

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

09/13/2019

2. Department

Employment Development Department

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

Director's Office

4. CEA Position Title

Assistant Director

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

The Assistant Director serves as a high level resource to provide the Director and Chief Deputy Director objective, independent advice and recommendations on significant policy issues and/or activities affecting the full range of departmental programs. The Assistant Director serves as a key advisor and resource to departmental management regarding policy and program development and has the authority to commit the department to a course of action. The incumbent is responsible for the implementation of EDD's strategic plan.

6. Reports to: (Class Title/Level)

Director, Employment Development Department

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.

Advise the Director and Chief Deputy Director on enterprise and programmatic policy development as well as strategic planning and direction setting. Formulates short and long range goals. Responsible for EDD's Strategic Plan and the annual development and ongoing communication of the Balanced Scorecard. Manage the Balanced Scorecard initiative portfolio and ensure resources are being properly allocated throughout the department, deadlines are being met, and outcomes are being achieved and measured. Evaluate all of EDD's programs, with an initial emphasis on strategic plan implementation. Manage program development policies and procedures for all programs and provide direct oversight of all EDD programs to ensure compliance with regulations and strategic plan objectives.

Advise and assist the Director and Chief Deputy Director in the formulation and implementation of EDD programs and policies pertaining to the Department's mission. Provide policy advice and direction to the Deputy Directors and other management staff within the department. Coordinate development of department-wide policies to ensure consistency with the Directorate's expectations, goals, and objectives. Define issues of a potentially politically sensitive nature and develop an action plan to address all facets associated with the EDD. Resolve gaps between policy expectation feasibility and procedure implementation. Frequently speak for the Director working with the Legislature, Legislative Analyst's Office, Executive Staff, Labor and Workforce Development Agency, control agencies and the Governor's Office staff, and has the authority to commit the Director and Department to a position of action.

Review and provide input on all policy material and proposed legislative positions. Responsible for creating and establishing policies and procedures to ensure all federal and state program, fiscal, compliance and reporting responsibilities are met, in respect to external affairs. Elevate issues, such as the quality of services provided, to continually improve EDD's customer service and satisfaction in respect to workforce investment efforts and other relevant activities. Responsible for providing clear, constructive policy guidance and resources as necessary to program areas and ensures that both program and administrative actions meet all EDD strategic objectives. Serve as facilitator to address complex issues between programs.

Responsible for developing and implementing the update to EDD's Strategic Plan. Ensure the strategic objectives of the Strategic Plan are implemented as envisioned, the services provided meet EDD's mission, and that input from stakeholders and the broader public is cultivated and incorporated as appropriate. More specifically, this includes:

1. Develop a Strategic Outreach Plan for EDD based on factors such as: stakeholder input; analysis of complaints received by EDD in terms of the volume and types of complaints, industries/populations most affected; best practices; and, potential for impact. The plan will identify specific projects and activities to meet strategic objectives, including the potential for partnerships with other organizations to pursue mutual goals and must be revised, as needed, based on most current information and changing circumstances. Development of the plan will require constant communication with both stakeholders and with the Executive team.
2. Following the implementation of the Strategic Outreach Plan, oversee the implementation of all the Department's outreach projects and activities.
3. Establish and track performance measures for the Strategic Plan and gather feedback from stakeholders. Report on the activities and impact of the Strategic Plan.

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 proposed CEA is critical to the Department's mission to deliver valuable and innovate services to meet the evolving needs of employers, workers, and job seekers. The Assistant Director shall ensure that the Department's program related strategic goals are achieved.

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 Employment Development Department has been working with the Labor and Workforce Development Agency on a project that rethinks how we deliver job services and benefits in a way that expands opportunities for workers and meets the needs of employers, while also maximizing the ability to plan for and shape the future of work in California. This effort will result in major changes to the Department's strategic direction and identity and the delivery of EDD programs.

This position does not currently exist. The Assistant Director will provide overall direction, policy formulation, and program management for the ongoing implementation of the Department's strategic plan. The Assistant Director is also responsible for overseeing and coordinating transition efforts, prior to, during, and after the implementation of the organizational structure changes for the Department.

Currently, the department requires some level of evaluation of implemented strategic plan tactics, such as reports that indicate the effectiveness of the tactic. But the rigor of the analysis varies based on the skill level of the analysts assigned to perform the evaluation in the program areas. The evaluation standard and metrics vary and are inconsistent among program areas and rarely are the success of the recently implemented tactics viewed or measured in relation to one another to help the department determine which tactics to focus on for further development and enhancement. The Assistant Director will present the evaluation findings and recommendations to the executive team for consideration.

