

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

2025-05-01

2. Department

California Department of Corrections and Rehabilitation

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

Division of Administrative Services / Human Resources

4. CEA Position Title

Associate Director, Personnel Operations & Support

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

The California Department of Corrections and Rehabilitation (CDCR) proposes to allocate the above CEA position, with the Division of Administrative Services/Human Resources. The Associate Director, Personnel Operations & Support (AD) provides leadership and direction over the areas of Payroll & Benefit Operations and the Statewide Support Unit. This position plays a key role in ensuring that the Human Resources team, and the organization at large, continue to move the needle forward by increasing operational efficiency, prioritizing employee development and advancement, and ensuring our approximately 58,000 employees are accurately compensated.

6. Reports to: (Class Title/Level)

Deputy Director, Human Resources (CEA Level C)

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*): The Associate Director, Personnel Operations & Support assists in the day-to-day administration and management of CDCR's HR functions and serves as a subject matter expert on a variety of HR services, to include payroll, benefits and statewide support unit.

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 Deputy Director, Human Resources, the Associate Director (AD), is responsible for directing and overseeing statewide HR-related services in the following areas: Payroll & Benefit Operations (PBO), and the Statewide Support Unit for CDCR. The AD also provides oversight of local personnel officers and transactions programs within 31 adult institutions. The AD has extensive involvement in the formulation and implementation of policy, procedures and programs related to personnel management and works closely with other HR executive management team members in the development, review, revision, and ongoing maintenance of departmental HR policies and procedures to ensure statewide consistency between CDCR HR programs. In addition, the AD provides functional supervision and direction to personnel staff in the Department's adult institutions as well as operations and plays a key role in helping to build and maintain a dynamic and diverse employee culture where employees are engaged and find long term success. The AD has extensive involvement in the formulation and implementation of policy, procedures and programs related to the Department's personnel transactions services, statewide transaction support, Business Information System (BIS)/systems, applications, and products (SAP), Human Resources Technology Success (HRTS), HR Customer Connect, data team, as well as the operational activities that streamline, automate, and innovate HR business practices for the Department.

Provides consultative services to departmental management on the transactions program. Interacts and negotiates on behalf of the Department with control agencies such as the California Department of Human Resources (CalHR), the State Personnel Board (SPB), the State Controller's Office (SCO), and the California Public Employees Retirement System (CalPERS). Analyzes and independently resolves a variety of complex technical personnel/payroll issues. Monitors the Department's payroll and employee benefits programs in accordance with State Personnel Board, CalHR, Department of Finance, State Controller's Office, CalPERS and the federal Labor laws, rules, policies, and procedures. Provides direction and oversight to personnel staff in the Department's adult institutions, and adult parole operations in the areas of payroll, benefits, and other transactions-related services. Fosters oversight and guidance to institutional personnel offices on a statewide basis; requiring strong and thorough knowledge of appropriate laws, rules, regulations, and contract language pertaining to personnel transactions. Reviews pending legislation impacting transactions and provides input on the impact of legislation to HR programs and services. Responds to internal and external audits, acts as designated primary contact for all transactions related issues; testifies at depositions, trials and administrative hearings involving the department.

Oversees and directs the PBO program, including the Disability Management Unit, to ensure that all employee compensation related matters are processed legally, accurately and timely. Ensures PBO stays within budget allotment. Oversees in the areas of personnel record keeping, certification, payroll, appointment, separation, miscellaneous transactions, personnel document processing, Family & Medical Leave Act, Industrial/Non-Industrial Disability, health, dental, vision, and retirement benefits, and related personnel transactions functions. Ensures subordinate staff have the necessary tools, training, and resources to meet operational needs and provide timely and high-quality customer service.

Oversees and directs the Statewide Support Unit, which includes the areas of Statewide Transactions Support, Customer Support, HR BIS Time and Shift, HR BIS RPA Workflow, data, HR Customer Connect, as well as the HRTS (SAP Success Factors) and the SharePoint needs of CDCR. Collaborates with Executive Staff in relation to the implementation, roll out and maintenance of the Enterprise Resource Planning Solution (SAP). Has direct oversight over statewide implementation of new and revised HR processes related to BIS and SharePoint projects, in order to ensure more efficient HR business processes are being made. Provides guidance and expert consultation to top level managers/administrators and executive staff regarding the most sensitive and complex issues, such as Public Records Act requests, Labor bargaining data requests, placement activities, and other sensitive and confidential activities that require the collection and presentation of data and statistics.

