

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

January 2, 2024

2. Department

Governor's Office of Planning & Research

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

Human Resources Office

4. CEA Position Title

Chief of Human Resources

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

Under the direction of the Deputy Director of Administration, the Chief of Human Resources (CEA A) has full responsibility for developing policies impacting human resources and has broad decision-making authority in executing human resources strategies that support the overall mission, organizational plan, and strategic objectives of the Governor's Office of Planning & Research (OPR).

6. Reports to: (Class Title/Level)

ASSISTANT TO THE GOVERNOR

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*):

While the proposed CEA may not hold an official position within the OPR's Executive Office, their role is crucial in providing valuable insights and guidance on sensitive human resources matters. This is especially true in the context of performance management and enterprise strategic planning decisions. The CEA's frequent interaction with the Executive Team is centered around their role as a senior leader, ensuring that HR considerations are integrated into the enterprise's decision-making processes.

Position within Senior Leadership:

1. Direct Reporting Line: The CEA A directly reports to the Deputy Director of Administration, a member of the Executive Team. This reporting structure places the CEA in a position of influence, fostering close collaboration with top-level executives.

2. Senior Leadership Role: The CEA will serve on the Senior Leadership Team, the second highest governance body at OPR comprised primarily of other CEAs at the Office Chief Level.

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 direction of the Deputy Director of Administration, the Chief of Human Resources (CEA) has full responsibility for developing policies impacting human resources and has broad decision-making authority in executing human resources strategies that support the overall mission, organizational plan, and strategic objectives of the Governor's Office of Planning & Research (OPR). The CEA oversees all aspects of human resource management, practices, and operations and provides strategic support to and partnership with the director and executive management while ensuring compliance with the State's civil service rules and regulations. The CEA plans, directs, and organizes the following areas: payroll and benefits, classification and pay, examination development and administration, recruitment, labor relations, performance management, health and safety, and return to work. The CEA also sponsors information technology projects designed to enhance organizational performance and efficiency.

Policy Development and Administration:

Develops and implements policies in all areas of human resources, including classification and pay, examinations, performance management, return to work, labor relations, and recruitment to ensure compliance with applicable laws, rules, and bargaining unit provisions. Institutes practices and procedures to ensure OPR appointments are merit based and that disciplinary action is taken against any OPR employee who attempts to circumvent the state merit process. Ensures policies accurately reflect existing or best practices and comply with appropriate guidance documents. Ensures procedures are clear, concise and accurate. Works closely with supervisors and managers within the department concerning operational needs regarding the development and administration of human resources policies. Evaluates effectiveness of revised policies and recommends improvements to operations. Establishes appropriate protocols for policy implementation.

Leadership:

Directs OPR's Human Resources Office by providing overall leadership and guidance to subordinate managers; sets goals and objectives; plans utilization of allocated resources; assigns priorities; balances workload, and justifies additional staff and approves other resources when necessary. Acts as OPR's liaison with control agencies, such as the California Department of Human Resources and State Personnel Board, on personnel management matters; represents OPR at meetings held by control agencies or as a member of multi-departmental committees or task forces dealing with personnel management issues and other matters of interest. Trains supervisors and managers on various aspects of State personnel management; counsels Department employees at all levels on issues they encounter in the workplace, including relationships with peers and supervisors on appropriate preparation for career progression in State service and on their civil service rights and obligations, disciplinary problems, grievances, complaints, and related matters.

Personnel Management:

Plans, organizes, directs, and reviews staff assignments. Provides regular and timely written staff performance appraisals. Counsels staff and initiates disciplinary actions as necessary. Recruits, hires, trains, develops, and provides leadership to staff. Ensures full compliance with state and federal laws, rules, regulations, bargaining unit contracts, and policies in all personnel practices, including, but not limited to: hiring, employee development, and management. Identifies appropriate long-range plans and goals to address succession planning and knowledge transfer. Establishes performance expectations for all staff. Reviews staff work plans, monitors and evaluates progress, and ensures key milestones are met and on schedule. Develops office goals, strategic and operational plans to meet organizational objectives. Monitors, organizes, directs, and evaluates the quality and quantity of the office's work and makes changes to ensure a productive work environment. Monitors potential workload bottlenecks and recommends appropriate courses of action. Establishes standards for customer service and ensures consistent execution.

Strategic Planning and Management:

Functions as a strategic advisor to the Director and executive management regarding key organizational and management issues including but not limited to recruitment and retention, work/life programs, performance management, labor relations, and employee benefits. Performs special assignments for the director and others in leadership positions in planning and implementing major reorganizations, negotiating transfers of positions between operating units, handling sensitive disciplinary matters or complaints; preparing reports and correspondence, including correspondence on sensitive matters for signature of the director or deputy directors. Contributes to OPR's report on State Leadership Accountability Act (SLAA).

Office Automation:

In consultation with the Information Technology Unit, provides high-level direction and oversight to create and implement electronically viable HR information systems and tools to automate HR services, records information, forms in the areas of recruitment; examination; classification and pay; attendance reporting, position control, and probationary report tracking.

Serves as a backup to the Deputy Director of Administration. Assists and oversees in special projects. Performs other duties as required.

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: OPR is the State's Comprehensive Planning Agency. OPR studies future research and planning needs, fosters goal-driven collaboration, and delivers guidance to state partners and local communities, with a focus on land use and community development, climate risk and resilience, and high road economic development.

The OPR Human Resources Office (HRO) supports the overall mission by guiding our team members as they do that work, ensuring they work effectively and efficiently to serve our state partners and local communities. Specifically, the HRO leads and supports the enterprise strategies in payroll and benefits, classification and pay, examination development and administration, recruitment, labor relations, performance management, and return to work. HRO ensures OPR is in compliance with applicable laws, rules, and bargaining unit provisions.

