

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

6/7/2019

2. Department

Government Operations Agency

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

Office of Digital Innovation

4. CEA Position Title

Head of Talent - CEA C

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

The mission of the Office of Digital Innovation is to change the way the state approaches business and technology investments to ensure all state government services are efficiently delivered and easily accessed. This CEA will provide the overall direction, policy formulation, and program management of department-wide strategic planning of recruiting and hiring of potential employees for the Office of Digital Innovation (ODI) and will oversee the Training CEA in the creation of a statewide training program about digital services for executives and management.

6. Reports to: (Class Title/Level)

Chief Deputy Director/Exempt

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.

The Deputy Director of Talent is responsible for creating a vision, strategy, and corresponding plans for talent management initiatives that are aligned with ODI's mission, goals and objectives. In addition, the Deputy Director will continually improve the integrated approach to talent management, including employee engagement, inclusive hiring, recruitment, workforce/succession planning, management development programs and placement services for ODI. The CEA oversees the Deputy Director of Training in the creation of a statewide training program for all state department executives, managers and supervisors.

The Deputy Director of Talent provides policy direction to ODI leadership and works with ODI divisions to design, develop, communicate, and implement initiatives to help ensure new policies, programs and systems are integrated successfully into the organization to improve the delivery of Department services.

The Deputy Director of Talent shares policy guidance for the Department's training requirements with the Chief Deputy Director, to stakeholders and executive management on issues and decisions regarding training, workforce development, and change management. These workforce development policies affect mandatory training requirements and training and development priorities. The Deputy Director of Talent provides policy direction and policy decisions regarding all ODI's leadership development initiatives to support the succession planning efforts of the Department.

The Deputy Director of Talent will share policy guidance for the Department's Upward Mobility program with the Chief Deputy Director, Equal Employment Office, and provides policy and process guidance to ODI managers to enhance employees' professional growth for the betterment of the ODI workforce and to mitigate the risks associated with the aging State workforce.

The Deputy Director of Talent directs recruitment efforts throughout the department by providing policy and process guidance through the development and implementation of a recruitment strategy to help ensure a pipeline of incoming talent to fill critical positions throughout ODI, including in the engineering, product management, design and user experience and strategy/ops/procurement divisions. These four divisions will work in multi-disciplinary teams and will have a continual stream of new employees being recruited from the current state workforce as well as from the private sector. It is envisioned that staff in these four divisions will spend two to four years with ODI and then will either promote to other state departments, or return to the private sector. These units will need continual recruitment efforts to maintain a high quality pool of technical applicants who are interested in public sector experience and improvement.

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 Deputy Director of Talent as part of the Executive Leadership Team, is instrumental in ensuring the alignment of our human capital with our strategic and operational objectives to ensure ODI can accomplish its mission, goals and objectives. Employees are a critical asset and it is important to the mission of ODI in servicing the needs of millions of California consumers to have the right people, in the right place, and at the right time. The training program that this position oversees is one of the core functions of ODI - an Innovation Academy, that will challenge departments to rethink how they provide services to Californians. A quality training program is of strategic importance to the Director as the functions performed will be imperative to the continual improvement and future sustainability of the Department.

ODI relies on a knowledgeable, committed workforce of skilled professionals to achieve its mission of providing state departments with expertise in digital services. Proper recruitment, training, development and succession planning of the ODI workforce will help to ensure accurate and timely services to state departments.

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.

ODI was established in the 2019-20 Budget Act. ODI will enhance the usability and reliability of the state's most important services by using business process improvement and leveraging digital innovation, as appropriate, to transform government services. ODI will take a user-centric approach in reviewing government services and research user needs, how they engage with state programs, and then in response, design or redesign how services are delivered. The Head of Talent position was approved in a FY19/20 BCP as part of the establishment of this new program.

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 Head of Talent partners with other ODI deputies to prioritize and implement all recruitment efforts, monitor action plans, and provide communication to key stakeholders. They will develop and lead strategic delivery of organizational assessments, engagement and culture surveys. The talent division will assist in creating a positive and productive workplace that supports the core mission of ODI.

The Head of Talent oversees the Training CEA who is one of the principal policymakers for the department's efforts to establish a statewide Innovation Academy, including the programs and procedures supporting the statewide and department level training programs and is responsible for developing, implementing, monitoring processes and applicable policies, and ensuring that goals and objectives are met. This division also implements and evaluates the development program for ODI employees, which is intended to invest in the professional development of employees resulting in knowledge transfer throughout the Department, employee engagement, increased retention and the preparation of employees for career advancement.

The Head of Talent also will have be the principal policy maker in the following areas:

- Workforce Planning: Develops, implements and evaluates the ODI Workforce Plan. Such plans are a systematic, proactive process, which aligns strategic planning and human capital to meet organization goals and objectives. This includes forecasting mission critical talent needs, analyzing current workforce and talent supply, and developing, implementing and evaluating strategies to close gaps. Such workforce planning depends upon, complements and logically follows strategic planning; it identifies staffing and competency needs as well as strategies required to achieve our strategic goals.

- Succession Planning: Develops, implements and evaluates the ODI Succession Plans. Such plans involve identifying and prioritizing key leadership positions, identifying competency gaps, and developing strategies for addressing future needs.

C. ROLE IN POLICY INFLUENCE (continued)

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

The decisions made by the Deputy Director of Talent support the overall mission and vision of ODI. The Deputy Director of Talent serves as a member of the department's executive management team and plays a significant role in the decision making and development of priorities, policies, and practices pertaining to recruitment, strategic planning, workforce development, succession planning, organizational change management and statewide and departmental training.

The Deputy Director of Talent receives general guidance and direction from the Director and Chief Deputy Director. The decision making authority includes providing direction and guidance to executive leadership and departmental managers.

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

The position will be developing and implementing new policy as well as implementing and modifying existing policy. New policies will be developed as required to meet the unique operational needs of ODI. Existing policies will be reviewed and updated as required, commensurate with program changes of ODI and external changes impacting State Government activities.

The CEA will ensure implementation of State policies regarding workforce and succession planning requirements as well as ensure such talent initiatives are in compliance with all laws and regulations relative to recruitment, selection, certification, management development and mentoring, training, and knowledge transfer policies, systems, and procedures.