Models and instills the Department's core values of leadership, integrity, accountability, and collaboration. Represents the Department with oversight entities such as CalHR, SPB, Legislative Analyst's Office, and the Department of Finance, and in meetings, conferences, and public hearings. Attends Executive Staff and/or Cabinet meetings on an as needed basis to present HR-related policy issues. Leads and/or participates in department-wide task forces, providing personnel management expertise; clarifying issues and priorities; communicating with management and other stakeholders on milestones, and recommended courses of action. Works collaboratively with Labor Relations on strategizing collective bargaining issues and developing management strategies for personnel management-related collective bargaining issues; ensures employee bargaining contract provisions related to personnel management are implemented in compliance with Memoranda of Understanding. Acts on behalf of the Assistant Deputy Director, Human Resources, as needed.

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 mission of the California Department of Corrections & Rehabilitation (CDCR) is to facilitate the successful reintegration of the individuals in our care back to their communities equipped with the tools to be drug-free, healthy, and employable members of society by providing education, treatment, rehabilitative, and restorative justice programs, all in a safe and humane environment. Without accurately compensated and trained staff, the mission of the Department cannot be fulfilled.

The mission of CDCR's Human Resources is to provide a positive employee experience through the delivery of excellent customer service. Our goal is to have a trusted human resources management program that is service-oriented and policy compliant to: recruit and retain top talent, ensure proper compensation, provide meaningful wellness programs, empower professional development, and create innovative solutions to deliver a diversified high performing workforce. We cannot rise to that challenge without dedicated focus or expertise.

This program is critical to the management and development of effective administrative policies, payroll, and benefits that comply with federal and state mandates. This position is devoted to the operational activities that streamline, automate, and innovate HR business practices for the Department. The policies set by this position have a direct impact on the successful recruitment and retention of a diverse and qualified workforce. We cannot retain employees if they are not accurately and timely compensated, trained and developed in their careers, or if we do not equip our employees with the tools, programs, and technologies needed to be efficient, effective, and successful in their role. Without retaining our most valuable asset, our employees, the Department will not be able to achieve its mission.

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 CDCR's Human Resources (HR) program is one of the largest, most complex and diverse in state service. The program serves approximately 58,000 employees in 88 locations statewide, with functional responsibility of the on-site HR programs at each of the 31 adult facilities and liaison responsibility for all CDCR headquarters programs, including parole regions. Additionally, the Department serves employees in 18 of the 21 bargaining units. The most complex being BU06, which represents CDCR rank and file peace officer classifications. BU06 has a variety of complex bargaining issues which impact HR policy and operations. The size of the Department, the geographic span, numerous collective bargaining issues, and other issues such as lawsuits, court mandates, control agency requirements impacting HR operations; all significantly add to the complexity of the HR function. The HR restructuring will help to ensure the Department's HR programs provide optimum focus on critical areas, are working in unity to support sustainable workforce practices for the Department and provide a more balanced distribution of our complex HR operational programs.

As outlined in the Governor's Budget for CDCR, a strategic organizational change is needed to improve operational efficiency and align with current and projected needs. The adult population has steadily declined in recent years, which has allowed CDCR to close institutions and deactivate housing units across the state. Currently there is no immediate plans to close another institution. With no institutional closures on the horizon, this impacts the Staffing Solutions and Retention Office (SSRO) workload. This unit is being dismantled due to the absence of future institutional closures, which previously drove much of its workload. With the dissolution of SSRO, this allows Human Resources (HR) to look at the overall structure of the program to better align the functional areas and provide a more equitable structure for each of the HR AD's.

In alignment with this transition, the workload will now be distributed among the three HR AD's. The restructuring of the duties will be distributed into three proposed positions:

- 1) Associate Director, Personnel Operations & Support
- 2) Associate Director, Strategic Policy and Compliance Unit
- 3) Associate Director, Talent Management (formerly SSRO)

The proposed revision request for the AD, Personnel Operations & Support will be responsible for administering the Department's Personnel Transactions program which includes General and Specialized Transactions, Benefits, and the Statewide Support Unit. The Workforce Development unit will now be placed under the direction of the AD, Strategic Policy and Compliance Unit.

The proposed revision request for the AD, Talent Management will be responsible for Headquarters Classification and Hiring including Hiring & Preemployment, as well as Examination Services, and Recruitment and Career services statewide.

The proposed revision request for the AD, Strategic Policy and Compliance Unit will be responsible for Workforce Development, Compliance & Audit Support, and Statewide Classification and Hiring which includes Strategic Planning & Special Projects, Administration, Training & Change Management, Statewide Policy, Statewide Telework, and Audits.

