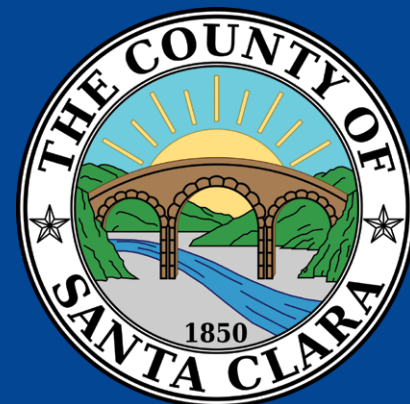




San José, California

Director, Employee Services Agency



COUNTY MISSION STATEMENT AND CORE VALUES

MISSION STATEMENT

The mission of the County of Santa Clara is to **plan** for the needs of a dynamic community, **provide** quality services, and **promote** a healthy, safe, and prosperous community for all.

CORE VALUES

- » **Advance Equity.** We strive to create a more just and prosperous community by focusing on equity, inclusion, and belonging in County services, initiatives, policies, and decisions.
- » **Demonstrate ethical conduct reflecting honesty and integrity.** As individuals and as an organization, our actions represent responsibility and accountability. We uphold the principles of equality, fairness, and objectivity.
- » **Commit to efficient, effective, quality service.** We seek continuous improvement. We collaborate within and across departments for the good of the customer and community.
- » **Value the community.** We create an inclusive environment that supports the diversity of our community. We take action to communicate openly and frequently, encouraging public participation.
- » **Uphold our fiscal responsibility.** We use the resources entrusted to us wisely. We effectively balance the needs of the community with available resources while advocating for the best value and best service.
- » **Exhibit mutual respect.** We exercise respect and courtesy at all levels of the organization. We acknowledge differences of opinion exist, and while we may differ, we continue to value effective working relationships.
- » **Encourage innovation and flexibility.** We are receptive to creative suggestions and solutions. We foster internal and external partnerships that advance our mission, values, and goals.

■ THE COUNTY

Located in the heart of Silicon Valley, Santa Clara County has a rich history that spans from its agricultural roots to its current position as a global hub of innovation and technology. With a multitude of natural amenities, 300 days of sunshine a year, strong economic vitality, and one of the highest standards of living in the country, the region attracts people from all over the world and has long been considered one of the best places to live and work in the United States.

Santa Clara County's population of over 1.9 million is the largest in Northern California, one of the largest in the nation, and is among California's most heterogeneous communities, rich in ethnic and cultural diversity. Today, Santa Clara County is a major employment powerhouse for the region, providing more than a quarter of all jobs in the Bay Area. Santa Clara County is home to numerous high-tech companies like Google, Apple, Adobe, Zoom, Cisco Systems, and Intel.

Santa Clara County is made up of people from diverse cultures, nationalities, and racial groups. Over 100 languages and dialects are spoken. A large percentage of the county population was born outside of the United States. The county has a large Asian and Latino population, representing approximately 40% and 25% of the county population, respectively, with many immigrants from countries around the world settling in the area.

The County of Santa Clara is also one of the largest employers within Santa Clara County, with over 22,500 employees.

The County's workforce closely approximates the ethnic diversity of our community. The County workforce is also widely distributed across age groups, and women represent a majority of the County's workforce. This provides the County with diverse perspectives and allows for better representation across different groups, strengthening our service delivery.

■ COUNTY GOVERNMENT

The County of Santa Clara was established in 1850 and is one of the original twenty-seven counties in the State of California. The County operates under a charter adopted by the voters of the County and is governed by a five-member Board of Supervisors. The members of the Board are elected by district on a non-partisan basis for four-year staggered terms, with a limit of three terms. The Board is responsible for passing ordinances, adopting the budget, appointing committees, and appointing the County Executive, County Counsel, Clerk of the Board, and Public Defender. With the exception of these appointed officials and three other elected offices (the Assessor, District Attorney, and Sheriff), the County Executive appoints all other agency and department heads and is responsible for the administration of the County government.

The County provides a wide range of government and safety net services, including operating Santa Clara Valley Healthcare, California's second-largest county-operated, award-winning health system with three hospitals and a network of primary and specialty care clinics. Other major services provided include law enforcement, corrections, social services, and general government programs such as tax collection and vital records. The County also operates 28 parks covering more than 50,000 acres, 62 miles of expressways, which average 1.5 million vehicle trips per day, two general aviation airports, branch libraries in eight cities, three fire districts, and a state-of-the-art animal services center.

