

# M S P



## MANAGERIAL SELECTION PROCESS

Caltrans strives to maintain a diverse workforce and be an equal opportunity employer to all regardless of political affiliation, race, religious creed, color, national origin, ancestry, disability, medical condition, marital status, sex, gender, gender identity, gender expression, age or sexual orientation. It is an objective of the State of California to achieve a drug-free state 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 this special trust placed in public servants. TTY users can contact the California Relay Services line by dialing 711.

**THIS IS A CALTRANS PROMOTIONAL EXAMINATION IN WHICH LATERAL CANDIDATES ARE ENCOURAGED TO APPLY.**

### EXAMINATION ANNOUNCEMENT

THIS EXAMINATION IS FOR DESIGNATED MANAGERIAL POSITIONS.

CLASSIFICATION:       **STAFF SERVICES MANAGER III**

POSITION TITLE:       **ASSISTANT DIVISION CHIEF, DIVISION OF TRAFFIC OPERATIONS**

SALARY:                 **\$7,088 – 8,048**

LOCATION:                **SACRAMENTO – DIVISION OF TRAFFIC OPERATIONS**

FINAL FILING DATE:   **JUNE 3, 2016**

### DUTIES/RESPONSIBILITIES

Under the general direction of the Chief, Division of Traffic Operations (C.E.A. B), the Assistant Division Chief (SSM III) manages and directs the budgets for the division and the Outdoor Advertising Program, and administrative functions. The Assistant Division Chief manages and coordinates complex cross-functional budget activities throughout the 12 Districts, Headquarters, and the Transportation Permits Office including workload-based budgeting and performance-based management. The incumbent establishes goals and standards for the delivery of services and monitors performance for consistency with Departmental policies and management expectations. Directly supervises the manager of assigned offices and has the penultimate responsibility for the most complex and sensitive decisions. Provides advice to the Division Chief on confidential and financial matters. Duties and activities include, but are not limited to:

- Directs the development, implementation, and reporting of the Traffic Operations Program's statewide budget of approximately \$220,000,000. Oversees the development of methodologies and financial strategies to allocate resources consistent with various fund types including State,

Federal, Reimbursements, Public Transportation Account, and Stormwater. Leads the Program's Performance-based Budget Program and leads the Program toward a fully workload-based budget, annual and multi-year. Provides financial and statistical data reports for upper management.

- Provides input and advice to the Financial Policy Board that includes Caltrans' Chief Financial Officer and Deputy Directors. Fiscal issues include Budget Letters, Budget Change Proposals, Finance Letters, general allocations, and efficiency reporting. Reviews and advises on impacts to Traffic Operations by the Governor's proposed budget and the state budget.
- Serves as the Division's budget liaison between Caltrans' management team, divisions, and district offices. Coordinates with the Divisions of Budgets and Legislative Affairs to assist them in responding to inquiries from other State agencies such as the California State Transportation Agency (CalSTA), Department of Finance (DOF), and the Legislative Analyst's Office. Leads the division and Program's response to budget exercises.
- Ensures budget and administrative support for the Program's Strategic Plan and Business Plan. Collects production and performance data and prepares quarterly reports on the efficiency and effectiveness of delivering each production activity. Identifies production activity that requires a business process review.
- Serves as consultant to the Deputy District Directors for Operations, the Division Chief, Assistant Division Chief for Operations, and Office Chiefs on all general administrative issues related to personnel, exam planning, adverse actions, workers compensation, and labor relations. Develops consensus with line management on proposed adverse actions and assures complete and positive resolution. Coordinates issue resolution with the Division of Human Resources and the Division of Labor Relations.
- Coordinates statewide Traffic Operations' organizational development and staff planning, including analysis of organizational strategies in Strategic and Business Plans and major initiatives; recommendations on district organizational proposals, develops policy and procedure documents to implement staffing changes, and develops and monitors systems to track staffing changes. Leads the development of Division and Program training plans.
- Oversees the administration of the Employee Motivation and Recognition programs. Provides quarterly reports to the management team for all division staff's mandatory training, safety meeting attendance, excess leave balance reduction plans, telework agreement status, individual development plans and probation reports. Directs the development and implementation of the Division's Succession and Retention Plans.
- Directly and indirectly oversees the Division of Traffic Operations' Service Contract Managers, and develops Traffic Operations contracting policies. Maintains a contract database of all the Division's contracts and advises contract managers on contract development, expiration, and extensions in a timely manner. Responsible for all purchases including Information Technology hardware and software; ensures compliance with the State's purchasing and IT guidelines and requirements. Interfaces with Program Managers, Accounting, Budgets, and Legal and other State agencies and private contractors; acts as liaison on financial management system issues; advises Program Managers and management on contract related issues.
- Oversees the management of the Traffic Operations' Headquarters administrative support functions, including facility management, building security, emergency evacuation, space planning, and out-of-state travel.
- Directs the planning, organization, and development of statewide policy direction for the Outdoor Advertising Program; ensures that Outdoor Advertising (ODA) staff enforces ODA laws and regulations that are enacted by the United States Congress and the California Legislature consistent with the Federal Highway Beautification Act. Implements these laws and regulations as well as develops regulations as needed to effectively administer the ODA.
- Works closely with the Legal Division and the Office of Administrative Law (OAL) on appeals to ODA staff actions with the OAL or with the courts. Develops strategies to reduce the number of appeals and court actions and, when appeals and court actions cannot be avoided, ensures each case is fully and completely prepared.
- Independently performs the most difficult analytical work on confidential and/or controversial issues.