This reallocation of duties is intended to ensure continuity of service while streamlining the organizational structure. These changes justify the current request by demonstrating a thoughtful reorganization of resources to maintain critical human resources functions without the need for additional staffing or new allocations at this time. The redistribution also reflects a more efficient use of existing positions to support ongoing departmental operations and priorities.

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 AD will be the principle policy maker for the Department over the following areas:

1. Transactions/Payroll/Benefits:

Oversees and directs the payroll and benefits operations program, to ensure that all employee compensation related matters are processed legally, accurately and timely. Provides consultative services to departmental management on the transactions program. Interacts and negotiates on behalf of the Department with control agencies such as the California Department of Human Resources (CalHR), the State Personnel Board (SPB), the State Controller's Office (SCO), and the California Public Employees Retirement System (CalPERS). Analyzes and independently resolves a variety of complex technical personnel/payroll issues. Monitors the Department's payroll and employee benefits programs in accordance with State Personnel Board, CalHR, Department of Finance, Board of Control, State Controller's Office, Public Employees Retirement System and the federal Labor laws, rules, policies, and procedures. Interprets Department of Personnel Administration, State Personnel Board, Department of Finance, Board of Control, State Controller's Office, Public Employees Retirement System and federal laws, rules, policies and procedures.

Provides direction and oversight to personnel staff in the Department's adult institutions, and adult parole operations in the areas of payroll, benefits, and other transactions-related services. Fosters oversight and guidance to institutional personnel offices on a statewide basis; requiring strong and thorough knowledge of appropriate laws, rules, regulations, and contract language pertaining to personnel transactions. Reviews pending legislation impacting transactions and provides input on the impact of legislation to HR programs and services. Responds to internal and external audits, acts as designated primary contact for all transactions related issues; testifies at depositions, trials and administrative hearings involving the department.

2. Statewide Support Unit -

Oversees the statewide policy unit which provides direction on all personnel related matters. Additionally, will provide communication and support to stakeholders in the Statewide Support Unit, in the areas of Administration/Training, Transactions, Customer Support and Digital Innovation, which includes HR BIS, data, as well as the Human Resources Technology Success Initiative (SAP Success Factors) and the SharePoint needs of CDCR. Collaborates with Executive Staff in relation to the implementation, roll out and maintenance of the Enterprise Resource Planning Solution (SAP). Has direct oversight over statewide implementation of new and revised HR processes related to BIS and SharePoint projects, in order to ensure more efficient HR business processes are being made.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Associate Director, Personnel Operations & Support position has authority over the Department's Payroll & Benefit Operations and the Statewide Support Unit for CDCR. The AD will have extensive involvement in the formulation and implementation of policy, procedures and programs related to the Department's personnel transactions services, Business Information System (BIS)/systems, applications, and products (SAP), as well as the operational activities that streamline, automate, and innovate HR business practices for the Department.

This position will provide leadership support, as well as direction and oversight of the formulation and implementation of policy, procedures and programs related to personnel transaction services (including payroll, benefit services). The incumbent will serve as the department's subject matter expert on personnel payroll and benefit-related services for CDCR. The decisions made by the AD supports the overall mission and vision of CDCR/HR. The AD consults and advises executive level managers, regarding changes which affect the entire Department, current and future management practices, statewide employees, and the safety of the general public.

The AD confers with control agencies concerning interpretation and consistent application of Government laws and rules. Reviews pending legislation impacting Transactions and develops, recommends, implements and evaluates policies to ensure operational effectiveness, consistency, and standardization of transactions-related programs including payroll, benefit services, and statewide personnel services, in accordance with the Department's mission, Strategic Plan, and court-ordered mandates. The AD works to ensure that the personnel practices at Headquarters, institutions, and field offices are standardized through close collaboration with other HR administrators.

The AD strives to continuously meet and improve administrative goals and objects, and address administrative challenges, department wide. In addition, the AD works collaboratively with other CEAs and Exempts to ensure consistent implementation of all administrative policy decisions that affect the Department.

The AD is responsible for counseling and advising the Assistant Deputy Director on the most sensitive, complex and critical operational and personnel related issues impacting the organization; assisting and consulting with other CEAs and Exempts in the development of significant policy; implementing administrative policies through close coordination with the Executive Management Team to ensure accountability; and providing consistent leadership and support for improvement efforts throughout HR.

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

The Associate Director, Personnel Operations & Support will be responsible for developing, recommending, and implementing new policy as well as modifying and implementing existing policy. New policy will be developed as required to meet the operational need of CDCR, in response to state and federal law/regulation changes impacting HR; legislative or court mandates, audit findings and resultant corrective action plans, and/or collective bargaining agreements. Existing policy will be reviewed and updated as required, commensurate with program changes within CDCR, and external changes impacting California state government HR activities