



Division Director



COUNTY OF ORANGE CALIFORNIA

Social Services Agency

Our Community, Our Commitment

ABOUT THE COUNTY OF ORANGE

Located on the Southern California coast with a culturally diverse population of over 3 million, the County of Orange (Orange County) offers a high quality of life and a nearly perfect climate year-round. Commonly referred to as "The O.C.," Orange County has thirty-four incorporated cities with seven of these cities among the 200 largest cities in the United States. Orange County is proud to feature excellence in education, a wide variety of businesses, and unlimited recreational opportunities.

Many corporate headquarters and leading technology and biomedical firms have made Orange County their home. John Wayne Airport is conveniently located for business and vacation travelers. Educational opportunities are plentiful with two State universities – California State University, Fullerton and the University of California at Irvine, plus several private colleges and community college districts. There are over 60 high school campuses and enough elementary schools to educate one and a half million students.

Visitors and residents alike have an opportunity to enjoy an abundance of world-class shopping, dining, and resort accommodations, as well as spectacular vistas with 42 miles of pristine, sandy coastline. The region offers a variety of amenities for those that seek an active lifestyle. From fishing to yachting, water sports of every kind abound on the beaches and in the harbors and marinas that dot the Orange County coast. Besides water sports and beaches, the sunny weather is perfect for golfing on world-class courses, hiking and mountain biking.

Orange County is also home to the state's most popular attractions, including Disneyland, Disneyland's California Adventure, and Knott's Berry Farm. The 2002 World Series Champion Angels baseball team and the 2007 Stanley Cup Champion Anaheim Ducks NHL team are exciting choices for sports enthusiasts. Cultural venues are abundant, including the theater, symphony, and orchestra performances and museums for adults and children. Orange County embraces vibrant historic and diverse neighborhoods, and welcomes millions of visitors per year, truly making it where the world comes to live, work, and play.



THE DEPARTMENT

The County of Orange Social Services Agency (SSA) employs over 4,200 dedicated and hardworking staff. SSA administers federal, state, and county social services programs that protect vulnerable children and adults from abuse or neglect; enable aged and disabled individuals to remain safely in their homes rather than being institutionalized; assist families move from dependency to self-sufficiency; and provide safety net benefits such as health care and basic necessities for eligible recipients and families.

SSA operates under the policy direction of the Orange County Board of Supervisors and the California Health and Human Services Agency. The Agency is responsible for planning, implementing and operating many of the social services programs provided by the County of Orange. SSA is comprised of the following four divisions: Administrative Services, Assistance Programs (AP); Children and Family Services (CFS); Family Self-Sufficiency/Adult Services (FSS/AS). In addition, SSA partners with and has established relationships with the community, other county departments and public partners to assist with the provision of quality, impactful services to the community and residents.

SSA's Fiscal Year 2020-21 adopted budget is approximately \$1 billion, with fiduciary responsibility for an additional \$4 billion in services provided as a result of programs it administers. SSA works with its partners to protect local funding streams and identify opportunities to optimize and leverage resources.

During the COVID-19 crisis, the programs and services that SSA administers have been vital to the stability and protection of its residents. As a critical essential infrastructure department and with staff designated as emergency responders, the pandemic has highlighted the importance of SSA's role to ensure the health and safety of the community. SSA assists one-in-four Orange County residents, from newborns to the elderly. The services SSA provides impact the health, safety, and well-being of children, adults with disabilities, seniors, and families. SSA works with children, adults, and families to support their efforts for achieving self-sufficiency.

We succeed in our mission through encouragement and respect for our customers, collaborative partnerships with the community, and a commitment to innovation and excellence in leadership.

Mission Statement

To deliver quality services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, and protect vulnerable adults and children.

THE OPPORTUNITY

As part of the executive team, the Division Director is an at-will employee responsible for planning, developing, and implementing functions and business activities to support all divisions within SSA. The Division Director plays a critical role in helping to establish the vision, priorities and policy direction for the entire agency regardless of programmatic area or division. The current opening is in the Assistance Programs Division, but the recruitment may be used to fill other executive manager Division Director vacancies in the future.