- Lead advisory groups, stakeholders, and customers to identify needs, prioritize program activities, and coordinate these activities with others and lead teams to develop decision documents and implementation steps. Initiate partnerships to develop a positive network of contacts with internal and external customers and stakeholders including private industry, legal staff, legislators, Districts and Divisions. Acts on the Division Chief's behalf during absences. Represents the Division at meetings and on major projects requiring coordination among several district or departmental functions.

### **MINIMUM QUALIFICATIONS**

Applicants must have a permanent civil service appointment with the Department of Transportation and meet the following qualifications by the final file date in order to participate in this examination.

#### **Either I**

One year of experience in the California state service performing the duties of a Staff Services Manager II (Supervisory) or Staff Services Manager II (Managerial).

#### **Or II**

One year of experience in the California state service performing analytical staff duties of a class with a level of responsibility not less than that of Staff Services Manager II (Supervisory) or Staff Services Manager II (Managerial). **and**

Current employment in a class with a level of responsibility not less than that of Staff Services Manager II (Supervisory) or Staff Services Manager II (Managerial).

#### **Or III**

Two years of experience in the California state service performing the duties of a Staff Services Manager I.

#### **Or IV**

**Experience:** Five years of increasingly responsible management, personnel, fiscal, planning, program evaluation, or related analytical experience which shall have included the preparation of reports and the presentation of recommendations to management beyond the trainee level, at least two years of which must have been in a supervisory capacity. [Experience in the California state service applied toward this requirement must include two years performing the duties of a class with a level of responsibility not less than that of Staff Services Manager II (Supervisory) or Staff Services Manager II (Managerial).] (In appraising experience more weight will be given to the breadth of pertinent experience and the evidence of the candidate's ability to accept and fulfill increasing responsibilities than to the length of the experience.) **and**

**Education:** Equivalent to graduation from college. Additional qualifying experience may be substituted for the required education on a year-for-year basis.

### **KNOWLEDGE AND ABILITIES**

**Knowledge of:** Principles, practices, and trends of public and business administration, including management and supportive staff services such as budget, personnel, management analysis, planning, program evaluation, or related areas; principles and practices of employee supervision, development, and training; program management; formal and informal aspects of the legislative process; state budgeting process; the administration and department's goals and policies; governmental functions and organization at the State and local level; department's equal employment opportunity objectives; and a manager's role in the equal employment opportunity program and the processes available to meet equal employment opportunity objectives.

Comprehensive knowledge of the research process and research methods and techniques. Should be familiar with the California Department of Transportation and U.S. Department of Transportation's research and deployment and data programs. Should be familiar with transportation technology applications, and with transportation system planning, development, operations and maintenance,

including trends and practices. Should have knowledge of the purpose, work and publications of relevant national technical societies.

**Ability to:** Reason logically and creatively and utilize a variety of analytical techniques to resolve complex governmental and managerial problems; develop and evaluate alternatives; analyze data and present ideas and information effectively both orally and in writing; consult with and advise administrators and other interested parties on a wide variety of subject-matter areas; gain and maintain confidence and cooperation of those contacted during the course of work; review and edit written reports; utilize interdisciplinary teams effectively in the conduct of studies; manage a complex Staff Services program; establish and maintain project priorities; develop and effectively utilize all available resources; and effectively contribute to the department's equal employment opportunity objectives.

### **EXAMINATION INFORMATION**

This examination process provides for position specific examining and selection of the most qualified managerial candidates. Job-selection criteria specific to each position and consistent with the knowledge, skills, and abilities of the classification will be applied. Candidates who meet the qualifications will be admitted into the examination process.

