

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

10/25/2016

2. Department

California Workforce Development Board

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

Workforce Innovation Branch

4. CEA Position Title

Deputy Director, Workforce Innovation Branch

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

The Deputy Director of Workforce Innovation is charged with developing the strategic vision underlying regional economic and workforce development and guiding innovation in related policy and practice to advance the State's broad labor market goals of shared prosperity and income mobility. The Deputy Director oversees high profile sector initiatives and workforce grant programs funded either by WIOA or through alternative sources of funding such as federal grants or relevant state grants. The key work of the Deputy Director is to align the broad objectives of various grant-making initiatives with the State Plan's policy agenda while encouraging innovation and experimentation in the field.

6. Reports to: (Class Title/Level)

Chief Deputy Director (CEA B)

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 direction of the Executive Director and Chief Deputy Director of the California Workforce Development Board (State Board), the Deputy Director is responsible for directing the activities of the Workforce Innovation Branch to build a culture of innovation across the workforce development system, including sustained regional leadership, governance models, and systems alignment. Specifically:

- 1) Directing the WIOA Implementation Initiative;
- 2) Directing the Governor's WIOA Discretionary Funded Initiatives such as SlingShot and Accelerator grant programs and state-funded initiatives such as AB 2060 Supervised Population Workforce Training grant program;
- 3) Coordinating state, regional and local-level partner agencies and departments to affect policy and administrative change necessary to realizing regional leadership and innovation.

1. In directing the WIOA Implementation Initiative, the Deputy Director will work with local workforce development boards (local boards) and regional planning units to use grant funds to:

- Build capacity/local technical assistance, planning and local board development in order to complete and implement WIOA Regional Plans.
- Incentivize regional implementation of the primary State Plan goal of increasing industry-valued credential attainment and apprenticeships by 1 million in 10 years.
- Develop and implement regional planning unit decision-making structure and governance agreements.
- Build capacity of local board staff and partners through cross-training to implement WIOA's Customer-Centered Design.

2. In directing the Governor's WIOA Discretionary Funded Initiatives such as SlingShot and Accelerator grant programs and state-funded initiatives such as AB 2060 Supervised Population Workforce Training grant program, the Deputy Director will:

- Work with local boards, the California Workforce Association, Employment Development Department, community colleges and other workforce partners, national workforce advocates and experts, industry/employers, organized labor, and other stakeholders to develop scopes of work and deliverables that support the State Plan's SlingShot and Accelerator initiatives and other workforce training grant programs.
- Provide technical assistance and strategic advice to local boards, One-Stops, community-based organizations, state agencies and other grantees/stakeholders on developing and implementing programs that link policy and practice through regional, sector-based training collaboratives, leverage expertise in workforce intermediaries, labor-management partnerships, and postsecondary systems to support ongoing dialogue between labor, business, education, community, and the public workforce system.

3. In coordinating state, regional and local-level partner agencies and departments to affect policy and administrative change necessary to realizing regional leadership and innovation, the Deputy Director will:

- Promote coordination among the Department of Education, Division of Apprenticeship Standards, Community Colleges Chancellor's Office, GO-Biz, Employment Development Department, Employment Training Panel, Health and Human Services, Social Services and other state-level partners.
- Ensure effective communication among state and regional workforce development partners such as the State Board and its sector committees, local boards, regional workforce & economic development networks, etc.
- Develop State Board grant proposals and manage team grant review processes.

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: As the Governor's agent for "the development, oversight, and continuous improvement of California's workforce investment system and the alignment of the education and workforce investment systems," the State Board and its staff provide active ongoing policy analysis, technical assistance, and program evaluation to inform and shape state policy on workforce and educational program design and implementation. With the July 2014 enactment of the Workforce Investment Act (WIA) replacement legislation – The Workforce Innovation and Opportunity Act (WIOA), there is a need to implement legislation (SB 1270) that significantly revises the State Unemployment Insurance Code (UIC) §14000-14500 to incorporate all WIOA references and provisions. Below are examples of the WIOA policies that the Deputy Director will be directly involved in:

- Implement a WIOA Communications Strategy
- Implement WIOA regulations
- Implement combined SlingShot regional plans and WIOA regional plans
- Assist in developing WIOA performance metrics
- Assist in developing the WIOA Local Plan guidance and Regional Plan guidance
- Guide and direct the investment of \$6.4 million in WIOA Implementation Grants to assist local boards to implement WIOA.
- Guide and direct the investment of WIOA Governor's Discretionary Fund to achieve WIOA goals, objectives and performance.

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 State Board has a huge new responsibility under WIOA to implement policies and procedures overseeing the Adult Education and Literacy and Vocational Rehabilitation programs in addition to the traditional One Stop Career Center and Wagner-Peyser employment services programs within a very short period of time. The Governor's Strategic Workforce Plan expands this purview to the State-level, regional, and local coordination of all workforce, education & training and employment services investments. The State Board is responsible for implementing the strategic vision underlying regional economic and workforce development and guiding innovation in related policy and practice to advance the State's broad labor market goals of shared prosperity and income mobility. The Deputy Director must possess the skills and expertise necessary to to successfully link workforce development policy and practice through regional, sector-based training collaboratives, leveraging expertise in workforce intermediaries, labor-management partnerships, and postsecondary systems to support ongoing dialogue between labor, business, education, community, and the public workforce system to implement the State Plan among a variety of target populations.

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.

