

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

June 18, 2024

2. Department

Department of Consumer Affairs (DCA)

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

California Board of Accountancy (CBA) / Executive Division

4. CEA Position Title

Administration Chief

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

The Administration Chief (AC) (CEA A) will be a second organizational level position serving as the Chief of Administration at the California Board of Accountancy (CBA) reporting directly to the exempt Executive Officer (EO). The AC is responsible for directing, organizing and evaluating the operations of the Administration, Public Information, Legislation and Regulatory, and Information Technology Units of the CBA. The AC plays an integral role in developing, setting, and influencing policy affecting the CBA based on the CBA's statutory mandates, strategic planning goals, and direction from the CBA, all of which focus on meeting its mandate of consumer protection.

6. Reports to: (Class Title/Level)

Executive Officer/Level E

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 general direction of the EO of the CBA, the AC oversees the management and operations of the Administration Unit, Public Information Unit, Regulatory program, and Information Technology Unit to ensure processes, procedures, policies, and laws are followed to enable the CBA to operate and perform functions consistent with its consumer protection mandate. The AC responsibilities include development of policy initiatives based on the CBA's strategic planning goals, statutory mandates, and direction from the CBA. The AC makes decisions and provides expertise regarding complex business processes, planning, and sensitive legal and regulatory issues related to the accounting profession.

The AC acts as a consultant for the Board Members, EO, and departmental executive management. The AC attends CBA meetings, presents agenda items, and performs or assists the EO in handling administrative and executive matters relating to the CBA. The AC has full-delegated authority to act on behalf of the EO in their absence in the full range of policy and administrative duties, including all policy, resource allocation and personnel matters.

Responsible for executive oversight of the following:

- Business Modernization and Information Technology
- Legislation and Regulations
- Communications, Outreach and Planning
- Human Resources (including Health and Safety and Labor Relations)
- Fiscal (Oversees \$19M+ annual budget)
- Business Services (Contracts and Procurement)
- Special Projects

-Represents the CBA before DCA, Department of Finance (DOF), Business, Consumer Services and housing Agency (BCSHA), the Legislature, professional associations and public organizations, and other interested parties on the CBA's functions, including budget, legislation, regulations, and personnel matters.

-Identifies and proposes recommendations for program changes in Administration consistent with statutory and regulatory changes, or policy direction from the CBA (15 member board appointed by the Governor and Legislature).

-Provides counsel to the EO and CBA on complex fiscal matters and makes decisions or recommends forward-thinking financial strategies to ensure the CBA's fiscal health and sustainability.

-Provides managerial support and policy direction to the CBA's Business Modernization Project, including facilitating discussions on emerging technologies and supporting the DCA's Chief Information Officer's recommendations on IT solutions and best practices to drive organizational efficiency and innovation. Ensures that IT infrastructure and systems meet organizational needs and standards and that IT initiatives are focused on robustness, scalability, and security. Ensuring IT security protocols align with policies and communicate potential IT risks and the associated mitigation and recovery plans to the EO.

-Provides executive level policy and strategic guidance and independent decision making on legislative policy matters, and is responsible for assessing key legislative issues impacting the CBA, and making recommendations for future action.

-Attends and testifies at Legislative Hearings. Participates in meetings with Legislative staff, BCSHA staff and staff from DOF. Prepares and delivers high-level presentations to the CBA members on emerging matters within the CBA.

-Directs the development of the Board's budget. Assigns and monitors special projects, including but not limited to Sunset Review. Implements organizational reorganizations. Reviews and evaluates the CBAs Strategic Plan to ensure it is current with changing environmental and emerging issues. Assures the development of staff and allocation of resources to ensure organizational effectiveness through consistent, uniform policies and procedures. Ensures all CBA policies and procedures are documented and updated on an ongoing basis. Ensures that the CBA maintains and upgrades automated systems to keep the CBA current with evolving technology and compliance with state security objectives. Ensures the provisions of the State Administrative Manual are adhered to.

-Works collaboratively with each Division to identify and jointly implement policy goals set by executive order, statute, or regulations. Manage operations, competencies, and performance by continuously seeking process improvements in organizational policies and programs.

-Provides guidance to staff, Board members, professional organizations, licensees, registrants, applicants, educators, and the public about the laws governing the functions of the CBA. Proposes solutions to problems identified by Board members, EO, Board management and staff, consumers, licensees, and registrants.

-Establishes and maintains a comprehensive portfolio of agency projects and reports, ensuring that each strategic initiative adheres to established project management best practices and plans.

-Selects, supervises, trains and evaluates the performance of direct reporting management and staff. Sets Board policies for hiring, training, evaluating, and retention. Administers the provisions of civil service law and regulations and oversees the progressive discipline 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: DCA's mission is to protect California consumers by providing a safe and fair marketplace through oversight, enforcement, and licensing of professions. CBA's work is critically needed to ensure DCA meets its mission by protecting consumers by ensuring only qualified licensees practice public accountancy in accordance with established professional standards.

The CBA regulates the accounting profession for the public interest by establishing and maintaining entry standards of qualification and conduct within the accounting profession, primarily through its authority to license. The CBA currently regulates over 115,000 licensees, the largest group of licensed accounting professionals in the nation.