This work was previously assigned to the Department Equal Employment Opportunity (EEO) Officer. Overtime, the EEO Officer's priority, time, and attention shifted further from these duties to tend to the Department's pressing EEO matters. As such it became necessary for the Chief Deputy Director to drive the completion of the Department's Strategic Plan and Balanced Scorecard. This frequently pulls the Chief Deputy Director away from their duties and required them to perform double duties for extended periods of time. This approach is not sustainable. As a result, an Assistant Director is required to achieve improved capability for developing, maintaining, modifying, evaluating, and implementing program policies in support of the Department's organizational goals.

It has become increasingly necessary to have an Assistant Director to address the Department's Strategic Plan, Balanced Scorecard, and to develop department-wide policies to ensure consistency with the Directorate's expectations, goals, and objectives. The Assistant Director will also be responsible for the Department's compliance with new legislation, statutory requirements, and strategic plan objectives.

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.

As a key member of the executive staff, the Assistant Director will regularly advise the Director and Chief Deputy Director on and formulate policy related to the Department goals. This will include developing policies surrounding when a solution will be used and when alternative solutions will better serve constituents who benefit from EDD programs.

The Assistant Director will create and oversee policy that allows for department-wide continuous monitoring, analysis, reporting, and identifying corrective actions for the new plan's strategic goals and objectives. The Assistant Director will be responsible for the establishment of the Department's strategic plan and Balanced Scorecard. The Department's Strategic plan based on EDD's mission and vision, is designed to communicate the Department's goals and direction over the next five years. A key component of the Strategic plan is the annual Balanced Scorecard. The Balanced Scorecard outlines the Department's priorities and the short-term initiatives we will strive to accomplish each year. Together these documents provide a comprehensive picture of our organizational identity and our path forward in both the short and long term.

In preparing the Strategic Plan and Balanced Scorecard, the Assistant Director will have frequent contact with Department stakeholders, including:

- Public Partners

This includes the Labor and Workforce Development Agency, other state government organizations, and federal and local entities.

- Business Partners

This includes the external business and vendors EDD collaborates with to deliver services to our shared customers.

- Employers

This includes private and public persons or entities that employ Californians.

- Workers

This includes all eligible workers whether they are fully employed, underemployed, or seeking employment.

- Claimants

This includes workers that have become unemployed, have a temporary disability, or require family leave and rely on a public safety net of benefits to provide financial support to their families and California's economy as a whole.

- Advocates

This includes persons and organizations that support the different causes or policies that affect EDD customers.

- Californians

This includes all residents of California engaged in the state's workforce.

The evaluation component of the Strategic Plan is important to the current and future policy direction of the department. If a current direction is shown to be effective, for example, evaluating EDD's primary online customer email channel, eliminating redundancy and enhancing customer usability; then this may lead the department to continue to expand such efforts. If a direction does not appear to produce the intended objective, the Department may want to revise or stop these efforts and instead consider other options. The Assistant Director would evaluate whether it makes sense to further expand on current directions based on the cost-benefit, scope of programmatic impact, and other factors in relation to new directions proposed by program areas.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Assistant Director would report directly to the EDD Director. The Assistant Director scope would extend department-wide in relation to strategic planning and management. The Assistant Director will have the authority to commit the department to a course of action. The Assistant Director will, on behalf of the Director or Chief Deputy Director, direct and commit the Department to a position of action through Branch Deputy Directors. The Assistant Director will also meet regularly with all members of the executive leadership team to discuss strategic plan tactics, progress on the tactics, and evaluation of the tactics post implementation.

The Assistant Director will discuss the need for any changes to the Strategic Plan and Balanced Scorecard with the executive team and the Directorate. The Director and Chief Deputy Director will rely greatly on the Assistant Director for guidance and recommendations on the following:

- Formulation and implementation of EDD programs and policies pertaining to the Department's mission.
- Policy advice and direction.
- Coordination and development of department-wide policies to ensure consistency with the Director's expectation.
- Politically sensitive issues and developing an action plan to address all facets associate with the EDD.
- Formulate short and long range goals.
- Manage the Balanced Scorecard initiative portfolio and ensure resources are being met, and outcomes are being achieved and measured.

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

The Assistant Director will be developing new policy that spans multiple lines of business and reviewing existing policy to ensure it supports the Department's short and long term goals. The Assistant Director will be responsible for implementing policies created by control agencies, other areas of EDD, and mandated by the legislature. Failure to properly establish and hold fast to these policies could result in flawed business decisions, inaccuracies, and damage to the Department's reputation, and overall negative impact to the labor workforce and State of California as a whole.