

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

July 29, 2019

2. Department

Department of Youth and Community Restoration

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

Administration

4. CEA Position Title

Deputy Director of the Administrative Services Branch

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

The Department of Juvenile Justice proposes to allocate the above position to a CEA category within the Administrative Services Branch. Under the general direction of the Chief Deputy Director, the Deputy Director of Administrative Services will be responsible for oversight, development and management of the following programs: Human Resources, Policy & Regulations, Research, Enterprise Information Services, Information Technology, Budgets, Accounting, Business Services, Procurement & Contracts, Facilities Planning, and Nutrition Services.

6. Reports to: (Class Title/Level)

Division of Juvenile Justice, Chief Deputy Director

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.

Under the general direction of the Chief Deputy Director, the Deputy Director of the Administrative Services Branch serves as the principal policymaker for all Division of Juvenile Justice (DJJ) administrative, information technology and fiscal functions. The position exercises broad policy-making authority over the following areas: human resources (selection and hiring, peace officer and non-peace officer recruitment, payroll, personnel and classification, and pay services) finance, accounting, budgeting, information technology, procurement and contracts, business services, facilities, asset management, research, enterprise information services, nutrition services and all policy and regulations.

The Deputy Director serves as a key member of the Executive Management Team and participates in department-wide planning and decision making, as well as the development, implementation and evaluation of the DJJ's strategic planning and decision making as the department transitions under the California Health and Human Services Agency (CHHS) from the California Department of Corrections and Rehabilitation (CDCR). The Deputy Director will play a critical role as the department reorganizes into the Department of Youth and Community Restoration (DYCR) on July 1, 2020 with responsibilities that include:

- **Budgeting:** responsible for overall strategic planning, policy and operation of a complex \$188 million-dollar budget including the general fund and many special funds and grants. Oversees the development of all information required by the Department of Finance; preparation of the May Revise and youth population documents, fiscal compliance of approved budgets, year-end reporting, development of department's budget change proposals and all capital outlay and special repair requests.
- **Human Resources:** Oversees peace officer and non-peace officer recruitment, all personnel transactions, payroll administration, classification and pay, selection and hiring, annual exam assessment, workforce and succession planning, and labor relations. Acts as contract administrator for services provided by other state agencies via Memorandum of Understanding or interagency agreements.
- **Accounting:** Directs and oversees the development of comprehensive and accurate financial and risk management reports for purposes of timely reporting. Ensures robust internal departmental controls and continuous program evaluation which conforms to the State Controller's Office guidelines.
- **New Policy and Regulations:** Evaluates, formulates, recommends and implements policies and procedures in support of the new DYCR mission "to help youth who have hurt people, and have been hurt themselves, return safely to the community and become responsible and successful adults."
- **Business Services:** Oversees the department's information technology, procurement and contracts, facilities and asset planning, risk management, research and nutritional services for approximately 700 youth.

Serves as key spokesperson for DYCR on all administrative matters before the Legislature, the Governor's Office, various control agencies and other public and private stakeholders. Advises and consults with the Director concerning highly sensitive personnel and administrative issues. Responsible for negotiating sensitive and/or urgent contracts and interagency agreements.

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 Administrative Services Branch plays a critical role in achieving the department's mission. The CEA performs essential functions required for the day-to-day operations of the DJJ. As a member of the DYCR management team, the position will help embrace a vision wherein youth under its care transition successfully into adulthood, desist from criminal behavior, and become thriving and engaged members of their communities. The Deputy Director will provide administrative support to further the mission of the department to:

- Build and practice the values of a safe and caring community within DYCR, engaging all members including staff, youth, families, volunteers and visitors in fulfilling its mission.
- Develop a fully prepared and continually supported staff that is healthy, educated, and trained to fulfill their unique and vital roles I service to the department's mission.
- Offer treatment to help youth heal from past experience and change the thinking, beliefs, and behaviors that lead to hurting themselves and others.
- Create opportunities for youth to understand and restore the harms caused by their actions.
- Provide education, training, and life experience for youth to imagine, aspire and build a pathway to a successful life.
- Bring people with resources, relationships, expertise and personal experience into DYCR to inspire and motivate youth, and to build a caring community that provides opportunities and support for their reentry and honorable discharge.

