



# Chief Deputy Director



## THE COMMUNITY

Located on the Southern California coast with a culturally diverse population of 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 features excellence in education, low crime rate, 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 four 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.

## THE COUNTY GOVERNMENT

Orange County is a Charter County governed by a five-member Board of Supervisors elected to four-year terms. The Board is supported by a group of dedicated, public-spirited individuals and together, they comprise a regional service provider and planning agency committed to maximizing resources and improving the quality of life for residents in Orange County. The 22 departments (and respective divisions) that make up the County government strive to make Orange County a safe, healthy, and fulfilling place to live, work and play, by providing vital services to the community. The County's core businesses are public safety, public health, environmental protection, regional planning, public assistance, social services, and aviation.

## THE AGENCY

The County of Orange Social Services Agency (SSA) employs over 4,300 dedicated and hardworking staff. SSA administers Federal, State, and County social services programs that protect children and adults from abuse or neglect; enable the frail and disabled to remain in their homes rather than being institutionalized; move eligible families from dependency to self-sufficiency; and provide benefits for eligible recipients. 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.

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

SSA's Fiscal Year 2019-2020 adopted budget is over \$930 million, with fiduciary responsibility for an additional \$4 billion in services provided as a result of programs it administers. SSA works with its partners to effectively utilize local funding streams and identify opportunities to optimize and leverage resources.

SSA assists one in four 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, and support their efforts for achieving self-sufficiency.

### ***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.*

To learn more about SSA, go to: <https://www.ocgov.com/gov/ssa/>  
To view the video, go to: <https://youtu.be/SW1REYvoVuQ>

## THE OPPORTUNITY

This position replaces a long-term Chief Deputy Director who is retiring after many years of public service. This is an at-will position which, in conjunction with SSA's Director, on a day to day basis directs the operation of SSA through the subordinate Division Directors. The Chief Deputy Director leads over 4,300 employees, who fulfill SSA's diverse organizational functions, including Assistance Programs (AP), Family Self-Sufficiency and Adult Services (FSS&AS), Children and Family Services (CFS), and Administrative Services. The person in this position acts for the Agency Director in the Director's absence and is responsible for ensuring the development and delivery of Agency programs by coordinating Agency activities.

## THE IDEAL CANDIDATE

The ideal candidate will be an energetic, collaborative, and results oriented leader with exceptional communication skills and a proven track record of navigating change, identifying best practices, fostering strong business relationships and a collaborative team-oriented working environment, and the ability to achieve results through others. The successful candidate will possess a strong understanding of Social Services Agency programs and objectives, public procurement and

budgeting practices, and County government. Key attributes also include responsiveness and political astuteness. The most qualified candidates will demonstrate their ability to lead a highly talented and cohesive professional and administrative staff and manage a large, complex, and challenging social services agency.

With new regulatory rules, eligibility requirements and continuum of care reform, the Chief Deputy Director will work closely with SSA leadership in developing and implementing business process improvements and best practices to meet the changing landscape and community needs. This individual will be expected to work well with county-wide departments and external stakeholders to establish positive partnerships collaborating on strategies and policies to address new challenges and priorities. A background in long-term strategic planning and development would be ideal.

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

Under the SSA Director, the Chief Deputy Director:

- Provides leadership with a positive presence, demonstrating initiative and good judgment; is action oriented, treats people with respect, and is open and approachable.
- Directs all aspects of the operations of the Agency, conferring frequently with the SSA Director and subordinate leadership staff in developing and implementing programs, policies, goals, and objectives of the Agency.
- Oversees planning, developing, integrating, monitoring and evaluating a variety of social services and financial assistance programs of the County; directly supervises and coordinates the activities of the Director of Administrative Services, Director of Assistance Programs, Director of Children and Family Services, and Director of Family Self-Sufficiency and Adult Services, and such other subordinates as may be directly assigned.
- Assists the SSA Director in the planning of the activities of the Agency including development and timely implementation of the Agency's goals and strategic plans; management of funding allocations, resources, and services to meet client needs.
- Evaluates the operations of all the functions of the Agency in order to ensure compliance with federal and state laws and regulations related to social services programs; compliance with local directives and policies; the efficiency of operations; and the appropriate engagement and discipline of employees.
- Reviews public inquiries and concerns pertaining to activities of employees or of the Agency, directs investigations and evaluates major concerns and audit issues involving the Agency; confers with the SSA Director on recommended disposition.
- Establishes collaborative, effective working relationships with the Board of Supervisors and other government and community leaders to address strategic initiatives and efforts.
- Coordinates the activities of the Agency with other providers of social

services and continuum of care including other County departments, agencies, boards and commissions; meets with such entities as the Agency representative.

- Assumes the duties of the SSA Director during the absence of the Director.

**Key Competencies and Attributes**

- A proven commitment to excellence in public service.
- A diplomatic and tactful communicator with astute political judgment and awareness.
- An understanding of succession planning and staff development.
- Extensive experience in managing complex programs and operations.
- Highly developed interpersonal skills including a high degree of emotional intelligence.
- Demonstrated expertise in organizational development and business process redesign.
- Experience in personnel management in a public setting including working with labor organizations.
- A history of successfully leading organizations through challenge and change.
- Demonstrated ability to partner with other leaders, organizations and stakeholders.
- Experience in setting data-driven priorities and supporting outcome-based approaches.
- Well-developed skills in communication, active listening, decision-making and delegation.
- Experience in developing, reviewing and/or managing budgets.
- An outstanding leader of people who provides guidance and professional support to staff, offers regular coaching and feedback to employees, and serves as a mentor in providing training and growth opportunities.
- Strong general knowledge of and experience in social services programs with the ability to balance excellent services and business decisions.

**MINIMUM REQUIREMENTS**

- Bachelor's degree with major coursework in Social Work, Social Science, Public Administration, Business Administration, Education or a related field.
- A Master's degree is highly desirable.
- Four years of public/private organization experience in a management or administrative capacity.
- Experience in a management or supervisory capacity; assigning, reviewing, and evaluating the work of subordinates in a defined workgroup.





## COMPENSATION AND BENEFITS

The salary range for this position is **\$125,153 - \$225,348** depending on experience and qualifications. (Expected starting pay to be in the \$175,000 - \$190,000 range)

The County of Orange 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, AD&D, and/or 457 Defined Contribution Plan.
- Health Plan Coverage – There are currently four different plans to choose from including two Preferred Provider Organizations (PPOs) Plans and two 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 \$3,000 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; Annual Physical.

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

## APPLICATION PROCESS & RECRUITMENT SCHEDULE

**The final filing date for this position is Monday, August 12, 2019.**

To be considered, please submit your cover letter, current résumé, and a list of six professional references (who will **not** be contacted in the early stages of the recruitment) to:

<https://executivesearch.cpshr.us/JobDetail?ID=478>

Résumés should reflect years **and** months of positions held, as well as size of staff and budgets you have managed. For additional information, please contact:



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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.