The Licensing Division's primary charge is to regulate entry into the profession by ensuring that only those who are qualified are approved to take the Uniform CPA Examination and issued a license to practice public accountancy. Further, the Licensing Division ensures licensees meet specified continuing education and peer review requirements for license renewal to ensure continued competency when providing services to consumers.

The Enforcement Division's primary responsibility is to oversee the enforcement of California laws and rules governing the practice of public accountancy. It does this by conducting complex investigations regarding practice issues that require the expertise of a licensed CPA; conducting investigations for administrative violations and unlicensed activity; issuing citations and fines for violations that do not rise to the level of discipline; filing accusations and imposing discipline; and monitoring licensees on probation.

The Administration Division has several priority responsibilities: 1) ensure the CBA has sufficient resources (budget, staff, equipment, space, etc.) to meet its consumer protection mandate; 2) ensure that policies and procedures are established and implemented to facilitate operations CBA-wide; 3) initiate, amend and monitor legislation as necessary; 4) direct the implementation of legislative changes; 5) establish and amend regulations to implement statutes and CBA policy directives; 6) direct communications and outreach activities that include an interface with stakeholders (consumers, applicants, and licensees); 7) oversee and direct Information Technology activities and projects, including taking on a majority of the project oversight for Business Modernization. Business Modernization will continue to develop and automate Examination, Licensing and Enforcement functions to streamline work flows internally and externally.

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.

-Business Modernization

For many years, the CBA relied upon manual processes and stand-alone database systems to manage the workload in its various programs and had minimal on-line functionality to offer stakeholders. In 2020, the CBA, with the Department of Consumer Affairs (DCA) as the project manager, initiated work to automate many of the CBA's manual processes and increase its on-line presence by offering stakeholders an application and payment options on the CBA website. The CBA has since established two on-line application portals working with DCA and external vendors; however, there is significant more automation to implement in addition to ongoing monitoring and maintenance.

The CBA is taking on the majority of the project management Business Modernization that was previously handled and directed by DCA staff. The AC will take on this large-scale workload and provide oversight of the business modernization work. The scope of the next Business Modernization projects include the examination application system (with external interfaces with national vendors) and enforcement case management. These new projects are in addition to maintenance and modifications to existing systems - and eventually embarking on a project to unify all the automated systems to a single system/database. The CEA will be directing staff on all facets of the project, making policy decisions on the development of systems that will impact programs and functions CBA-wide in addition to applicants for examination, applicants for licensure, licensees, and most importantly - consumers.

The transition of the management and direction of the Business Modernization project from DCA to the CBA can be the typical course of action for these types of projects. The onset of the project is initiated by Departmental staff and then as the project continues to develop and new goals and outcomes are identified, it can be overseen by program staff. Additionally, DCA does not have the available resources to dedicate to the CBA's Business Modernization project along with the specific program knowledge to make policy decisions on the development of the CBA systems. DCA was instrumental in establishing a foundation and laying the framework in the initial stages; however, the CBA has its own dedicated Information Technology Unit and staff who are now at the classification level to be able to fully support, implement, and provide ongoing monitoring and maintenance of current and future automation projects. Having the AC make the policy decisions that provide guidance to staff and functionality is the final step.

-Administration Chief Responsibilities

The AC's responsibilities heavily involve policy development and implementation and will be relied upon to formulate and make CBA-wide policy decisions. The AC has full-delegated authority to act on behalf of the EO in their absence in the full range of policy and administrative duties, including all policy, resource allocation and personnel matters.

A CEA is required due to the ability to independently make decisions and make and influence policy decisions. The proposed CEA in Administration will be needed to act on matters regarding the Administrative Program. For example, making policy decisions related to IT Infrastructure related to its Business Modernization Project (which will have CBA-wide impacts), making decisions regarding media inquiries related to sensitive enforcement-related matters, making decisions regarding budgetary matters that could directly impact CBA operations and fiscal solvency; and making decisions regarding statutory proposals and legislation, including providing testimony and representing the CBA before the legislature. These are all critical, sensitive, and necessary to ensure the CBA can meet its consumer protection mandate.

Creating the CEA AC position provides the CBA with opportunity to effectively and efficiently make and implement all policy decisions to achieve its goals, objectives, and consumer protection mandate.

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 CBA works on highly visible and critical issues that directly affect the financial well-being of California consumers who use accounting services. The CBA is accountable to the Legislature, the public, and its stakeholders such as licensees and professional associations. Currently, the Assistant Executive Officer position defers the policy decision making to the EO. In the EO's absence, decisions are delayed until the EO is available. The AC position will have independent, direct and continuous interaction with the DCA, Legislators, the EO, CBA members, and the public to assist the CBA.

The AC position will serve as a decision maker and in a policy influencing capacity for matters related to the CBA budget, personnel, business services, information technology projects, legislation and regulations, and communications and outreach and will provide the exempt EO with information and perspective regarding how each of these are established and governed by California law. This requires in-depth knowledge and familiarity with the provisions that govern the CBA's authority in California. While DCA has or serves as a subject matter expert in many areas, including administrative and legislative, they are not legally authorized to make policy decisions for the CBA, or any other board. That is why it is critical to have an AC who can serve in this capacity.