The first step in the examination process is the Position Specific Qualifications Evaluation, which is the appraisal of an applicant's Examination/Employment Application (STD. 678) and Statement of Qualifications. Applicants who achieve a passing score of 70% or higher on the Position Specific Qualifications Evaluation will be invited to the interview portion of the examination. The interview portion of the examination will establish an eligible list including the ranking of each candidate. Candidates will be notified in writing of their examination results.

### **POSITION SPECIFIC QUALIFICATIONS/EVALUATION CRITERIA**

In addition to the minimum qualifications listed above, the following position specific qualifications will be evaluated based on the candidate's demonstrated:

1. Interpersonal, supervisory, leadership, and management skills that include a willingness to proactively work in a rapidly changing environment.
2. Ability to understand, analyze, negotiate, persuade and to make clear, simple and convincing presentations in formal settings to address and resolve a variety of internal and external politically sensitive issues and prepare documents for Caltrans, legislators, legislative staff, California Transportation Agency, local government, and industry on complex developing and ongoing issues.
3. Knowledge of public and business administration, including fiscal, personnel management, contract management, and budgetary procedures. Knowledge of federal and state laws, regulations, and procedures impacting transportation, budgeting and outdoor advertising.
4. Ability to establish and effectively manage a performance-based budget across multiple funding sources in alignment with the Caltrans' Strategic Plan and the Program's Strategic and Business Plans.
5. Ability to listen to others and communicate in an effective manner. Ability to build and maintain effective teams. The ability to communicate ideas, thoughts, and facts in writing. The ability/skill to use correct grammar, correct spelling, sentence and document structure, accepted document formatting, and special literary techniques to communicate a message in writing. Ability to create and deliver effective presentations and communicate orally.
6. Ability to manage, lead, and enable the process of change and transition while helping others to deal with their impacts.
7. Ability to support, promote, and ensure alignment with the organization's vision and values. The ability to understand how an organization must change in light of internal and external trends and influences.
8. Ability to identify and respond to current and future customers' needs. The ability to provide excellent service to internal and external customers.

9. Ability to effectively recruit, select, develop, and retain competent staff; includes making appropriate assignments and managing staff performance. Ability to provide timely feedback and coaching to enhance performance. Ability to create and maintain succession plans while adapting to changing needs.
10. Ability to develop, maintain, and strengthen relationships with others inside and outside of the organization who can provide information, assistance, and support. Ability to detect and resolve conflicts and create positive outcomes.

### **FILING INSTRUCTIONS**

All interested applicants must submit:

- An original, signed State application (STD. 678), which includes civil service titles and dates of experience. The application should specify the **classification, position title, and the following MSP Number: 16MSP26**
- Faxed or emailed applications will not be accepted.
- A Statement of Qualifications is a discussion of the candidate's experience that would qualify him/her for this position. **The Statement should be no more than two pages in length and should address each of the Position Specific Qualifications listed on this examination announcement.**
- Resumes are optional and **do not** take the place of the Statement of Qualifications or completed State application (STD 678).
- Effective January 1, 2009, Government Code Section 18991 was enacted which permits persons retired from the United States military, honorably discharged from active military duty with a service-connected disability, or honorably discharged from active duty, shall be eligible to apply for promotional civil service examinations, for which he/she meets the minimum qualifications as prescribed by the class specification. **Persons applying who qualify as a Veteran under Government Code Section 18991 must submit a copy of their DD214 with their Examination Application (STD. 678).**

State application and Statement of Qualifications must be received or postmarked by the final file date of June 3, 2016. Interagency mail received after this date will NOT be accepted.

The State application and Statement of Qualifications are to be submitted to:

**Department of Transportation  
ATTN: Gwen Ling 16MSP26  
1727 30th Street, MS-90  
Sacramento, CA 95816**

**APPLICANTS WHO FAIL TO SUBMIT A STATEMENT OF QUALIFICATIONS WILL BE ELIMINATED FROM THE EXAMINATION.**

Questions regarding this examination process should be directed to Gwen Ling at (916) 227-7841

### **ELIGIBILITY INFORMATION**

This examination **will not** establish a civil service list; therefore, candidates **will not** have the ability to transfer their eligibility to other departments.

## **REASONABLE ACCOMMODATION**

If you have a disability and wish to participate in one of our testing services, programs, or activities and require a specific accommodation, please mark the appropriate box for Question #2 on the Examination and/or Employment Application form. You will be contacted to make specific arrangements.

*For individuals with disabilities, this document may be available upon request in alternate formats. To obtain an alternate format, please write to Caltrans, Office of Examinations and Special Programs, 1727 30<sup>th</sup> Street, MS-90, Sacramento, CA 95816 or contact us by phone at (916) 227-7858. TTY users contact the California Relay Service at 711.*