

DCF Manager – Deputy Bureau Director

Department of Children and Families

Division of Milwaukee Child Welfare

Bureau of Research, Analytics and Programs

POSITION SUMMARY

The Bureau Deputy Director reports to the Director of the Division of Milwaukee Child Welfare (DMCW) Bureau of Research, Analytics and Programs (BRAP) and serves as a member of the Division's executive team with primary responsibility for directing and overseeing its child welfare case management services, out-of-home care placement activities, DMCW contract services and operations and specified program and policy initiatives relevant to child welfare and protective services' operations. There are numerous community partners under contract with DMCW supported by, and requiring, the Division's oversight that include performance management and service outcomes. This combination of private agencies along with state operations and standards add considerable monitoring, reporting administration complexity for all involved staff. The Bureau Deputy Director, with the BRAP Director, is responsible for administration of Division policies and protocols for child welfare case management as well as the coordination of contract operations with DMCW and DCF procurement and contract specialist staff. The Deputy Director will also ensure that proper contractor performance measures are in place.

The Division has approximately 190 state FTE positions and oversees approximately 600 private agency contracted staff. The Bureau Deputy Director is responsible for overseeing the Division's child welfare operations across all programs including out-of-home care placements procurement/purchasing, grants and contracts management, rate monitoring and development. This position advises the BRAP Bureau Director and the Division Administration and ensures proper policies and procedures are in place regarding matters of procurement and contract operations, child welfare administration-and oversight and participates in pertinent areas of personnel management. This position directly supervises the Child Welfare Program and Policy Section Manager, Contract Specialist, Auditor and a contracted Office Assistant.

TIME % GOALS AND WORKER ACTIVITIES

40% A. *Management and oversight of agency case management operations and out-of-home care placements and programs.*

- A1. Oversee and manage the Division's case management contract operations and associated program work.
- A2. Monitor programming needs and oversee the management of activities related to case management operations and pertinent program evaluation processes. Ensure that performance monitoring plans are meeting the needs of staff to execute their program administration work efficiently and effectively. Assist program and policy staff in ensuring that the contract oversight will ensure compliance with state laws, regulations, and policies as they relate to child welfare functions and all components of state standards.
- A3. Oversee and monitor staff operational requirements that include contracts related to case management services and out-of-home care placements. With the Child Welfare Section Manager and pertinent section staff, ensure the work of the child welfare section is in compliance with state requirements, agency policies and procedures, and aligns with the Division's mission, vision, and values.
- A4. Provide input on the DMCW budget and identifying and developing proposals for the budget which relate to the work of the Child Welfare section and/or to improve the Division's ability to serve families outside of formal child welfare responses, especially prevention services.

- A5. In conjunction with the Director, the Metrics, Analytics and Review Section and Research, Analysis and Performance Section, ensure the agency has processes and resources to manage assigned programs as well as develop evaluation tools and processes to ensure that DMCW staff and programs are delivering quality services to children and families through the relevant program monitoring plans.
- A6. Oversee and manage the Division's contract services. Direct the work of the DMCW contract specialist and, with the Director, lead the Division's responsible use of Division financial resources. Ensure that allocated resources are used to advance the mission, vision, and values of the agency. Meet regularly with other DCF and DMCW BRAP management staff to review needed financial resources and to ensure that allocated funds are being made available and utilized effectively.
- A7. With the Director, assume a lead role in evaluating the Division's financial needs in relation to the biennial budget planning process and responding to DCF budget office inquiries about financial questions, especially as these relate to the work of child welfare and out-of-home services. Work with DMCW Administration and other DMCW program staff to develop budget proposals and provide financial analysis and management of budget resources and needs.
- A8. Develop and maintain productive working relationships with formal and informal stakeholders to improve administrative and quality assurance service delivery and create an effective feedback loop for analyzing that service delivery.
- A9. Complete special assignments as requested.

25% *B. Management and Supervision of Assigned Staff.*

- B1. Provide direct supervision of assigned DMCW child welfare section manager by monitoring work performance, ensuring goals are attained, coaching and consulting with the supervisor on a regular basis.
- B2. Assign work as needed and review work products from assigned staff. Ensure smooth coordination of assignments to ensure all needed areas are covered.
- B3. Review the quantity and quality of services provided by assigned staff and conduct performance evaluations using the designated DCF process. Include needed improvements as necessary and follow up on efforts to achieve progress on improvements. Ensure that assigned supervisory staff are meeting expectations in managing their own staff.
- B4. Recommend disciplinary action or investigations where necessary. Participate in investigations and disciplinary decisions as requested by HR and DMCW Admin staff.
- B5. Ensure assigned staff members are following through on identifying staff performance issues with HR and completing steps to ensure timely resolution of staff performance issues and disciplinary matters.
- B6. Ensure assigned staff in all sections are performing work in a manner consistent with agency expectations and DMCW' mission and goals.
- B7. Interview and select staff based on the program objective of maintaining a qualified, diverse and culturally competent workforce who are best positioned to deliver quality services to children and families in Milwaukee County.
- B8. Assess training, leadership and professional development needs of staff. Regularly check in on career goals and opportunities for development.