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.

This position is currently held by an incumbent with the title of Personnel Officer. This transition from an exempt role to a civil service classification is consistent with the OPR's transition to civil service.

More broadly, the recent developments at OPR have prompted the necessity for a comprehensive reevaluation and restructuring of the HRO. Two significant changes stand out as catalysts for this request: the imperative to elevate the role of human resources within OPR and the transformation of day-to-day business operations post-civil service conversion. These changes have prompted OPR to address new challenges and seize opportunities that require focused attention, strategic direction, and enhanced operational efficiency.

OPR recognizes the value of human resources as a strategic and operational partner. The HRO's transition to a more strategic role within OPR necessitates a clear distinction between strategic leadership and day-to-day operational management. The HRO CEA role allows for specialized focus on operational policies, compliance, and processes.

The civil service conversion has led to additional regulations and considerations for OPR, such as labor relation, progressive discipline and the California civil service selection process. The introduction of these new concepts, coupled with a surge in requests for recruitment, performance management, and labor relations issues related to this environment, require a dedicated focus on operational policy-making.

In response to these changes, transition from an exempt classification to the CEA best fit the reevaluation and restructuring of the HRO.

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 CEA position will be the principal policy maker over the operational policies, compliance, and processes related to payroll and benefits, classification and pay, examination development and administration, recruitment, labor relations, performance management, health and safety, and return to work.

1. Nepotism Policy:

The CEA position will shape the Nepotism policy, which addresses the hiring and supervision of relatives within OPR. This policy will impact OPR by ensuring transparent and unbiased hiring practices, maintaining the integrity of the workforce, and preventing conflicts of interest. The Nepotism policy's impact is broad, affecting the OPR culture and team member perceptions. By establishing fair and equitable hiring practices, the policy strengthens trust among team members and outside candidates, enhances workplace professionalism, and supports an environment where team members feel their career advancement is based on merit.

2. Injury and Illness Prevention Policy:

The CEA position's involvement in the Injury and Illness Prevention policy will contribute to maintaining a safe and healthy work environment. This policy will impact OPR by reducing workplace accidents, promoting employee well-being, and ensuring compliance with health and safety regulations. The Injury and Illness Prevention policy's statewide impact is profound as it safeguards the health and safety of all team members. By mitigating risks and adhering to state health and safety standards, the policy underscores the enterprise's commitment to its workforce's welfare and supports a productive and responsible work culture.

3. Telework Policy:

The CEA position will oversee the Telework policy, which outlines guidelines and procedures for remote work arrangements. This policy will impact OPR by facilitating remote work arrangements, enhancing work-life balance, and contributing to the enterprise's agility in responding to changing work dynamics. The Telework policy will have a statewide impact on OPR's operational model and set the tone for other state agencies. It enables team members to work remotely, enhancing productivity and flexibility, especially in post-pandemic times when hybrid work arrangements have become common practice.

4. Reasonable Accommodation Policy:

The CEA position will be the principal policy holder for the Reasonable Accommodation policy, which ensures that team members with disabilities have equal opportunities and access to workplace facilities and opportunities. This policy will impact OPR by promoting inclusivity and compliance with the Americans with Disabilities Act (ADA), allowing all team members to perform at their best. This policy will have a significant statewide impact as it upholds the rights of team members with disabilities across all levels of the enterprise. By providing necessary accommodations, the policy fosters a diverse and inclusive workforce, reflecting OPR's commitment to equal opportunity. In addition, the consequence of error in implementing this policy is great as holds reputation harm to OPR if not developed and implemented properly.

C. ROLE IN POLICY INFLUENCE (continued)

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

The scope and nature of decision-making authority for the proposed CEA are comprehensive and vital to ensuring the effective functioning of the HRO. The CEA's authority extends across various critical areas, encompassing both operational and technical aspects. The CEA will hold full management authority over the Human Resources Office, which involves overseeing the implementation of policies related to payroll and benefits, classification and pay, examination development and administration, recruitment, labor relations, performance management, health and safety and return to work. Decision-making in this area will involve determining appropriate actions in response to personnel matters, ensuring consistent and fair application of policies, and managing complex cases that impact employee performance and behavior.

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

The CEA position will encompass both the development and implementation of new policies as well as the interpretation and implementation of existing policies. The role's responsibilities are multifaceted and involve proactive policy creation as well as ensuring compliance and effective application of established policies.

Developing and Implementing New Policy:

Regular Policy Review: The CEA will periodically review existing policies to ensure they align with current laws, regulations, and best practices. This review process involves identifying areas for improvement, updating policies as needed, and ensuring they remain effective and compliant.

Addressing New Business Initiatives: The CEA will develop new policies to support emerging business plan initiatives. For instance, with new recruitment strategies, such as Diversity, Equity, and Inclusion efforts, the CEA will formulate a recruitment strategy policy that promotes inclusive hiring practices around those new strategies.

Adapting to Regulatory Changes: As new laws, rules, and regulations come into effect, the CEA will create policies to ensure OPR's compliance. This includes developing policies in response to regulatory shifts that affect hiring practices, data privacy, and other HR-related areas.

Interpreting and Implementing Existing Policy:

Ensuring Consistent Application: The CEA will interpret and implement existing policies to ensure consistent and fair application throughout OPR. This involves offering guidance to team leaders and team members on policy interpretation and addressing questions or concerns.

Managing Compliance: Policies like Reasonable Accommodation, Telework, and Injury and Illness Prevention Plan require consistent adherence. The CEA will oversee their implementation to ensure compliance with regulatory requirements and enterprise standards. In summary, the CEA position involves a dynamic blend of developing new policies to support strategic initiatives and regulatory changes, as well as interpreting and implementing existing policies to ensure enterprise compliance and enhance the team member experience.