

POSITION DUTY STATEMENT

DOT PM-0924 (REV 01/2025)

CLASSIFICATION TITLE C.E.A.	OFFICE/BRANCH/SECTION Division of Data and Digital Services	
WORKING TITLE Head of Service Design	POSITION NUMBER 900-064-7500-XXX	REVISION DATE 03/27/2026

As a valued member of the Caltrans team, you make it possible to improve lives and communities through transportation.

GENERAL STATEMENT:

Under the general supervision of the Chief of Data & Digital Services, the Head of Service Design provides Caltrans-wide executive leadership, policy direction, and strategic governance for how Caltrans designs, delivers, and continuously improves its customer-facing services (grants, project oversight, project planning pipeline, tooling). As the Department's chief authority on service design, the incumbent establishes enterprise-wide policies, standards, and operating models that ensure Caltrans' programs, digital tools, and public-facing processes are coherent, accessible, equitable, and aligned with the expectations of a modern transportation system and the Consumer.

As a CEA, the incumbent serves as the Department's principal advisor on service-delivery policy, representing Caltrans in statewide initiatives, interagency collaborations, and executive-branch efforts related to customer experience, digital transformation, and multimodal service integration.

CORE COMPETENCIES:

As a C.E.A., the incumbent is expected to become proficient in the following competencies as described below in order to successfully perform the essential functions of the job, while adhering to and promoting the Department's Mission, Vision, Values, Strategic Imperatives and Goals. Effective development of the identified Core Competencies fosters the advancement of the following Leadership Competencies: Change Commitment, Risk Appetite, Self-Development/Growth, Conflict Management, Relationship Building, Organizational Awareness, Communication, Strategic Perspective, and Results Driven.

- **Managing Change:** Demonstrating support for organizational changes needed to improve the department's effectiveness; supporting, initiating, sponsoring and implementing change. (Equity, Employee Excellence - Collaboration, Innovation, Integrity)
- **Dealing with Ambiguity (Risk):** Can comfortably handle risk and uncertainty, as well as make decisions to act without having the total picture. (Equity, Employee Excellence - Integrity, Stewardship)
- **Reliability:** Ability to demonstrate dependability in meeting commitments, and providing a consistent work product. Takes responsibility for individual actions in order to meet deadline demands. (Employee Excellence - Innovation, Integrity)
- **Conflict Management:** Recognizes differences in opinions and encourages open discussion. Uses appropriate interpersonal styles. Finds agreement on issues as appropriate. Deals effectively with others in conflict situation. (Equity, Employee Excellence - Collaboration, Innovation, Integrity)
- **Relationship Building:** The ability to develop and maintain internal and external trust and professional relationships, which includes listening and understanding to build rapport. (Equity, Prosperity - Collaboration, Innovation, Integrity, People First)
- **Customer Focus:** Considers, prioritizes, and takes action on the needs of both internal and external customers. (Equity, Prosperity - Equity, Integrity, People First, Stewardship)
- **Negotiation:** Negotiates in a manner that results in positive business outcomes, while maintaining strong relations with the other negotiating member. (Equity - Collaboration, Equity, Integrity, People First, Stewardship)
- **Perspective (Thinking Globally & X-function):** Broad view of issues, ability to pose future scenarios, and think globally. Stays current on changes and new developments in industry. Ability to look at and is open to different perspectives. (Prosperity - Innovation, People First, Pride)
- **Commitment/Results Oriented:** Dedicated to public service and strives for excellence and customer satisfaction. Ensures results in their organization. (Equity, Prosperity - Collaboration, Equity, Innovation, Integrity, People First, Pride, Stewardship)

TYPICAL DUTIES:

Percentage
Essential (E)/Marginal (M)¹ Job Description

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30%	E	Statewide Policy Leadership: The incumbent creates and leads a new statewide Service Design function responsible for transforming how Caltrans understands customer needs, defines service outcomes, and coordinates delivery across divisions and districts. This includes developing policies that embed human-centered design into departmental decision-making, establishing governance structures, and building a multidisciplinary team to modernize Caltrans' service portfolio. Incumbent develops and implements enterprise-wide policies, frameworks, and standards for service design, customer experience, and public-facing service delivery. Establishes governance structures that ensure services are designed holistically rather than within isolated business units. Advises executive leadership on policy changes needed to modernize Caltrans' service portfolio, including digital readiness, accessibility, and multimodal integration. Leads policy alignment with statewide initiatives related to digital transformation, equity, and customer experience.
25%	E	Leadership of the Service Design Function: Builds and leads a multidisciplinary team of service designers, user experience researchers, strategists, and delivery specialists. Establishes team roles, operating models, and performance expectations. Provides executive-level guidance, coaching, and professional development to embed service design as a core organizational capability. Oversees the creation of reusable tools, templates, and standards that support consistent service-design practice across Caltrans.
25%	E	Cross-Functional Collaboration & Change Leadership: Leads cross-departmental initiatives to redesign services that span multiple divisions and districts. Facilitates alignment among program leaders, technical experts, policy staff, and operational teams. Drives cultural change by promoting customer-centered thinking, iterative improvement, and evidence-based decision-making.
15%	E	External Representation & Statewide Coordination: Represents Caltrans in statewide CX, digital-government, and multimodal service-integration efforts. Serves as the Department's subject-matter expert on service-delivery policy in legislative, executive, and interagency contexts. Builds partnerships with other state agencies, academic institutions, and external experts to advance service-design maturity.
5%	E	Participates in conferences, trainings, and professional networks to maintain awareness of emerging practices in service design, digital service delivery, and customer experience. Performs other duties as assigned in support of executive leadership priorities.