SSA delivers human services in accordance with state and federal regulations through its four divisions. Description of the four divisions are as follows:

- **Administrative Services Division** – Through over 410 staff and a divisional budget of \$170 million, provide administrative support to ensure effective delivery of services to the community. Areas of responsibility include accounting; budget and finance; facilities services; emergency management; safety; human resources; contracts and procurement; program integrity; civil rights; training and career development; warehouse operations; financial systems coordination; and research.
- **Assistance Programs Division (AP)** - Through over 1,770 staff and a divisional budget of \$191 million, this division administers Federal, State and County mandated assistance programs including Medi-Cal, CalFresh (Food Stamps), General Relief (GR) and Cash Assistance Program for Immigrants (CAPI). This division also manages the county Contact Center which currently receives over 75,000 calls per month related to its public assistance programs.
- **Children and Family Services Division (CFS)** - Through over 1,170 staff and a divisional budget of \$310 million, protects children through prevention and intervention services to remedy conditions which may

result in abuse or neglect. It promotes maintaining family relationships to enable children to remain in or return to their homes while ensuring that their safety and well-being are maintained along with permanent relational and living connections.

- **Family Self-Sufficiency/Adult Services Division (FSS/AS)** - Through over 850 staff and a divisional budget of \$347 million, administers Federal, State and County mandated Refugee Cash Assistance program, Foster Care Eligibility and the CalWORKs program to enable disadvantaged individuals and families to become self-sufficient through employment. Adult Services protects the aged and disabled from abuse and exploitation and allows them to live in a safer environment through the provision of In-Home Supportive Services (IHSS) and Adult Protective Services.

Duties and Responsibilities include but are not limited to the following:

- Provide leadership with a positive presence, demonstrating initiative and good judgment; is action-oriented, treats people with respect, and is open and approachable.
- Direct the development and implementation of both agency and divisional goals, policies, and strategic plans; manage the allocation of resources and service levels to meet client needs.
- As a member of the executive team, help establish the vision of the agency and strategic direction for the agency and its leadership team.
- Monitor to ensure state and federal mandates, including quality, timeliness, and program outcomes are achieved.
- Oversee the operation of division functions, activities and programs; set objectives and monitor the performance of subordinate staff engaged in defined activities.
- Monitor the organizational structure, staff assignments, service levels and systems required to accomplish SSA's mission and objectives in an effective and efficient manner; direct the identification and analysis of opportunities for service enhancements.
- Consult with and provide well prepared reports to the SSA Director, Chief Deputy Director, the County Executive Office, and the Board of Supervisors or their staff regarding the activities of the functional area assigned and coordinate with other County departments in addressing service needs.
- Represent SSA before or provide information to commissions, boards, committees and representatives from Federal, State and Local agencies; professional organizations; constituent organizations; community; civic and industry leaders; or the media.
- Direct the development and implementation of the division's strategic plan and operational budget, monitor expenditures to ensure adherence to the approved budget.
- Provide employee mentorship and training to achieve Agency goals and outcomes.
- Maintain positive working relationships with federal, state, and local agencies.

- Determine financial impact, monitor project budgets; make recommendations regarding projects to be funded; present fiscal strategies and justification to administration.
- Interpret applicable laws, ordinances and codes; and measure organizational effectiveness against key operational and financial targets and reset strategies accordingly.
- Plan, organize, and evaluate social services programs.
- May act for and assume responsibilities of the Chief Deputy Director or Agency Director in their absence.

THE IDEAL CANDIDATE

The ideal candidate will be an energetic, results-oriented, high performing, creative and innovative leader possessing a strong general knowledge of public social services programs and objectives, and will demonstrate extensive abilities to lead; strategically plan, set and align a vision; influence, adapt and display agility; as well as conducting himself or herself in an ethical manner. The successful candidate will have excellent communication and highly developed interpersonal skills, including a high level of emotional intelligence necessary to develop and foster strong business relationships and a collaborative, team-oriented working environment and the ability to achieve results through others.

Key Competencies and Attributes:

- A proven commitment to excellence in public service.
- A diplomatic and tactful communicator with great political acumen, judgment and awareness.
- Extensive experience in managing complex programs and operations.
- Demonstrated expertise in organizational development and business process redesign.
- Ability to analyze data, make sound decisions and recommendations based on evidence, and establish outcomes and benchmarks to measure performance.
- Experience in personnel management in a public setting, including previous work with human services professionals and labor organizations.
- A history of successfully leading organizations through challenge and significant change.
- Experience in setting data-driven priorities and supporting outcomes-based approaches.
- Well-developed skills in communication, decision-making and delegation; an active listener.
- Experienced in developing, reviewing and/or managing budgets.
- An understanding of succession planning and staff development.
- An outstanding manager of people who provides guidance and professional support to staff, offers regular feedback to employees, and serves as a mentor in providing training and growth opportunities.





