



LEGISLATIVE ANALYST

The Legislative Analyst Office
Joint Legislative Budget Committee

CALIFORNIA STATE LEGISLATURE

EXECUTIVE RECRUITMENT

Conducted by



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The California State Legislature

The Legislative branch of the California State Government is composed of the State Assembly (with 80 members), the State Senate (with 40 members), and several related departments. This branch holds the principal lawmaking powers of the state. On average, the Legislature will propose, analyze, and debate thousands of bills per year. The Legislature is also responsible for negotiating with the Governor and annually passing a balanced budget for the state, which is considered to have the 5th largest economy in the world.

The Legislative Analyst's Office (LAO)

The Legislative Analyst's Office (LAO) is a non-partisan office that provides analysis and recommendations to the Legislature. The LAO has a staff of 54, including 43 analysts who are assigned to one of four sections: (1) Education, (2) State and Local Finance, (3) Health and Human Services, and (4) Corrections, Transportation, and Environment, as well as one administrative division headed by an Administrative Officer. Currently, each section is headed by a Deputy Legislative Analyst who is responsible for staff mentorship, training and supervision of the work of their respective section. Overall direction and management are provided by the Legislative Analyst, with support from these four deputies. The LAO's primary responsibilities are as follows:

- Analyzing and making recommendations on the Governor's Budget;
- Responding to inquiries from members of the Legislature;
- Preparing special reports on the state budget and topics of interest to the Legislature;
- Analyzing expenditures proposed by the Director of Finance after the budget is enacted;
- Preparing estimates jointly with the Department of Finance of the fiscal effects that proposed initiatives are likely to have on state and local government;
- Preparing for the Official Voter Information Guide analyses of measures submitted to the electorate, as well as what a "yes" and "no" vote means; and
- Forecasting the state's revenues and expenditures.

Historically, one of the most important responsibilities of the LAO has been to analyze the Governor's budget and make budget-related recommendations to the Legislature. The LAO publishes several recurring written analyses, including an assessment of the state's fiscal outlook in November, reviews of the Governor's January and May budget proposals, and a summary of the final state spending plan. In recent years, the office has presented a series of analyses, including historical reference and context, from the beginning to the end of the budgetary process on overarching fiscal issues, as well as specific departmental budget proposals and offered its recommendations for legislative action.

These documents help to set the agenda for the work of the Legislature's fiscal committees in developing a state budget. Staff of the LAO work with these committees throughout the budget process and provide public testimony on the office's recommendations and other proposals during budget committee hearings.

More generally, the office is a staff resource to all legislators. Some other functions performed by the LAO are:

Budget “Control.” The LAO reviews requests by the administration to make changes to the budget after it has been enacted.

Special Reports. Throughout the year, the office prepares special reports on the state budget and topics of interest to the Legislature.

Recent publications have included, for example:

- A primer on California’s transportation system;
- A visual guide to California’s tax system;
- A report on improving California’s forest and watershed management; and
- Analyses of budget proposals related to reducing poverty, expanding access to healthcare, the funding for state pension systems, and many other issues.

Initiatives and Ballot Measures. The office estimates the fiscal effect on state and local government of proposed initiatives (prior to circulation) and prepares analyses of all measures that qualify for the statewide ballot.

Forecasting. The LAO forecasts the state revenues and expenditures.

In carrying out its mission, the Legislative Analyst and LAO staff conduct investigative field work, review the operation and status of major programs and publish reports on subjects of interest to the Legislature. Throughout the year, they also analyze initiatives and ballot measures and make presentations or participate at meetings and conferences.

Like the Legislature, the LAO works in an environment that can be unpredictable and can be characterized by heavy workload, competing pressures, and tight deadlines. The LAO has achieved an enviable performance record for excellence and nonpartisanship.

Additional information about the LAO is available on its website at <http://www.lao.ca.gov>.

The Legislative Analyst

The Legislative Analyst is the head of the LAO and the principal advisor to the California Legislature on fiscal and related matters, including how the state can operate more effectively and efficiently.

Five individuals have held the position of Legislative Analyst over its 77-year history: Rolland A. Vandegrift (1941-49), A. Alan Post (1949-1977), William G. Hamm (1977-1986), Elizabeth Hill (1986-2008), and incumbent Mac Taylor (2008-). During this time period, the Legislative Analyst and staff of the LAO have earned a nationwide reputation for effectiveness, independence, objectivity, credibility, and excellence.

