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

<table>
<thead>
<tr>
<th>1. Date</th>
<th>2. Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 13, 2022</td>
<td>Department of Justice</td>
</tr>
</tbody>
</table>

#### 3. Organizational Placement (Division/Branch/Office Name)
Directorate Division, Diversity, Equity and Inclusion (DE&I) Office

#### 4. CEA Position Title
Chief Diversity and Inclusion Officer (CDIO)

#### 5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)
The Chief Diversity and Inclusion Officer (CDIO) is responsible for establishing a new Diversity, Equity and Inclusion (DE&I) program for the Department of Justice. The CDIO serves as the senior advisor and expert to the Attorney General and Chief Deputy. The CDIO will build and maintain an organizational culture that promotes an inclusive and diverse workforce and establishes external and internal equity. The CDIO is responsible for developing and providing overall management and direction of the Department’s DE&I Office as well as DE&I programs and practices throughout the Department.

#### 6. Reports to: (Class Title/Level)
Chief Deputy Attorney General

#### 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.

Manages and oversees the implementation and establishment of the Diversity, Equity and Inclusion program.

Strategic Leadership, Reporting and Guidance: Provides vision and leadership to effectively integrate inclusion into the workplace by working closely with Department leadership, the Equal Employment Rights and Resolution (EER&R) Office, the Office of Human Resources (OHR), and stakeholders to shape and implement strategies aligned with the Department’s strategic DE&I plan, vision and related goals. Collaborates with Department leadership to introduce DE&I best practices into institutional employment and workplace practices, including business practices and programming. In collaboration with the Division of Operations (OPS) and Department management, oversees the development and communication of related departmental DE&I policies, standards and procedures. Serves as the senior advisor to Department management on initiatives and issues related to DE&I and identifies opportunities for institutional improvement. Collaborates with and provides assistance to Department management to create awareness, understanding, and effective use of an equity lens in developing and implementing programs to achieve fair and equitable outcomes. Serves as an advocate, mentor and resource for concerns and issues related to DE&I. Directly supervises a team of Staff Services Manager I Specialists. Works in conjunction with the OHR to collect, analyze, monitor, review and disseminate institutional data to benchmark and promote accountability for DE&I at the Department. May provide guidance to partners within OHR and the EER&R Office on DE&I initiatives.

Engagement of the Employee Advisory Committees: Works in collaboration with the EER&R Office and meets periodically with the Department’s Employee Advisory Committees (EACs) to promote engagement and contributions aligned with the Department’s overall DE&I initiatives; and interfaces with employees at all levels to foster an environment of engagement with DE&I, collaboration, high performance standards, learning, and continuous improvement.

Retention and Recruitment Program Development: Works closely with the Department’s Recruitment Office to develop and deploy initiatives to broaden the Department’s outreach to diverse, qualified candidates. Partners with hiring leaders, EACs and the OHR to develop retention strategies for the Department.

Education, Communication and Outreach: Works with division Management to create mentorship programs that foster opportunities for all interested employees. Represents the Attorney General and Chief Deputy as a liaison with several state, local and federal agencies, associations, and advocacy groups. Serves as a spokesperson on matters related to DE&I. Develops and maintains strategic relationships with associations, advocacy groups, organizations, and other state agencies and stakeholders focused on the Department’s DE&I initiatives.

Works in collaboration with the Communications Office to create and implement communication strategies and content management for training, web resources, social media and print materials to support DE&I related initiatives both internally and externally.
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 Attorney General (AG) is the chief law officer of the state and has the responsibility to see that the laws of California are uniformly and adequately enforced. California is one of the most diverse states in the country and it is critical that DOJ reflects that in its work environment, and hiring and retention policies. The DOJ recognizes its strength is the people that we serve and seeks to employ and retain lawyers, special agents, program managers, forensic scientists, researchers, legal assistants, information technology specialists, investigative auditors, and more that are interested in public service. Lawyers historically have had poor diversity numbers and given that we are the chief law officer of the state, diversity plays a critical role in these efforts. The DOJ would not be able to achieve its mission without its employees and their commitment to helping other Californians. The DOJ is committed to upholding the principles and practices of merit, respect, dignity and equity through the recruitment, retention, and promotion of its workforce. In addition, the DOJ seeks to increase it's image as an employer of choice. This position will build and maintain an organizational culture that promotes an inclusive and diverse workforce and establishes external and internal equity so that all current and future employees from all racial and ethnic identities, ages, nationalities, social and economic status, sexual orientation, general identity/expression, religious, political and ideological perspectives, and physical and mental abilities are able to thrive and be engaged.
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 workplace at the Department of Justice as with all of the State of California is changing in profound ways. Through recent studies it has been proven that a Diversity, Equity and Inclusion (DE&I) program can create powerful benefits for an organization such as improved hiring quality, increased employee retention, reduced training costs, and increased employee commitment, loyalty and innovation. When there is a higher level of engagement by employees, there is a direct increase in overall productivity and innovation for an organization. Employers must look at ways to innovate their DE&I policies and procedures. The State of California has recognized this need and has included in the 2022/2023 budget $14 million to advance diversity, pay equity, and inclusion in the state's workforce.