MINIMUM REQUIREMENTS

- Bachelor's degree or higher, preferably with major coursework in Social Work, Social Science, Public Administration, Business Administration, or a closely related field.
- In addition, possession of a Master's degree with major coursework in Social Work, Social Science, Public Administration, and Business Administration is highly desirable.
- Four (4) years of public/private organization experience in a high-ranking management and leadership role, including assigning, reviewing and evaluating the work of subordinates in a defined workgroup.

COMPENSATION AND BENEFITS

The annual salary range for this position is **\$125,153 to \$237,348**. Placement within this range is dependent on qualifications and internal parity with other executive level directors and as such is expected to be in the \$180,000 - \$195,000 range. Future salary increases and reduction in employee retirement contributions may be given per CEO discretion.

The County has a competitive benefits program that includes:

- **Retirement Plan** – Benefit formula of 1.62% @ 65 retirement benefits (includes a voluntary Defined Contribution plan and an employer match contribution). Eligible new employees who have reciprocal California public service time are required to choose between Plan O/P (1.62% @ 65) and Plan I/J (2.7% @ 55) retirement benefit formulas.
- **Retirement Reverse Pickup Contributions** – County of Orange employees are subject to an additional reverse pick up percentage. This is in addition to the normal employee contribution. More information is available on the OCERS website: <http://www.ocers.org>.
- **Optional Benefit Plan (OBP)** – \$4,500 annually (pro-rated if hire or promotion occurs mid-year). Executive Managers may elect a taxable cash lump sum, OBP Health Care Reimbursement Account, and/or 457 Defined Contribution Plan.
- **Health Plan Coverage** – There are currently five different plans to choose from including two Preferred Provider Organizations (PPOs) Plans and three Health Maintenance Organizations (HMOs) Plans.
- **Dental** – Dental coverage administered by Blue Shield of California.
- **Life and Accidental Death & Dismemberment (AD&D)** – Basic amount of \$125,000; employee may purchase additional voluntary coverage.
- **Sick Leave** – During the first three years of employment, the accrual time rate will be .0347 hours of sick leave with pay for each hour of pay, which is approximately nine days annually. At the fourth year, the accrual time rate will increase to .0462 hours, which is approximately 12 days annually.
- **Vacation Time** – During the first three years of employment, the accrual time rate will be .0577 hours of vacation for each hour of pay, which is approximately three weeks per year. At the fourth year, the accrual time rate will increase to .077 hours, which is approximately four weeks annually.

- **Severance Payment** – In the event that at-will employment is terminated, and in addition to a payout for any accrued, unused Vacation Time, the Employee will receive a severance payment, equal to the sum of ninety calendar days of salary and the County's share of the costs of Employee's health insurance premiums.
- **Auto Allowance** – For at-will Executive Managers, a taxable monthly allowance of \$765.
- **Salary Continuance** – County will pay 60% of salary for approved applications.
- **Educational and Professional Reimbursement** – Up to \$10,000 per fiscal year.
- **Other Benefits** – 401(a) Defined Contribution Plan (4% Employer contribution of Executive Manager's bi-weekly salary); 457 Defined Contribution Plan (participation is voluntary); Voluntary Dependent Care (DCRA) & Health Care Reimbursement Account (HCRA); Employee Assistance Program.

For additional information about Orange County benefits, visit <http://ocgov.com/gov/hr/eb/overview>.

APPLICATION PROCESS & RECRUITMENT SCHEDULE

The final filing date is Friday, November 13, 2020.

To be considered, please submit a resume, cover letter, and five work related references (who will **not** be contacted in the early stages of the recruitment) to: <https://executivesearch.cpsshr.us/JobDetail?ID=1696>

CPS HR CONSULTING

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Résumés will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. CPS HR Consulting will report the results to SSA. SSA will then select finalists to be interviewed by a panel. Candidates deemed most qualified will be invited to participate in a final interview process that includes comprehensive background and reference checks. For additional information about this position please contact Frank Rojas.

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