The Deputy Director is the primary liaison for the DYCR with the Governor's Office, Department of Finance, The Department of Human Resources, State Personnel Board and the Legislative Analyst's Office to provide administrative and fiscal support to achieve the aforementioned strategies.

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 Governor's 2019-2020 Budget Summary included a proposal to move the Division of Juvenile Justice from the California Department of Corrections and Rehabilitation and establish a new department under the California Health and Human Services Agency by July 2020.

Over the past few decades, research on what works to improve juvenile justice outcomes has grown. This body of research has provided a framework for reform, enhancements, or refinement of current systems, highlighting the important need to distinguish between adult corrections and juvenile strategies. Most importantly highlighting that an overreliance on get-tough policies and altering the juvenile justice system to become more "adult like" is not effective in promoting change or reducing recidivism.

Beyond the challenges of typical adolescent development, a growing body of research also indicates that maltreatment can alter the brain functioning and consequently affect mental, emotional, and behavioral development. The brain develops in response to experiences with caregivers, family, and the community, and the quality of those experiences affect whether a child will develop a strong or weak foundation for all future-learning, behavior, and health (Center on the Developing Child at Harvard University, 2007). A traumatic experience such as abuse or neglect can profoundly impact a child's brain development. The term Complex Trauma is used to describe a child's exposure to multiple traumatic events, typically at the hands of caregivers during key stages of development. Complex Trauma has a profound effect on development, behavior, emotional functioning, cognition, and relationships.

Adolescents involved in the juvenile justice system need caring adults to support them in internalizing information, learning from their experiences as well as to provide the resources needed for them to develop into healthy and successful adults.

Moving the DJJ under CHHS better aligns with DJJ's rehabilitative mission and its core values of providing trauma-informed and developmentally appropriate services to youth and young adults in California's state juvenile justice system in order to support a youth's transition into the community and prevent them from entering the adult system.

The Deputy Director of Administrative Services Branch will provide leadership and direction for the accounting, budgets, human resources, procurement, research, policy and regulations, facilities, asset management, information technology and nutritional services programs. The Deputy Director will be responsible for all administrative support for the new department to help youth under its care transition successfully into adulthood, desist from criminal behavior and become thriving and engaged members of their communities.

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 Deputy Director of Administrative Services area is responsibilities include, but are not limited to, ensuring laws and regulations are followed, financial and management information is reliable, and the new department's organization structure is operating effectively and efficiently. The new position will help support the new department's mission, values and goals by:

- Developing, implementing and overseeing the department's strategic and workforce plans. As DJJ pivots to the Department of Youth and Community Restoration a new type of skill set will be needed for staff to support bringing people with resources, relationships, expertise and personal experience into the department to inspire and motivate youth and to build a caring community. A strategy for attracting and retaining people with this talent will be pivotal to the department's success.
- Overseeing the accurate and timely development of research data to forecast the youth population, program evaluation and recidivism data. Without this data, the department could be straddled with budget shortfalls and inaccurate organizational performance data which could lead to bad policy outcomes from the Governor's Office and Legislature.
- Developing, implementing and overseeing the department's new policy and procedures for strong internal controls, early detection and prevention of errors, irregularities and fraud that ensure successful methods are in place and monitored. Without the ability to regularly assess the new department's internal controls, the ability to prevent, detect and correct errors or irregularities is hampered.
- Directing the development of a new budget with comprehensive, accurate financial reports to inform the Director and Chief Deputy. These reports would include financial statements and budget forecasting to ensure sound and timely fiscal decisions are made giving the new department the ability to make successful operational and financial decisions.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Deputy Director of Administrative Services will exercise decision-making authority in all areas related to administrative support services. This includes finance, human resources, accounting, budgeting, information technology, procurement and contracts, business services, asset management, peace officer and non-peace officer recruitment, selection and hiring, policy and regulations, research, facilities and nutrition services for more than 700 youths. This authority will also include the formulation, recommendation and implementation of laws and policies related to the DYCR.

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

Due to the transition and establishment of a new department, the Deputy Director will be responsible to develop, revise, enhance and implement new policies and internal controls. Many policy decisions will need to be made and implemented and this position will determine the legal, regulatory and policy changes needed to run a stand alone training academy as well as policy changes for sexual harassment training, conflict of interest/Form 700, nepotism, the department's upward mobility program and disability advisory committee, the telework policy, scheduling and shift change policies and establishing internal controls for FISCAL to name just a few.