included in the decision-making process. Ensures compliance with policies, procedures, and processes that are consistent with the organization's goals, objectives, federal and state laws, and the rules of the California Department of Human Resources (CalHR), State Personnel Board (SPB), State Controller's Office (SCO), and the other state business partners.

Monitors and make policy recommendations on the impacts of legislation and regulation on DMV programs.

Represents DMV at control agencies or other professional organizations on human resource issues and participates in control agencies or other professional organizations on human resource issues and participates in control agency activities and workgroups that support civil service improvements.

Works with CalHR, Labor organizations and DMV management on critical labor negotiations and ensure DMV management adheres to labor laws and negotiated contracts and serves as enterprise policy advisor for all human resource management issues related to aforementioned programs.

Provides extensive policy and program consultation and advice to the Chief, Human Resources Branch, Executive Staff and DMV Senior Leadership in rendering sensitive human resources, performance management, medical management and labor relations issues, as well as organizational restructuring.

Provides subject matter expertise in legal proceedings regarding the aforementioned subjects and directs the implementation and improvement of new and existing policies processes and procedures while ensuring program integrity specific to DMV goals, strategic vision, legislative mandates, business direction and HR service and performance objectives.

Continually assesses assigned human resources programs for risks to ensure the sustainability of critical business processes and develop and implement risk mitigation strategies, consults with the Chief, Human Resources Branch on sensitive and time-critical policy issues and participates in highly confidential investigations of employee misuse or policy violations, which may involve forensic investigation and testimony in court.

Serves as a Senior member of HRB leadership and participate in program and policy direction and the development of DMV's Strategic and Workforce Plans and develops and maintains effective partnerships with DMV leadership to ensure their operational needs are considered when process and/or procedure changes are being explored.

Participates as a senior management sponsor, business lead or team member in enterprise-wide projects and aligns human resources operations program with key projects and champions DMV initiatives and leverage technology to improve human resource services and products, and other enterprise-wide efforts.

Serves as a leadership representative on DMV's organization-wide meetings and forums, acts on behalf of the Human Resources Branch Chief in their absence, and represents DMV Human Resources at meetings and conferences.

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 Human Resource Operations program areas to be overseen by the CEA are in support of DMV's mission to serve the public by licensing drivers, registering vehicles, securing identities, and regulating the motor vehicle industry in pursuit of public safety. DMV's Strategic Plan establishes the priorities for DMV and outlines the direction for achieving its' long-term goals. The goals and objectives outlined in its Strategic plan convey DMV's commitment to foster the workforce and culture of innovation to make DMV a leader in talent attraction and retention.

The CEA will develop policies, programs and strategies in order to achieve these goals and meet objectives. Importantly, the CEA will develop, implement and oversee critical Human Resources Operations programs that support DMV's \$1.6 billion budget and over 10,000 employees that provide services to approximately 30 million customers.

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.

Over the last year, the DMV has made several changes in the way it does business - modernizing its' services and becoming more agile. DMV is using technology to be more efficient and improve how it serves the public. DMV is one of the largest state departments with employees at service locations throughout the state offering a wide variety of services to millions of Californians by licensing drivers, enforcing driver safety, registering vehicles, securing identities, and regulating the motor vehicle industry across California. As the retail face of state service, the DMV interacts directly with more Californians than any other state department.

In recognition of continued growth and the operational complexity of its programs, DMV seeks to establish a CEA A, titled Human Resources Operations Officer, to provide leadership and oversight over the following Human Resource programs: Labor Relations; Medical Management; Transactions Operations (Payroll and Benefits); and Performance Management.

More than ever the role of HR is moving from a primarily customer service/transactional role to the role of strategic business partner. The DMV is a complex organization with over 10,000 employees located at 229 offices throughout California. At DMV, HR Operations provides strategic consultation to Executive Staff and Senior Leadership on sensitive human resources management, workforce strategy, and performance management decisions.

As HR strategies continue to emerge as a top focus for strategic planning in support of the mission, goals and objectives of DMV, the HR Branch has been elevated in organizational visibility with prominence in DMVs Strategic Plan. Goal one of the Strategic Plan is Workforce. It primarily focuses on attracting and retaining talent, enhancing employee's capacity across the organization, and providing modern training and technology. The objectives, when implemented, are designed to move the DMV towards becoming an organization that our people, both present and future, will be proud to call their place of work. The DMV is home to more than 10,000 dedicated public servants and the DMV is focused on investing in its workforce.

DMV's goals are best defined as the desired end result it is working to achieve. DMV's objectives are the measurable actions the DMV will take on in order to meet its goals.

Objective 1.1: Develop DMV into a desirable and dynamic employer;

Objective 1.2: Increase employee satisfaction;

Objective 1.3: Increase employee engagement in customer-facing roles.

The CEA A will be responsible for human resources operations programs that mitigate operational risks that may hinder DMV long-term sustainability and operational efficiency.

