



PROGRAM MANAGER – PROTECTIVE SERVICES

DEFINITION

Under direction, plans, organizes, and directs the operations and functions of a protective services program in the Health and Human Services Agency (Agency) such as Public Guardian, Child Welfare Services, and/or Adult Protective Services program; and performs related duties as assigned.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from assigned management personnel. Exercises direct supervision over supervisory, professional, technical, and administrative support staff. Supervision and direction may be provided directly or through subordinate supervisors.

CLASS CHARACTERISTICS

This is a management classification responsible for planning, organizing, reviewing, and evaluating comprehensive protective services programs within the Agency. Responsibilities include developing and implementing policies and procedures for assigned programs, budget administration and reporting, and program evaluation as well as performing and directing many of the day-to-day activities of assigned programs. Incumbents serve as a professional-level resource for organizational, managerial, and operational analyses and studies. Performance of the work requires the use of considerable independence, initiative, and discretion within established guidelines.

This classification differs from the next higher level, Deputy Director, Health and Human Services Agency, classification, in that the latter typically has responsibility for multiple programs or functions in a department or for a single program where two or more subordinate levels of supervision exist.

EXAMPLES OF ESSENTIAL FUNCTIONS (Illustrative Only)

- Manages the daily work activities of the Public Guardian, Child Welfare Services, and/or Adult Protective Services program, directly or through subordinate supervisors, by establishing performance levels, communicating goals and performance expectations, and monitoring and reviewing work to ensure conformance to established policies and procedures, and standards for quality and timeliness.
- Assesses service delivery to communicate findings to upper management, implement changes to improve efficiency and service quality, maximize effectiveness of program operations, and ensure alignment with the Agency's mission.
- Oversees personnel actions to determine compliance with policies and procedures, and provide guidance to subordinate supervisors regarding personnel matters.
- Ensures that programs or work units are staffed with qualified individuals by resolving performance problems; documenting performance according to policy; training and developing staff; and assisting in the selection, hiring, and promotion of staff.
- Interprets laws and regulations, including new laws and proposed legislation, to determine relevancy to Agency operations and services, and assess program compliance with laws and regulations.
- Assesses the need for changes to policies or programs based on initiatives to improve services, new services or program modifications, and opportunities for cross-collaboration of program areas.
- Develops or revises policies or procedures to improve operational efficiency and effectiveness, and assist higher-level management in departmental strategic planning.

- Serves as an internal technical expert regarding program matters by providing consultation and guidance to staff regarding problems with complex social service cases and delivery of services, and taking corrective actions to improve the quality and efficiency of social services.
- Works collaboratively with personnel of other agencies, community groups, contractors, and other public and private organizations to determine needs for social services, and coordinate shared services or collaborative projects, or the provision of services by contracted agencies.
- Ensures that information regarding Agency services and policies is provided accurately and thoroughly to external parties, and responds to the most sensitive complaints from the community, foster parents, and staff.
- Serves as an external technical expert by providing consultation regarding program, legal, or policy matters to external entities such as County department managers or administrators, state departments, Board of Supervisors, advisory boards, and advocacy groups.
- Assists in the development of the budget for assigned programs by preparing cost estimates and projections, and performing ongoing monitoring of expenditures to ensure compliance with budget provisions.
- Performs related work as assigned.

QUALIFICATIONS

Knowledge of:

- Advanced principles and practices of program planning, development, implementation, and administration related to Public Guardian, Child Welfare, and/or Adult Protective Services.
- Applicable laws, rules, and regulations governing the operation of the program area assigned.
- Principles and practices of employee supervision, including planning and assigning work, performance review and evaluation, discipline, and the training of staff in work procedures.
- Principles and practices of leadership.
- Planning and scheduling techniques to ensure that timelines and schedules are established appropriately, modified as needed, and adhered to.
- Budgeting principles in order to develop, manage, and/or track budgets, budget allocations, and expenditures.
- Public and private community resources.
- Effective casework practices in order to oversee staff providing services.
- Principles and techniques for working with groups and fostering effective team interaction to ensure teamwork is conducted smoothly.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and County staff.
- The structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar.
- Modern equipment and communication tools used for business functions and program, project, and task coordination.
- Computers and software programs (e.g., Microsoft software packages) to conduct, compile, and/or generate documentation.

Ability to:

- Plan, coordinate, implement, and evaluate the effectiveness of assigned program(s).
- Identify, analyze, and evaluate situations or problems to determine appropriate courses of action.
- Analyze laws, regulations, and policies to ensure all programs and activities are in compliance.
- Apply knowledge of laws, regulations, and policies to decision making and problem solving to identify solutions and courses of action that are most appropriate or compliant.
- Select and supervise staff, provide training and development opportunities, ensure work is performed effectively, and evaluate performance in an objective and positive manner.

- Be flexible in adapting to changes in priorities or resources that impact pre-established timelines and courses of action.
- Maintain awareness of the functioning and status of multiple work groups or program areas simultaneously.
- Delegate work assignments and appropriate level of responsibility to employees in order to ensure the completion of work assignments and projects.
- Read and understand complex written materials, such as laws, proposed legislation, policies, reports, etc., in order to interpret, explain, and apply.
- Review and edit documents written by others to ensure proper format, sentence structure, grammar, and punctuation.
- Effectively represent the department and the County in meetings with governmental agencies; community groups; various business, professional, and regulatory organizations; and in meetings with individuals.
- Independently organize work, set priorities, meet critical deadlines, and follow-up on assignments.
- Effectively use computer systems, software applications, and modern business equipment to perform a variety of work tasks.
- Communicate clearly and concisely, both orally and in writing, using appropriate English grammar and syntax.
- Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

A combination of the required experience, education, and training that would provide the essential knowledge, skills, and abilities is qualifying; however, education may not solely substitute for the required experience.

One (1) year of full-time experience performing duties equivalent to the County’s classes of Social Worker Supervisor I, Social Worker Supervisor II, or Supervising Deputy Public Guardian.

AND

A master’s degree in Social Work or a master’s degree from a two-year counseling program.*

*Qualifying counseling degrees from a two (2) year counseling program includes: Marriage and Family Therapy, Clinical Counseling, Mental Health Counseling, Addiction Counseling, Gerontology, Counseling Psychology.

Licenses and Certifications:

- Possession of, or ability to obtain and maintain, a valid California or Nevada Driver’s License and a satisfactory driving record.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer, and to operate a motor vehicle to visit various County and meeting sites; vision to read printed material and a computer screen; and hearing and speech to communicate in person and over the telephone. Standing in and walking between work areas is frequently required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification frequently bend, stoop, kneel, and reach to perform assigned duties, as well as push and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds

with the use of proper equipment. Reasonable accommodations will be made for individuals on a case-by-case basis.

ENVIRONMENTAL CONDITIONS

Employees predominantly work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

WORKING CONDITIONS

May be required to work evenings, weekends, holidays, and on-call. Performs job duties under stressful conditions and emergency situations.

As required by Internal Revenue Service Publication 1075, individuals in positions that have access to Federal Tax Information (FTI), will be subject to a background investigation and a criminal history check. In addition, individuals hired into positions that have access to FTI will be re-investigated at the frequency prescribed in Publication 1075.