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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<th>1. Date</th>
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<td>2022-09-08</td>
<td>Department of Water Resources</td>
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3. Organizational Placement (Division/Branch/Office Name)

Executive Division

4. CEA Position Title

Racial Equity Officer

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

The Racial Equity Officer (REO) represents the Department of Water Resources (DWR) in highly visible and sensitive interactions with community organizations, professional associations, state departments, and other community leaders representing diverse populations. The incumbent serves as the senior advisor and expert to the Director and works closely with DWR divisions and offices in addressing statewide racial equity and other diversity, equity, and inclusion efforts related to internal and external operations.

6. Reports to: (Class Title/Level)

Director, DWR / Exempt

7. Relationship with Department Director (Select one)

- [x] 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
- [x] 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.

The REO will provide vision and leadership to implement DWR’s Racial Equity Vision across all lines of business. The incumbent will serve as the program manager leading DWR’s implementation of its Racial Equity Action Plan (REAP), published June 2022. In that capacity, the REO serves as the primary subject matter expert on REAP strategies, actions, timelines, resources, and performance measures. The incumbent will also direct the REAP strategy project leads and report on progress to the Directorate. The REO will have responsibility to publish and implement all future iterations of the REAP, using industry-recognized methodologies including embedding meaningful community engagement, data evaluation, and results-based accountability into the development process.

Further, the REO will develop and lead implementation of equity-related strategic plan goals and objectives focused on the most impacted communities to reduce and eliminate outcome disparities. The incumbent will serve as strategic advisor to the Directorate on all racial equity and equity matters and oversee development of tools and methodologies for embedding a racial equity lens throughout programs, policies, and procedures to operationalize for equity across the Department.

Additionally, the REO will serve as the senior advisor to Department management on initiatives and issues related to equity and identifies opportunities for institutional improvement. Additionally, the position will collaborate with and provide guidance 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 and advance environmental justice. The REO will serve as an advocate, mentor and resource for concerns and issues related to diversity, equity, and inclusion along with other internal partners including the Equal Employment Opportunity office, Division of Human Resources, and Tribal Policy Advisor. The REO will work with the Tribal Policy Advisor and Lead Scientist regarding environmental justice issues as appropriate.

Furthermore, the REO will make data-informed decisions and recommendations using demographic data to inform strategies and oversee development of training and consultative equity services for program areas to carry out their REAP responsibilities. The incumbent will also serve as the subject matter expert to guide program areas in embedding equity throughout other planning and strategic documents.
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’s mission is, “To sustainably manage the water resources of California, in cooperation with other agencies, to benefit the state’s people and protect, restore, and enhance the natural and human environments.” In order to deliver on this mission, the Department must reckon with the fact that not all Californians have been afforded the necessary protections against health and environmental hazards, climate change, floods, or drought, most especially when examining outcomes based on race. The REO’s leadership will position the Department to identify racial inequities that exist within our programs, policies, and institutional culture and actively work to remove them which will directly improve our ability to deliver on our mission and related goals in an equitable manner. The position leads with race because existing racial inequities are deep and pervasive; however, it is not race exclusive. The position will apply an intersectional analysis in its equity approach.
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.

In June 2022, the Department published its first-ever REAP which was informed by hundreds of hours of engagement and education through the Capitol Collaborative on Race and Equity, a historic decision by the State of California to begin a whole-of-government approach to racial equity. As outlined in the REAP, DWR is standing up a Racial Equity Office within the Executive Division as a result. This REO position will lead that office and manage implementation of the REAP and work with implementing partners throughout the organization to achieve the desired outcomes outlined in the plan.

The REO will further serve as a leader in advancing diversity, equity, and inclusion (DEI) throughout the Department, a key area a focus for many State departments on the heels of the pandemic. Through implementation of the REAP, this includes overlaying an equity lens to our policies, programs, and practices to develop a workforce that is reflective of the population we intend to serve. A key component of this work includes leading the related community of practice to eliminate barriers and to address outcome gaps. The REO will also work collaboratively with key partners in the related area of environmental justice.
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.

In addition to serving as the key advisor policy expert to the Directorate for all equity matters and related diversity and inclusion issues, the REO will serve as the principal policy maker in the following specific areas:

Racial Equity – The REO will have primary responsibility for all implementing policies, procedures, plans, and timelines for the REAP. This includes delivering on the Plan’s three key desired outcomes: Workforce is Reflective of the People of California, Improve Community Engagement with Communities Most Impacted by Structural Racism, and Embed Racial Equity into our Projects and Programs. In addition to serving as the program manager for enterprise-wide implementation, the REO has primary responsibility for serving as the lead on eight individual strategies and supporting action items, including related policy-setting. The desired statewide impact is to advance the Department’s racial equity vision: All people in California are healthy, financially stable, and safe.

Strategic Planning – The REO will be responsible for collaborating with programs at all levels for the development and implementation of additional racial equity goals across the Department. This will include guiding program staff in assessing program disparities, engaging with interested parties to learn about the needs of each community, and developing strategies and performance indicators to address outcome gaps.

Performance Measures and Data– The REO will be responsible for overseeing development of performance measures across the organization to assess quantity, quality, and impact of our work. This includes reporting out on performance measures tied to the REAP. The REO will also lead data measurement across measures of success to inform development of racial equity strategies and assess effectiveness of strategies designed to address racial disparities.

Diversity, Equity, and Inclusion – The REO will have overall leadership responsibility for diversity, equity, and inclusion content and initiatives at the Department. In this capacity, the position will work closely with partners including the Equal Employment Opportunity Officer, Tribal Policy Advisor, Lead Scientist, Personnel Officer, Deputy Director of Special Initiatives, Deputy Director of Public Affairs and Division/Office Managers. The REO will also serve as subject matter expert and principal advisor to the Directorate on all diversity, equity, and inclusion matters.
C. ROLE IN POLICY INFLUENCE (continued)

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

The REO will have statewide impact as the role serves as the Department’s lead on racial equity policy and strategies, providing support and guidance to program and project managers across the organization as they work to embed racial equity strategies into their everyday work. The REO plays a critical lead role in successful implementation of the existing REAP. The REO will also lead future development and implementation of additional strategic equity goals, REAPs, and performance measures.

Additionally, the REO will be a member of the Executive team, educating all fellow Executive members to embed equity into decisions at all levels, and influencing policy to further advance racial equity in the Department and its programs.

The REO will also be responsible for reviewing existing statewide policies thorough an equity lens to ensure equity issues are addressed. The REO will assist programs in development of their own equity-based goals in furtherance of DWR’s commitment and Racial Equity Vision.

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

The REO will interpret and, if necessary, revise existing and develop new policy. The REO will have direct responsibility to lead the implementation of the three desired outcomes outlined in the REAP. The strategies and related action items will likely necessitate policy development across the enterprise including but not limited to community engagement and outreach. The REO will collaborate with communities, programs across the organization, and other external interested parties to identify additional areas of opportunity where policy development and implementation would reduce the outcome gaps of historically underserved or underrepresented communities. The REO will have significant responsibility to equip program and project managers with a working knowledge of a racial equity tool to meet these goals. The REO will also be responsible for collaborating with internal partners on oversight of a DEI employee committee.