¹ESSENTIAL FUNCTIONS are the core duties of the position that cannot be reassigned.
MARGINAL FUNCTIONS are the minor tasks of the position that can be assigned to others.

SUPERVISION OR GUIDANCE EXERCISED OVER OTHERS

The incumbent will function as a specialist but may have functional guidance over consultants or other employees. The incumbent will be required to lead and/or coordinate with employees at executive level to advance program goals.

KNOWLEDGE, ABILITIES, AND ANALYTICAL REQUIREMENTS

The incumbent will use research and analytics to understand how customers use Caltrans' services and products, keeping the incumbent and their team focused on the customer's needs, not preconceived solutions. A degree concentrating in Information Systems, Service Design, Industrial Design, Interaction Design, Industrial Psychology, Informatics or Human-Computer Interaction preferred. The incumbent should have at least five years experience leading a service design team or complex digital transformation portfolio. The incumbent should be comfortable with statistical analysis and tools, and service and user experience design platforms.

RESPONSIBILITY FOR DECISIONS AND CONSEQUENCES OF ERROR

This is a senior position in a critical role. The digital transformation of Caltrans' investment portfolio will touch project sponsors in hundreds of cities, transit agencies and regional bodies in California. How customers plan and apply for grants and receive technical project assistance provides the basis for their opinion of Caltrans and Caltrans' effectiveness. Uncorrected or careless errors in judgement or practise could cause lasting damage to Caltrans' reputation.

PUBLIC AND INTERNAL CONTACTS

The incumbent will interact with Caltrans employees and leadership across many divisions, Districts and offices. The incumbent will also interact with many Caltrans customers, including local municipality staff, transit agency staff, Metropolitan Planning Organization staff, their management, and perhaps even their customers. The incumbent may be asked to present to Caltrans management, to the California State Transportation Agency or to other state agency staff or management.

PHYSICAL, MENTAL, AND EMOTIONAL REQUIREMENTS

The incumbent should be comfortable with change, uncertainty, and with other people, as the incumbent will constantly be interacting with people about how to help them do what they need to do. The incumbent should be comfortable interviewing other people, even in somewhat uncomfortable situations (where something isn't working), and they should be comfortable hiring and training other people to do so as well. The incumbent should be comfortable meeting in person and virtually, in Caltrans' District

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offices or transit agency offices, if necessary.

WORK ENVIRONMENT

The incumbent may be required to sit for many hours looking at a computer screen and using a computer or laptop keyboard. This position may be eligible for telework. The amount of telework is at the discretion of the Department and based on Caltrans current telework policy. While Caltrans supports telework, in-person attendance may be required based on operational needs. Employees are expected to be able to report to their worksite with minimal notification if an urgent need arises. The selected candidate may be required to conduct business travel on behalf of the Department or commute to the headquartered location. Business travel reimbursements considers an employee’s designated Headquarters location, primary residence, and may be subject to CalHR regulations or applicable bargaining unit contract provisions. All commute expenses to the headquartered location will be the responsibility of the selected candidate.

I have read, understand and can perform the duties listed above. (If you believe you may require reasonable accommodation, please discuss this with your hiring supervisor. If you are unsure whether you require reasonable accommodation, inform the hiring supervisor who will discuss your concerns with the Reasonable Accommodation Coordinator.)

I agree that by providing my electronic signature for this form, I agree to conduct business transactions by electronic means and that my electronic signature is the legal binding equivalent to my handwritten signature. I hereby agree that my electronic signature represents my execution or authentication of this form, and my intent to be bound by it.

EMPLOYEE (Print)

EMPLOYEE (Signature)

DATE

I have discussed the duties with, and provided a copy of this duty statement to the employee named above.

SUPERVISOR (Print)

SUPERVISOR (Signature)

DATE