1. WIOA Implementation Grants:

The WIOA Implementation grants provide assistance for capacity building/local technical assistance, planning and local board development in order to complete WIOA Regional Plans; fund strategic development grants to incentivize regional implementation of State Plan goal of increasing industry-valued credential attainment and apprenticeships by 1 million in 10 years; fund grants to develop and implement decision-making structure and governance agreements; fund grants to build capacity of local board staff and partners through cross-training; and fund the support and expansion of WIOA's Customer-Centered Design. The Deputy Director will develop, implement and oversee the policies related to the granting of these funds.

2. "SlingShot" Initiative

Building on WIOA's commitment to promote the development of regional workforce and economic development networks, the SlingShot initiative seeks to seed collaborative efforts by employers and industry, government, workforce and economic development, and education stakeholders within a region to identify and then work to solve employment challenges that slow California's economic engine -- with regionally-selected solutions to regionally-defined problems. The Deputy Director will be responsible for the development, implementation and oversight of the policies related to the competitive awarding of these funds annually and the statewide administration and implementation of the SlingShot Initiative among the 13 participating regional collaboratives.

3. Regional Workforce "Accelerator" Initiative

Building on WIOA's goal of prioritizing regional coordination among key partners, sector-based employment strategies, skill attainment through earn and learn and other effective training models (including, but not limited to apprenticeship), and development of career pathways, the Deputy Director will use to develop and administer a regional workforce "Accelerator" initiative. The Accelerator initiative seeks to design, develop, and implement projects that accelerate employment and re-employment strategies for California job seekers. The Deputy Director will be responsible for the development, implementation and oversight of the policies related to the competitive awarding of these funds annually and the statewide administration and implementation of the Accelerator initiative to fund projects and partnerships to create and prototype innovative strategies that bridge education and workforce gaps for targeted populations, and implementation of promising models and practices in workforce system service delivery infrastructure.

4. Supervised Population Workforce Training Grant Program (AB 2060, Statutes of 2014)

AB 2060 requires the State Board to establish, fund and administer a recidivism reduction workforce training and development grant program targeting the supervised population. These grants will expand existing, mature collaborative relationships between county-based Community Corrections Partnerships (parole, probation, courts, mental health services, community colleges, etc.) and local boards in support of innovative strategies that accelerate educational attainment and reemployment for the supervised population. The Deputy Director will be responsible for the development, implementation and oversight of the policies related to the competitive awarding of these funds annually and the statewide administration and implementation of this grant program in conformity with state law.

5. In addition to implementing the above WIOA policies and initiatives, there is a multitude of recently enacted state legislation and statewide initiatives that have grant funding attached that must be competitively awarded in conformity with both the intent of Congress under WIOA and the Legislature. Examples of these initiatives and legislation include:

- High-Performance Local Board Standards (SB 698, Statutes of 2011)

SB 698 requires the Governor to establish, through the State Board, standards for certification of "high-performance" local boards, in accordance with specified criteria. The Governor and the Legislature, in consultation with the State Board, are also required to reserve a portion of WIOA Governor's discretionary funds for high-performance local boards. The State Board is required to establish a policy for the allocation of those funds to those local boards. The Deputy Director will implement the new policy for the allocation of competitively awarded WIOA discretionary funds to high performing local boards in the annual May Revise and October Revise budget cycles.

- Investment in Industry-Valued Skills Training (SB 734, Statutes of 2011)

Beginning July 1, 2016, SB 734 requires local boards to spend at least 30 percent of their Adult and Dislocated Worker funds on training services. The EDD is required to submit a report every two years summarizing the total training expenditure of each local board. In the Winter of PY 2014, the EDD provided its first biennial SB 734 training expenditure report. The State Board and EDD have reviewed the report and the Deputy Director will develop and implement policy, provide technical assistance to those local boards that did not meet the training expenditure requirement and will continuously incorporate industry-valued skills training as a mandatory requirement for all State Board sponsored grant programs and initiatives. The purpose of SB 734 is to establish minimum training investment levels for local boards in support of the data-driven, sector-based strategic investment activities identified in the State Plan. The Deputy Director will implement policy that successfully incorporates the SB 734 training expenditure requirements into WIOA cross-system performance metrics and emphasizes jobs-driven training.

C. ROLE IN POLICY INFLUENCE (continued)

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

The program scope is statewide and the impact of decisions effects the ability of the State Board to successfully implement the goals and objectives of the State Plan. The citizens and and business communities statewide are affected by the ability of the Deputy Director to develop and implement grant programs that meet the needs of the target populations and client departments in order to meet their mission and serve the State of California.

The Deputy Director maintains complete oversight and control of Workforce Innovation Branch which includes the full scope and nature of all decision making authority of this Branch. These programs have a combined annual budget of \$25 million. The Deputy Director has the discretion and decisionmaking authority over all staff, financial expenditures, allocations, and monitoring of all budget-funding, contracts, and scope of all the work related to these programs within the Workforce Innovation Branch.

The Deputy Director is the ultimate subject-matter expert on WIOA Implementation, SlingShot, Accelerator and Ex-offender workforce training, and, based on this expertise, the Deputy Director is able to provide general on-going updates and advice to the Executive Director regarding policy development; staff, grantee, and stakeholder concerns; and resolutions to issues as they arise. The Deputy Director is entrusted to run these programs under the general guidance of the Executive Director.

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

The Deputy Director will be developing and implementing new policy and will also be interpreting and implementing existing policy. This is due to the need to reconcile the WIOA of 2014 and the development of new and revised policies to comply with WIOA. Section #26 describes the numerous new and existing policy areas that must be interpreted, reconciled, and either developed or revised.