



**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT**

**CAREER EXECUTIVE ASSIGNMENT (CEA)**

**EXAMINATION ANNOUNCEMENT**

**OUR MISSION**

*Provide leadership, policies and programs to preserve and expand safe and affordable housing opportunities and promote strong communities for all Californians*

**Position Title:** DEPUTY DIRECTOR, STRATEGIC MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT

**Salary:** \$6,647-\$9,555 (CEA LEVEL A)

**Final Filing Date:** April 21, 2017

**DUTIES AND RESPONSIBILITIES**

This is a two year, full-time limited term position.

Under general direction of the Director and/or Chief Deputy Director of the Department of Housing and Community Development (HCD), the Deputy Director exercises full management responsibility leading development and implementation of enterprise wide strategic goals, objectives and priorities. This includes oversight of enterprise wide organizational efforts to improve business processes that align with strategic direction. The Deputy Director provides policy recommendations addressing HCD's statutory responsibilities, and the prioritization of corresponding workload. The Deputy Director makes policy recommendations affecting HCD's internal strategy planning, structure and processes, with significant impact to housing policy, financial assistance programs, mobilehome parks and resident services, building codes, legislation, and administration.

The Deputy Director provides policy direction to executive management as it relates to the strategic planning and organizational development, and may provide direction to outside consultants in the daily management of the enterprise wide organizational effort. The Deputy Director represents HCD before the Legislature and numerous statewide organizations in all matters related to this effort.

**ESSENTIAL FUNCTIONS**

Develops and implements sensitive and complex policies and procedures to ensure the successful delivery of strategic plan, business improvement plans and other strategic priorities that address organizational structure, related management strategies, and associated challenges. Provides direction to outside consultants in the daily management of the enterprise wide organizational effort.

Plans, organizes and directs all activities associated with enterprise wide strategic planning and organizational improvements, including identifying policy recommendations addressing HCD's statutory responsibilities, and the prioritization of corresponding workload. Makes policy recommendations affecting HCD's strategic priorities and directions, business processes, with significant impact to housing policy, financial assistance programs, mobilehome parks and resident services, building codes, legislation, and administration. Identifies appropriate partnerships within divisions where there are interdependencies and opportunities for synergy. Provides objective observations and recommendations regarding HCD's organizational alignment, processes, project and program interdependencies, and challenges. Assesses reaction to internal strategies and both strategic and tactical organizational change. Directs teams across the organization to implement strategies and solicits critical feedback on business improvement efforts.

Independently consults with Executive Staff to identify organizational development needs and business process improvements. Provides advice and recommendations to the Director and/or Chief Deputy Director to implement department-wide improvements with significant impact on all HCD programs.

Designs, develops, facilitates and evaluates workshops, trainings and other methods necessary to ensure the successful implementation of HCD's strategic and operational strategies to meet its mission and development needs.

As a member of the Executive Staff, participates in the development and implementation of HCD's strategic initiatives.

### **MINIMUM QUALIFICATIONS**

This position requires an examination to be appointed. Applicants must meet the Minimum Qualifications for the Position in order to compete in the examination.

All applicants must possess the knowledge, skills and abilities, and any other requirements, described in this bulletin.

Note: Eligibility to take a CEA examination does not require current permanent status in the civil service.

### **AND**

#### **KNOWLEDGE AND ABILITIES:**

Possess the ability to successfully perform administrative and policy-influencing functions effectively. Such overall ability requires possession of the following specific knowledge and abilities:

**Knowledge of** the organization and functions of California State Government including the organization and practices of the Legislature and the Executive Branch; principles, practices and trends of public administration, organization and management; techniques of organizing and motivating groups; program development and evaluation; methods of administrative problem solving; principles and practices of policy formulation and development; and personnel management techniques; the Department's Equal Employment Opportunity (EEO) objectives; and an administrator's role in the EEO program.

**Ability to** plan, organize and direct the work of a multi-disciplinary professional and administrative staff; analyze administrative policies, organization, procedures and practices; integrate the activities of a diverse program to attain common goals; gain the confidence and support of top level administrators and advise them on a wide range of administrative matters; develop cooperative working relationships with representatives of all levels of government, the public, and the Legislative and Executive Branches; analyze complex problems and recommend effective course of action; prepare and review reports; and effectively contribute to the Department's Equal Employment Opportunity program objectives.

**Knowledge and abilities** are expected to be obtained from broad administrative or program manager experience with substantial participation in the formulation, operation, and/or evaluation of program policies (experience may have been paid or volunteer; in State service, other government settings, or in a private organization):

**CEA Level A.** Responsible for broad administrative and program activities, including the execution and/or evaluation of program policies.