The Legislative Analyst is hired by the Joint Legislative Budget Committee (JLBC), and reports to the committee through the chair. The JLBC is comprised of eight members of the Senate and eight members of the Assembly. The JLBC operates on a bipartisan basis, with both majority and minority parties represented. Traditionally, a Senator chairs the committee and an Assembly member serves as the vice chair. Both houses of the Legislature play a significant role in the deliberations of the committee. For example, a quorum requires the presence of five members of the Senate and five members of the Assembly, and committee actions require approval of five Senate and five Assembly members. The JLBC has formed a Subcommittee on the Selection of the Legislative Analyst for purposes of conducting this search.

As provided in Sections 9140-9147 of the Government Code and Joint Rule 37 of the Senate and Assembly, the duties of the JLBC are to "ascertain facts and make recommendations" to the Legislature concerning "the state budget, the revenues and expenditures of the state, and the organization and functions of the state," with a view toward "reducing the cost of state government, and securing greater efficiency and economy." These provisions also establish the committee's authority to appoint the head of the nonpartisan LAO.

The Legislative Analyst must have knowledge of services provided by, and issues facing, state and local government in California. More specifically, the Legislative Analyst needs to:

- Possess strong analytic skills, particularly in budget/fiscal analysis and program evaluation;
- Ensure that the LAO meets its statutory responsibilities;
- Work effectively with legislators and their staff to provide needed information and advice;
- Maintain the nonpartisan reputation of the LAO with fairness and analytical rigor;
- Have a keen understanding of public policy and related fiscal issues;
- Be able to effectively manage the activities of the office;
- Hire, develop, coach and mentor a high performing team that produces quality work products; and
- Have a knowledge of and respect for the Legislative process.

The position requires an individual who can discharge the duties of the office in a public setting that is influenced by heavy workload and competing pressures and priorities. Important personal characteristics include the following:

- Exceptional people leadership skills;
- Strong strategic, objective and results-oriented management skills;
- An approach to analysis that is objective and nonpartisan;
- Independence, decisiveness and responsiveness, with a commitment to outstanding customer service to all stakeholders;
- Outstanding organizational and staff development skills and experience;
- Honesty, integrity and an ability to withstand pressure;
- High emotional intelligence, with an ability to understand problems quickly and to be personally involved in all issues of fiscal and public policy;
- An ability to anticipate problems and trends, and to develop alternative solutions that are workable;
- A high energy level, indicating a capacity for hard work and long hours as needed;
- Sensitivity to the roles and needs of elected officials and ability to build relationships with legislators, legislative staff, executive branch officials, and other stakeholders;
- Strong administrative leadership qualities, including the ability to manage office budget and personnel matters, recruit and develop an effective working team, instill high morale, and evaluate performance;
- An understanding and promotion of diversity and inclusion;
- Outstanding communication skills, both orally and in writing, including the ability to communicate technical concepts and complex information in non-technical terms;
- An interest in, and the ability to work effectively with, people;
- The characteristics of being flexible, personable, stable, even-tempered, and confident.

Key Priorities

In addition to learning as needed about the organization and key constituencies, during the first 12 months on the job the Legislative Analyst will be expected to assess the LAO's priorities and develop a work plan that reflects state and local interests, Legislative priorities, and macro statewide issues and addresses how the LAO will respond to Legislative inquiries and conduct its work moving forward.

Desired Background and Experience

Candidates should demonstrate that they possess the desired background and experience and that their educational background and professional experience would enable them to effectively lead and manage the staff of professional analysts of the LAO.

Qualifications include:

- Executive and/or senior management level experience;
- A master's degree or higher from an accredited college or university in economics, finance, public policy, public or business administration, or a related field, or equivalent experience; ;
- Specific experience working in high-level finance and/or budget management positions within a large complex government enterprise at the state, county or local level;
- Experience working in a highly political environment that requires political astuteness without partisanship;
- Strong presentation skills, collaborativeness and team building leadership skills; and
- Skill in supervising teams of employees and maximizing their development and productivity in a professional setting.

COMPENSATION

The California Legislature offers a competitive salary and employment benefit package commensurate with qualifications and experience.

The Legislative Analyst recruitment is being conducted by The Hawkins Company (executive search consultants). They will review all written materials submitted and will screen and evaluate candidates. Only the most highly qualified candidates will be invited to participate in an on-site interview. Interested and qualified individuals are invited to submit electronically to la.lao@thehawkinscompany.com, please include your resume and a cover letter that outlines why you are interested in joining the Legislative Analyst Office, your relevant accomplishments relative to this role and key attributes you would bring to this position. **Materials received by November 15, 2018, will receive first consideration. The position is opened until filled.**

Confidential inquiries are encouraged and should be directed to Christine Boulware, 312-391-6098; chris@thehawkinscompany.com; or Bill Hawkins, 310-348-8800: bill@thehawkinscompany.com

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