Creating a more diverse, equitable and inclusive workplace is an Attorney General initiative. The Attorney General would like the department to be comprised of employees with a variety of unique backgrounds, experiences and perspectives that better represent the communities we serve. Inclusion is about the environment in which diversity flourishes. Inclusive work environments allow employees from diverse backgrounds to feel welcome to bring their best, most authentic selves to work and create an overall sense of belonging. An organization has to be both diverse and inclusive in order to fully experience the benefits that employees from a wide range of backgrounds can provide.

The CDIO's role will be to set and implement strategies aimed at cultivating a work environment that respects the differences, talents, and abilities of all employees and fosters a culture where everyone has the opportunity to excel. Recent changes to much of the State's hiring process, remote working environments, and competition with public, private and other local government entities is impacting DOJ as a destination employer. The position's role will be to develop a program for DOJ leadership to improve quality and diversity of candidate pools, identify knowledge gaps, provide recommendations on the development of training, best practices to monitor and track effectiveness of hiring, selection, and retention 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.

Inclusion: The CDIO will be the principle policy maker for integrating inclusion into the workplace by working closely with Department leadership, the Equal Employment Rights and Resolution (EER&R) Office, the Office of Human Resources (OHR), and stakeholders to shape and implement strategies aligned with the Department’s strategic DE&I plan, vision and related goals. The position will collaborate with Department leadership to introduce DE&I best practices into institutional employment and workplace practices, including business practices and programming. The CDIO will oversee the development and communication of related departmental DE&I policies, standards and procedures in collaboration with the Division of Operations (OPS) and Department management. They will serve as the senior advisor to Department management on initiatives and issues related to DE&I and identifies opportunities for institutional improvement. The CDIO will collaborate with and provides assistance to Department management to create awareness, understanding, and effective use of an equity lens in developing and implementing programs to achieve fair and equitable outcomes. The position will serve as an advocate, mentor and resource for concerns and issues related to DE&I and may provide guidance to partners within OHR and the EER&R Office on DE&I initiatives.

Oversight and Collaboration with Employee Advisory Committees (EACs): The CDIO will be the principle policy maker for oversight and collaboration with the Department’s EER&R Office and EACs to promote engagement and contributions aligned with the Department’s overall DE&I initiatives. The position will interface with employees at all levels to foster an environment of engagement with DE&I, collaboration, high performance standards, learning, and continuous improvement.

Recruitment, Outreach and Retention: The CDIO will be the principle policy maker for developing and deploying initiatives to broaden the Department’s outreach to diverse, qualified candidates and will work closely with the Department’s Recruitment Office. The position will also partner with hiring leaders, EACs and the OHR to develop retention strategies for the Department.

Communications Strategies on Diversity: The CDIO will be the principle policy maker for creating and implementing communication strategies and content management for training, web resources, social media and print materials to support DE&I related initiatives both internally and externally and will work in collaboration with the Communications Office.
C. ROLE IN POLICY INFLUENCE (continued)

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

The CDIO will have independent decision-making authority, serve as the senior advisor and expert for DE&I and implement policies and strategies to leverage best practices and resources across the department. This will promote a culture of inclusion so that all current and future employees from all racial and ethnic identities, ages, nationalities, social and economic status, sexual orientation, general identity/expression, religious, political and ideological perspectives, and physical and mental abilities are able to thrive and be engaged.

The CDIO will work with senior DOJ leadership in designing and implementing institution-wide changes by identifying areas of opportunity, developing recommended courses of action, securing senior leadership approval and driving implementation.

To further ensure success in driving and managing DE&I change, the CDIO will develop strategic communication on diversity in developing a plan around its goal, implementing the plan; evaluating the effectiveness of the communication strategies, and adjusting as necessary.

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

The CDIO will serve as the senior advisor and expert for DE&I and implement policies and strategies to leverage best practices and resources across the department. This will promote a culture of inclusion so that all current and future employees from all racial and ethnic identities, ages, nationalities, social and economic status, sexual orientation, general identity/expression, religious, political and ideological perspectives, and physical and mental abilities are able to thrive and be engaged. There will be both new policies and changes to existing policies as needed.