■ THE POSITION

The Director of the Employee Services Agency, under the general direction of the County Executive, is responsible for directing and coordinating the functions of the Employee Services Agency (ESA), which include Human Resources, Labor Relations, Executive Services, and Employee Benefits. With a Fiscal Year 2024 annual operating budget of \$68.1 million and a staff of 294 employees, ESA provides services to a diverse workforce of approximately 22,500 employees represented by 18 labor organizations and 27 bargaining units.



Because most of the County's services are delivered through its own employees, the role of ESA is pivotal in supporting the recruitment, hiring, retention, and support of excellent public servants who provide critical services to those most in need in our community.

The Director position is a senior administrative position in the County, part of the County Executive's senior executive staff and with responsibilities that affect all County agencies and departments.

The Director's core responsibilities include:

- » Leading the Agency's evolution from a 20th century approach to hiring and recruitment to a modern, highly effective organization that supports effective recruitment, rapid hiring, and retention of highly talented and diverse public servants;
- » Establishing ambitious yet attainable goals, creating and implementing effective strategies to achieve those goals, and operating with a high degree of competence and integrity across all areas of responsibility;
- » Advancing diversity, equity, and inclusion in all aspects of the Agency's work;
- » Representing the Agency and/or the County in intergovernmental collaborative efforts, negotiations, and regarding common issues;
- » Providing regular reports to the County Executive and Board and attend Board of Supervisors' meetings and committee meetings as required;
- » Preparing, negotiating, and administering labor contracts and maintaining effective and strong relationships with the County's labor partners;
- » Monitoring County policies and practices to ensure compliance with federal, state, and local laws and regulations, including implementation of the County's Merit System; and
- » Coordinating proactive public and internal communications efforts, with a particular focus on effective communication to employees and prospective employees.



■ THE EMPLOYEE SERVICES AGENCY

The mission of the Employee Services Agency (ESA) is to recruit, promote, retain, and support a productive, skilled, and diverse workforce of public servants needed to ensure effective and efficient service delivery for County residents.

ESA conducts recruitments in accordance with the County Charter, Merit System Rules, and all applicable state and local laws and policies.

ESA represents the County in labor negotiations and employee relations, conducts recruitments, maintains and updates the County classification system, operates employee service centers, provides executive recruitment services, and administers benefits for employees and retirees.

ESA supports the well-being of County employees and their dependents by implementing and administering a comprehensive range of benefit programs, including medical, dental, vision, retirement, life, and disability insurance.

■ THE CANDIDATE

EDUCATION AND EXPERIENCE

A well-qualified candidate would typically possess a Master's degree in Public Administration, Business Administration, Human Resource Management, Political Science, or a related field, as well as at least 6 to 10 years of professional experience in public administration, at least 5 years of which should involve directing, planning, organizing, and overseeing human resources and/or labor relations, or equivalent senior level management experience in a large public agency.

KNOWLEDGE, SKILLS, AND ABILITIES:

Candidates should have thorough **knowledge** of:

- » The functions of public agencies and organizations; principles and practices of organizational management, public administration and finance, employee relations, and budget and human resources management
- » Public sector collective bargaining/negotiations processes; laws, regulations, and ordinances concerning public sector employment (such as a merit or civil service system)
- » State and federal laws and regulations regarding human resource management, Equal Employment Opportunity/ Affirmative Action, and the collective bargaining process
- » Public policy development in the area of employee relations
- » Research practices related to employee services and programs
- » Methods of program evaluation and monitoring
- » Staff development and effective employee training and education programs
- » Methods of contract procurement and monitoring
- » Techniques of public presentation.

In addition, candidates should have the **ability** to:

- » Effectively manage and supervise executives, managers, supervisors, and staff in the development and implementation of complex programs and objectives
- » Communicate effectively, both verbally and in writing, with staff, labor organizations, community partners, local and state officials, and the general public
- » Exercise exceptional interpersonal skills, good judgment, and an understanding of highly complex and political environments
- » Analyze and evaluate complex program and operational problems and implement effective solutions
- » Facilitate change and transformation activities; reconcile competing priorities with mutually desirable objectives
- » Interpret, explain, and apply complex regulations, laws, directives, policies, and procedures
- » Investigate and analyze difficult administrative and personnel problems and implement solutions
- » Work effectively with a variety of diverse senior professionals to develop new programs and policies that promote the effectiveness of ESA
- » Make decisions in accordance with appropriate laws, regulations, and policies
- » Initiate action within ESA to improve ESA's ability to perform its duties and achieve its goals.