15% *C. Provide leadership within DMCW and externally with contractors and participate in program planning efforts across the Division to ensure the delivery of child welfare services and outcomes for families in a way consistent with agency goals.*

- C1. With the DMCW Contract Specialist and Program and Policy Analyst-Management, conduct regular meetings with the Child Welfare section manager and program and policy staff to

identify service delivery strengths and weaknesses and opportunities for partnership, intra-and inter-agency, to improve service delivery.

- C2. Provide direction and support to assist with developing Division work priorities and strategic initiatives. Assist the Director in providing expertise regarding financial, contracting, budget, and operational input and support for program planning within the division and with other DCF family-serving sections and bureaus.
- C3. Participate meaningfully in executive team and management team meetings and decision-making.
- C4. Foster and enhance cross-section communication and development of shared goals through collaboration with the Bureau Directors, managers and staff.
- C5. Work with Division leaders to address operational issues in a manner consistent with promoting DMCW goals including incorporating an equity lens into management decision-making and supporting staff.
- C6. Cultivate and steward productive working relationships with other DCF and DOA budget, financial, and operations management staff.

10% *D. Program Monitoring and Quality Services*

- D1. With the Metrics, Analytics and Review Section and Research, Analysis and Performance Section managers to, review the work to ensure resources are allocated effectively and efficiently to measure the quality of various child welfare services in Milwaukee County to ensure they deliver on the agency's mission, vision, and values.
- D2. Review the quality metrics related to case management functions of the Division and, with the Director, ensure that planning for obtaining performance feedback from other managers will aid in advancing the agency's goals.
- D3. Work with the DMCW Auditor, the Metrics, Analytics and Review section, and the Research, Analysis and Performance Section to ensure the Bureau resources are allocated to assist programs with development, implementation, and measurement of strategies to improve child welfare service delivery.
- D4. Work in partnership with other DCF staff and external stakeholders to provide a DMCW-specific lens an expertise in child welfare service areas to develop and review data when requested.

10% *E. Stakeholder and Cross-systems engagement and education.*

- E1. Establish and maintain effective and cooperative working relationships with other DCF staff and divisions including the Division of Safety and Permanence, the Division of Management Services, the DMCW Medical Unit, and the DMCW Bureau of Child Protective Services.
- E2. Establish and maintain effective and cooperative working relationships with external agency stakeholders including DMCW contractors, members of the Milwaukee Child Welfare Partnership Council, members of the Milwaukee Child Advocacy Response Team ("CART"), representatives from Children's court, Milwaukee County program leads, and other external stakeholders as needed and appropriate.
- E3. Participate meaningfully in internal DCF meetings and/workgroups on behalf of DMCW and/or the Director and Division Administration by providing voice to the Milwaukee DMCW experience and advocating for DMCW needs.
- E4. Participate meaningfully in external meetings and/or workgroups on behalf of the agency by spotting issues that impact CPS work, helping group members understand how CPS works, and bringing important information and potential collaboration opportunities back to DMCW for agency consideration.

- E5. In conjunction with the Director and DMCW administration and other managers, identify new opportunities to build positive stakeholder relationships that will positively impact children and families in Milwaukee County.

KNOWLEDGE, SKILLS, AND ABILITIES

1. Knowledge of theory, principles, and practices in the field of public child welfare.
2. Knowledge of state government budget, contract and fiscal processes.
3. Knowledge of public child welfare program functions, principles and practices.
4. Knowledge of federal and state laws, regulations, standards, and policies in child protective service and out-of-home care of children in the public child welfare system in Wisconsin.
5. Knowledge of the theories and practices of administration, management, and supervision of public child welfare services.
6. Knowledge of child abuse and neglect program functions including Access and Initial Assessment.
7. Knowledge of the theories and practices of successful program and policy development and implementation in public child welfare services.
8. Knowledge of Wisconsin's private child welfare service providers.
9. Knowledge of practices and processes for state and local child welfare agencies.
10. Oral and written communication skills.
11. Skill in oral communication sufficient to successfully articulate issues and engage the support of legislators and other public officials, providers, advocates and service recipients.
12. Working knowledge of Children's Court Center and court processes for child abuse and neglect cases.
13. Knowledge of the principles of cultural competence and the ability to provide effective child protective services that are responsive to the culture and diversity within the populations served.
14. Knowledge of child safety and maltreatment issues.
15. Knowledge of leadership and supervisory principles and practices.
16. Demonstrated abilities in decision-making and conflict resolution.
17. Demonstrates awareness of timelines for action as well as legal requirements of child abuse and neglect cases.
18. Knowledge of Equal Employment/Affirmative Action Compliance implementation.
19. Knowledge of program and policy development and implementation.
20. Ability to establish collaborative relationships with a variety of stakeholders that lead to results and informal and formal relationship.
21. Possession of or ability to obtain a valid Wisconsin driver's license and the ability to meet DOA Fleet standards and access to reliable personal motor vehicle transportation.
22. Knowledge and proficiency in the use of computers, internet searches, social media, smartphone device's ability to operate in a Windows based environment utilizing Microsoft Office, Outlook and other software packages.