**CEA Level B.** Responsible for extensive managerial and program administration or broad program manager experience with substantial participation in the formulation, operation, and/or evaluation of program policies.

**CEA Level C.** Responsible for extensive highly professional influence and contributes to program, policy, and the methods to provide professional services needed to set policies, meet the mission of the State Department and often exercising technical and/or professional skills that are required at this level.

### **DESIRABLE QUALIFICATIONS:**

1. Ability to oversee and implement business process improvement approaches and strategic planning processes or enterprise-wide organizational change efforts.
2. Ability to create an environment of teamwork, respect and encourage internal and external partnerships to support strategic planning and organizational improvement efforts.
3. Ability and experience exercising executive level leadership, vision and innovation.
4. Extensive experience in effective communication, verbally and in writing, including consultation to a broad range of constituencies.

### **PERSONAL CHARACTERISTICS**

Acts in a professional manner and demonstrates a high degree of integrity, honesty, and ethical behavior; demonstrates openness and trust; establishes and builds rapport by modeling value-based behaviors; promotes teamwork and communication in support of the Department of Housing and Community Development (HCD) strategic goals.

### **EXAMINATION INFORMATION:**

A minimum rating of 70% must be attained to obtain list eligibility for this position. Hiring interviews will be conducted with the most qualified candidates. All candidates will receive written notification of their examination results. The result of this examination will be used only to fill this position. Applications will be retained for twelve months.

This position exists in the headquarters office located in Sacramento.

### **FILING INSTRUCTIONS**

Complete application packages (applications and any applicable or required documents) must be submitted electronically through your CalCareer account at [www.jobs.ca.gov](http://www.jobs.ca.gov).

### **Required Application Documents**

Please submit the following items with your application (applicants who do not submit the required items may not be considered for this job):

- Electronic State Employment Application through your Applicant Account at [www.jobs.ca.gov](http://www.jobs.ca.gov). All Experience and Education relating to the Minimum Qualifications listed on the Classification Specification should be included to demonstrate how you meet the Minimum Qualifications for the position.
- Statement of Qualifications - A Statement of Qualifications (SOQ) serves as the examination for this position and must be submitted with your application to be considered. Please read through the examination information carefully. Applicants who fail to include an SOQ **will not** be considered.
- Resume is required and must be included.

## **SPECIAL TESTING**

If you have a disability and need special testing arrangements, mark the appropriate box in Part 2 of the "Examination Application." You will be contacted to make specific arrangements.

## **STATEMENT OF QUALIFICATIONS**

The Statement of Qualifications (SOQ) is a narrative discussion of how the candidate's education, training, experience, and skills meet the minimum and desirable qualifications and qualify them for the position. The Statement of Qualifications serves as a documentation of each candidate's ability to present information clearly and concisely in writing and should be typed and no more than two pages in length with one inch margins, and no smaller than 12 point font in Arial.

**Please note: Resumes do not take the place of the SOQ. Failure to submit an SOQ will result in elimination from the examination.**

## **GENERAL INFORMATION**

If you meet the requirements stated in this bulletin, you may take this examination, which is competitive. Possession of the entrance requirements does not assure a place on the eligible list.

Your performance in the examination described on this bulletin will be compared with the performance of others who take this examination, and all candidates who pass will be ranked according to their scores.

HCD reserves the right to revise the examination plan to better meet the needs of the service if the circumstances under which this examination was planned change. Such revision will be in accordance with civil service law and rules and all competitors will be notified.

## **General Qualifications**

Candidates must possess essential personal qualifications including integrity, initiative, dependability, good judgment, and the ability to work cooperatively with others.

## **HCD Disclosure Requirements**

Selected candidates may be subject to rules imposed by a [Conflict of Interest Code](#) that apply to HCD employees, which may require filing a [Statement of Economic Interest \(Form 700\)](#).

STATE OF CALIFORNIA – BUSINESS, CONSUMER SERVICES, AND HOUSING AGENCY  
DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT, P.O. BOX 952050, SACRAMENTO, CA 94252-2050

The State of California is an equal opportunity employer to all, regardless of age, ancestry, color, disability (mental and physical), exercising the right to family care and medical leave, gender, gender expression, gender identity, genetic information, marital status, medical condition, military or veteran status, national origin, political affiliation, race, religious creed, sex (includes pregnancy, childbirth, breastfeeding and related medical conditions), and sexual orientation. It is an objective of the State of California to achieve a drug-free work place. Any applicant for state employment will be expected to behave in accordance with this objective because the use of illegal drugs is inconsistent with the law of the State, the rules governing Civil Service, and the special trust placed in public servants.

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