■ MANAGEMENT STYLE/DESIRED CHARACTERISTICS

The County of Santa Clara is seeking a proven executive who will be a progressive, energetic, responsive, politically astute, and confident leader who is flexible, a good problem solver, and customer service oriented. The Director must be an adept administrator who can manage a broad range of services that enable the County to attract and retain the highly talented, public service focused, diverse workforce necessary to meet the needs of the County.

The Director is someone who will be a devoted public servant who thrives in a high-pressure, fast-paced, dynamic environment. The next Director will need to be able to be innovative, drive change and implementation of best practices, and ensure excellence in the quality of service delivery by ESA. Interpersonal skills and the ability to easily relate and adjust to a variety of situations and personalities, and to communicate effectively with staff at all levels of the organization is a must. Sensitivity to issues that accompany this level of senior executive role is critical.

■ CHALLENGES AND OPPORTUNITIES

- » Ability to think critically and lead the Agency strategically and creatively in partnership with the County Executive and Chief Operating Officer.
- » Working with departments across the County organization to contain costs and implement effective initiatives in an increasingly challenging fiscal environment.
- » Being at the forefront of service innovation, working to transform systems, achieve greater efficiencies for internal customers, and become more effective at hiring and retaining top talent.
- » Creating effective strategies for specialized recruitments for industry-specific positions where there is a known labor shortage.
- » Developing close and cooperative relationships with the County's labor partners.
- » Supporting a modern, diverse workforce of dedicated public servants.





■ COMPENSATION

The annualized salary range for this position is **\$261,844 - \$335,964**, with salary placement dependent upon the qualifications and experience of the selected candidate. Included in the compensation package are:

- » County paid contribution to Deferred Compensation (IRC 457 Plan) up to the annual IRS maximum annual contribution limit (currently, \$22,500).
- » Auto allowance - \$600.00 per month.

In addition, we offer a generous executive leadership benefit package that includes:

- » Membership in California Public Employees' Retirement System (CalPERS) with reciprocity with most California public agencies (2.5% @ 55 for Classic Members)
- » Health Insurance: Kaiser (94% of premium County paid), HealthNet (94% of premium County paid), or Valley Health Plan (96% of premium County paid)
- » Dental (Delta or Liberty) and VSP Vision Insurance: Single and family premiums fully paid by the County
- » \$325,000 term life insurance with an additional \$300,000 accidental death and disability benefit
- » Annual Leave: 39 days each year, along with an Annual Leave "Cash-Out" Program
- » Holidays: 13 paid holidays per year
- » Relocation assistance
- » Employee Assistance Program for employee and family
- » Dependent Care Assistance Program
- » Flexible Spending Account Program
- » Valley Transportation Agency Smart Pass/Clipper Card
- » Education and Professional Development Tuition Reimbursement
- » Internal Professional Development and Wellness-oriented Trainings and Programs

The County participates in the California Public Employees' Retirement System (CalPERS). For new members, salaries above a limitation imposed by federal and state law – that limit is \$160,200 for 2023: 1) Neither the County nor the employee will make contributions to CalPERS on the portion of salary that exceeds the limit, and 2) the portion of the salary that exceeds the limit is not used by CalPERS to calculate the retirement benefit. For current (classic) employees, the limit is \$330,000. PEPRA Guidelines determine classic/non-classic status.

■ APPLICATION AND SELECTION PROCEDURE

The recruitment for the position of Director, Employee Services Agency is being directed by the executive search firm of:



Attention: Pam Derby / Abby Ackers
Telephone: (916) 263-1401 Fax: (916) 561-7205
Email: aackers@cpshr.us
Website: www.cpshr.us/search

Interested individuals should submit a letter of interest along with a resume to: resumes@cpshr.us

Questions regarding the County may be directed to:
Employee Services Agency – Executive Services
Attention: Patricia Carrillo, Director of Executive Services
Telephone: (408) 299-5897 Fax: (408) 279-5764
Email: patricia.carrillo@esa.sccgov.org
Website: www.santaclaracounty.gov

- » The County of Santa Clara is an equal opportunity employer and values diversity at all levels of the organization.
- » Additional information about Santa Clara County and the Department can be found on their website at www.santaclaracounty.gov.
- » Thorough referencing and background investigation will be conducted once mutual interest has been established. Prior authorization of the finalist will be obtained by Executive Services.