In addition to taking on more internal responsibility on behalf of the HRB Chief, the Labor Relations Section will be redirected to report to the new CEA A and the Medical Management Team was Increased in size by 10 PYs and redirected to the existing ADC/PM in November 2022. This position will also be responsible for several strategic objectives from the 2022-2027 Strategic Plan including implementing a new HCM tool, implementing a 3rd party timekeeping tool, implementing several robotic processes to automatically transfer data to control agencies like SCO and CalPERS, and creating and managing several new transactional portals. These changes resulted in increased responsibility and policy oversight.

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's policy role includes, but is not limited to the following:

Serve as member of DMVs Senior Leadership team which is responsible for providing program and policy direction, carrying out the Strategic Plan and formulating and implementing department-wide policies related to DMV programs.

Principle policy maker for Human Resources compliance with Government Code, Labor Code, federal and state leave laws, CalHR and SCO rules, and for compliance with collective bargaining contracts that are within the CEA's program areas of responsibility.

Principle expert and technical advisor for labor negotiations, including but not limited to, compensation and classification change proposals, that are aligned with the priorities of DMV.

Alternate Work Schedule - Under the AWS policy, DMV offers flexible work hours and schedules to employees while continuing to maintain operating efficiency, productivity, and effective service to its members and the public. This policy is intended to be forward thinking and is designed to be flexible enough to also fit an evolving organization whose operational needs may vary over time. The use of an AWS assists with the following: improves program effectiveness and employee productivity and morale, supports DMV sustainability efforts, reduces absenteeism, and improves employee recruitment and retention.

Employee Separation/Transfer Policy - This policy ensures appropriate internal controls are in place and followed when an employee separates from employment with DMV or transfers within the organization. This policy defines the roles and responsibilities of employees, management, and business areas in these instances.

Restrictions on Employment After Separation - The Political Reform Act (PRA) of 1974 (Gov. Code § 81000 et seq.) imposes specified restrictions on the post-employment activities of state employees.

Telework - This policy defines DMV Telework Program and the guidelines and rules under which it operates. DMV acknowledges the business, societal, and personal benefits available through a carefully planned and managed Telework program. The program assists management and employees in economically and effectively accomplishing the mission of DMV by supporting sustainability, space optimization, operational efficiency, productivity, and effective service to the public. The HR Operations Officer is responsible for overseeing all telework personnel matters, such as the telework stipend, remote workers performance issues, and all other personnel related matters.

C. ROLE IN POLICY INFLUENCE (continued)

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

The proposed Human Resources Operations Officer will have full management authority for all Human Resources Operations programs exclusive of Talent Assessment, Acquisition, Enrichment and Outreach, and Administrative Services.

The CEA will serve as the enterprise advisor for all human resources management issues for the following HR Programs: Performance Management; Labor Relations; Transactions (Payroll and Benefits); Medical Management. The CEA will provide leadership, direction and management oversight for the staff managing and administering the aforementioned programs. The CEA will ensure that all programs are working in cohesion to ensure DMV sustainable workforce practices and will provide leadership for developing and supporting personnel initiatives.

The CEA will have full authority to develop and implement Human Resources policies, programs and strategies that align DMV staff and operational activities with its Strategic Plan. The CEA will have authority to develop Human Resources policies, programs, strategies that address operational risks related to DMV's long-term modernization efforts.

Importantly, to maintain DMV's reputation, the CEA will oversee consistent enforcement of remedial measures for compliance violations related to all of DMV enterprise policies. The CEA will identify appropriate remedial measures following the identification of misconduct and policy compliance violations which may result in policy changes throughout the department or the impacted program area, while ensuring adherence and compliance with state civil service rules and regulations. As necessary, the CEA will partner with the General Counsel and work with investigators in the identification of misconduct and policy compliance violations.

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

The Strategic Plan focuses DMV efforts on delivering world-class services to the residents of California. DMV does this by using technology to reach our customers where they are and by providing brick and mortar services at DMV offices and Business Partner locations. To achieve success, DMV looks at business in new ways, changing how it operates, and upskills its' team to lead for today and into the future. Over the last several months, the DMV has made several changes in the way it does business, modernizing its' services and becoming more agile. DMV is using technology to be more efficient and improve how it serves the public. The DMV touches the lives of all Californians, and its' services are essential to protect its' economy through the movement of goods and services and to keep Californians on the move. This is why it continues to challenge historic assumptions, change how it does business, and adapt to the market as it provides these vital services. The goals outlined in DMV's new Strategic Plan reflect the DMV's transformation: - Foster the workforce and a culture of innovation to make DMV a leader in talent attraction and retention, - Deliver simpler, faster ways to fulfill customer needs through expanded digital services, - Create flexible, scalable, and secure technology systems to enable innovation and continuous improvement, - Embed measurable efficiency in every aspect of the organization, - Become California's leading customer-centric public sector organization.

The CEA will formulate and direct the development of new or revised performance management, labor relations, medical management, payroll and benefits, and workforce and succession strategies based on these ongoing changes. The CEA will continue to formulate and implement risk mitigation strategies to address risk identified in internal and external audits, enterprise risks assessments, and the statewide SLAA reports. The HR Operations Officer will be responsible for implementing personnel related policies and ensuring they are meeting control agency standards. Failure to properly establish and enforce these policies could result in personnel grievances and lawsuits; and could result in damage to the Department's reputation and overall, negatively impact the DMV.