The AC position will develop, oversee, and implement legislation and promulgate new regulations. The CBA is developing conceptual ideas to change the licensing landscape for CPAs in California. The changes being discussed will alter the educational and experience requirements to become licensed and provide public accounting services to California consumers. The AC will be critical in making decisions regarding the development of the statutory provisions to implement the changes, which may also be used as a model nationally for other accounting jurisdictions. To ensure successful passage of the statutory changes, the AC will be responsible for working directly with the Legislature, CPA associations (state and national) and other stakeholders to ensure its success.

In addition to the statutory provisions, there will be wide-ranging regulatory impacts that will require significant modifications to align the regulations with the statutory provisions. Those changes will impact sensitive provisions relating to the CBA's mobility laws, public disclosure provisions, and enforcement guidelines. The AC will also be responsible for the creation and implementation of changes to its continuing education (CE) regulations. The CBA is presently working with national organizations regarding the development of a CE regulation model that will modernize the requirements and create flexibility to allow licensees to maintain minimum competency in a manner that fits within their learning scope while also providing the education/information necessary to safely provide services to consumers. For both of these, the AC will need to be independently working with the CBA, stakeholders, state and national organizations, and DCA to ensure they are developed in accordance with consumer protection needs, industry standards, and consistent with relevant laws.

The AC position will be making independent policy decisions and providing direction regarding the development of the CBA's Business Modernization project, which seeks to automate internal and external functionality of CBA applications. The scope of these policy decisions will impact how the CBA offers services to its consumers, applicants, and other stakeholders in an online format today – and in the future. The AC will need to not only make policy decisions regarding the services necessary and the system functionality, but also make policy decisions to ensure the continued development and maintenance of the systems occur. The AC will direct the work of the Business Modernization business architect, external vendors, and subordinate IT staff on system development. The existing IT staff are not at a level to make decisions on system development that will have CBA-wide impacts. Further, the AC will be responsible for ensuring the CBA's systems interface with external databases (national examination vendor, CE providers, and educational institutions). The policy impacts of this responsibility are immense as the databases will contain sensitive information. Failure to make clear and correct decisions during this development could create functional and security weaknesses. The AC will be required to independently direct work and make decisions regarding whether these databases meet California and established security protocols, information technology standards, and Statewide policies, procedures and requirements, and likewise ensure the external facing systems meet stakeholder demands.

The AC position is responsible for implementing the CBA's Communications and Outreach Plan annually. Amongst all 55 licensing jurisdictions, the CBA has the largest number of licensees, the largest population of CPA Exam applicants, and the largest number of consumers. The AC will need to independently identify, establish and make policy decisions about communications that will have impacts in California, nationally, and internationally. The policy scope is far reaching and includes the outreach provided to consumers, businesses, non-profit organizations, government entities; licensees, applicants for the CPA Exam and CPA licensure; professional associations; and academia. It is critical that the AC ensure that the CBA's mandates and statutory and regulatory changes affecting all stakeholders is communicated to enable the CBA to meet its consumer protection mission.

Further, decisions made by the AC will impact CBA staff, DCA/CBA IT systems, candidates for the CPA Examination, applicants for CPA licensure, applicants for accounting firm licensure, licensees, consumers, associations, CE providers, and other state boards of accountancy.

C. ROLE IN POLICY INFLUENCE (continued)

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

The AC will have broad authority to independently make decisions on behalf of the EO and on behalf of the CBA and formulate, revise, and implement policies and actions as it relates to business services, information technology projects, legislation and regulations, communications and outreach, resource allocation, and personnel matters.

The AC will propose solutions to problems identified by CBA members, the EO, CBA managers and staff, consumers, and licensees, which requires active collaboration with a comprehensive spectrum of stakeholders.

The AC will interpret the laws and regulations governing the practice of public accountancy and provide direction to CBA members, professional associations, licensees, educators/academia, CBA staff, DCA staff and consumers.

The AC position's scope and nature of decision-making authority is complex and is responsible for policy development and implementation of all CBA external and internal communications, media relations, social media, public outreach, and education to inform the public on CBA activities.

The policies and decision-making of the AC has a large impact and visibility and the AC must ensure they reflect the CBA's policies, goals, and objectives are consistent with the CBA's directives.

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

The AC position will be responsible for the highest level of policy development and implementation activities. As part of the development and implementation of new policies, laws, and regulations, the AC will provide guidance to stakeholders, including consumers, applicants, individual licensees, accounting firms, CBA members, and other CBA stakeholders that use the services of CPA's and accounting firms for their financial needs.

The AC position will identify solutions to problems identified by CBA members, the exempt EO, consumers and licensees, and implement appropriate policy changes accordingly. In addition, the Administration Chief will identify and implement specific policy and process changes to effectively oversee the Administration Division.

The AC position will analyze performance metrics and implement business process improvements and resource allocations as needed to meet the CBA's consumer protection mandate and operational expectations.