

CEA Academy -- Webinar



Welcome!

Introductions

- ◆ John Hiber
- ◆ CPSHR
- ◆ Over 30 years State
Experience
DOF, SCO, & STO
7 Departments

Priorities/Landscape

Where is the focus?

- **Fiscal Concerns:** General Fund revenue, recession, debt, economic change, federal support
- **Policy Priorities:** Covid-19, housing, global warming, fire, drought, education, pension, local government
- **Administration/Legislature:** Can be different priorities between the Administration and the Legislature
- **Recent Developments:** Rapid changes in 2020, creates need to be nimble, to shift gears and adjust expectations

Resources to Support Success

- **The Department of Finance**
 - ✓ *Dof.ca.gov*
 - ✓ *Governor's Budget*
 - ✓ *Governor's Budget Summary*
 - ✓ *Budget Letters*
 - ✓ *Budget Analysts' Guide (BAG)*
 - ✓ *Budget Change Proposals*
- **Governor's Office**
 - ✓ *Gov.ca.gov*
 - ✓ *Appointments*
 - ✓ *Executive Orders*
 - ✓ *Press Releases*
- **Rtumble.com**
 - ✓ *Significant policy news for California*
 - ✓ *Economy/Jobs/Pension*
 - ✓ *Homeless/Housing*
 - ✓ *Education*
 - ✓ *Beltway/POTUS*



Introduce Accountability/Metrics

- **Be accountable, and ask others to do the same**
 - ✓ *Set clear expectations*
 - ✓ *Treat people with respect*
 - ✓ *Prioritize*
 - ✓ *Delegate, you can't do it all*
 - ✓ *Don't be a Black Hole, respond to your email*
 - ✓ *Which emails do you address first?*

- **Meaningful Metrics**
 - ✓ *Establish cadence of reports (e.g., weekly)*
 - ✓ *Review data in reports, does it hit the hot spots?*
 - ✓ *Does the data focus on risk areas?*
 - ✓ *Measurement = Accountability*
 - ✓ *Proceed incrementally when seeking changes (e.g., ADKAR = Awareness, Desire, Knowledge, Ability, and Reinforcement)*



Customer Service Approach

- **Establish High Expectations for Public Interactions**
 - ✓ *Time standing in line*
 - ✓ *Time on hold (customer call center)*
 - ✓ *Time to respond to a voicemail or email*
 - ✓ *Duration, process an application or refund*
- **Treat Employees Fairly**
 - ✓ *Recognize employees, show them respect, treat everyone the same*
 - ✓ *Be punctual*
 - ✓ *Set achievable expectations*
- **Cultivate positive relationships**
 - ✓ *Your peers*
 - ✓ *Director's Office & Agency*
 - ✓ *Finance, Legislative Staff, Legislative Analyst's Office, Stakeholders*



Expertise/Relationships & Resources

- ◆ **Expert:** *It is unrealistic to expect to be an “expert” in all areas*
- ◆ **Relationships:** *Cultivate relationships, both within your department and externally, to develop technical experts in several areas*
- ◆ **Learning:** *Take advantage of training opportunities and challenging assignments or responsibilities*
- ◆ **Confidant:** *Seek to establish close relationship with an individual at your level or higher where you are able to talk freely and share thoughts on challenges or problem solving*



Your Role/No Surprises

- What is your role?
- Share information
- Are you looking back? Or, are you looking forward?
- Be informed, anticipate new issues and challenges
- Be an expert in your program area
- It is acceptable to bring forward challenges, only if you include potential solutions, and a recommendation
- Nothing should come as a surprise to your executive team**

Strengths of CEA Academy

Tangible Benefits/Address the following:

- Policy Development
- Resources to support success
- Administrative processes
- Introduce Accountability/Meaningful Metrics
- Customer Service Approach



Conclusion

- Decisions are not personal. It is not you, it is the issue.
- Be creative and innovative when considering solutions
- If it is confidential, keep it that way—knowledge is power.
- Assume all of your emails and text messages will be on the front page of the newspaper
- Take a deep breath, it is a marathon, not a sprint!



Thank you for your participation.

Please contact the CPS Training center for any questions or follow up training at 916-263-3614