



DIRECTOR OF ORGANIZATIONAL EFFECTIVENESS

INTERNAL SERVICES DEPARTMENT COUNTY OF LOS ANGELES

\$144,825–\$201,000 ANNUALLY DOE/DOQ

LOS ANGELES COUNTY, CALIFORNIA, is looking for a Director of Organizational Effectiveness to head up a newly created position and division with the Internal Services Department (ISD). The incumbent will be a collaborative, inclusive, results-oriented leader who thrives in a fast-paced workplace, can transform strategy into operational goals and objectives, and produce measurable outcomes. The Director will develop, guide, and implement comprehensive, integrated strategic planning and continuous improvement programs and initiatives across our department. Overall responsibilities include division leadership, and improved customer satisfaction, organizational effectiveness, service quality and delivery, employee engagement, cost reduction, and organizational communication across our Department. Our Ideal candidate will have a track record for success at developing continuous improvement strategies, and have experience implementing effective change management and communications programs in a large private or public-sector environment. If you want to work for one of the best employers in Southern California (per Forbes Magazine, 2018), and unleash your strategic, organizational development skills and bring results, ISD in LA County is the place to be.



the COUNTY



THE COUNTY OF LOS ANGELES, listed in *Forbes Magazine* as one of **America's Best Employers** for 2015, 2016, and 2018, and is the largest employer in southern California with more than 109,000 employees across 35 departments and an operating budget of \$30 billion. The County provides vital, wide-ranging services to a diverse population of 10 million people. Los Angeles County comprises of 88 cities within its boundaries and is the largest county in the nation.

the **INTERNAL SERVICES DEPARTMENT**

OUR PURPOSE

Provide Essential Services to Support The County Mission.

THE INTERNAL SERVICES DEPARTMENT (ISD) is a general services organization that supports the County by providing numerous in-house contracted and advisory services in facilities operations, information technology, purchasing and contracts, administration and finance

services, and sustainability, organizational effectiveness, conservation and energy efficiency programs. The current department's operating budget is \$661 million and includes a telephone utilities budget, a \$40 million customer direct budget, and 2,198 budgeted positions.



OUR VALUES

SERVICE Anticipate Customer Needs.

QUALITY Exceed Expectations.

CREATIVITY Create Value Through Innovation.

TEAMWORK Work as a Team
Respect the Individual.

SUSTAINABILITY Provide
Environmental Leadership.

CRITICAL / STRATEGIC PLANNING INITIATIVES

THE ISD STRATEGIC PLAN FOR FY 2018–19 identifies strategic areas of focus and associated goals that will enhance its ability to provide effective and cost efficient internal and external customer service, as well as take a leadership role in implementing the County's environmental policy.

This year's plan includes the following new or continuing strategic objectives:

DEVELOP THE COUNTYWIDE DATA CENTER consolidation plan with a target completion date of 2020;

INCREASE DATA SHARING among County departments by expanding the Countywide ISD-managed Master Data Management system to include public social services and public safety clients;

REDUCE TIMEFRAMES for procurement and contracts, transform ISD Fleet Operations, and enhance parking services;

SUPPORT ENVIRONMENTAL SUSTAINABILITY initiatives that reduce energy and water consumption in County facilities and provide leadership in regional sustainability programs for the public;

LEAD THE DEVELOPMENT of cost savings associated with renewable energy and energy storage solutions on County facilities and develop an integrated solar, energy storage, and electrified transportation strategy; *and*

IMPLEMENT AN EXECUTIVE DASHBOARD that provides real-time, visibility where possible, of key performance indicators across all ISD lines of business.

→ the **POSITION**

The Director of Organizational Effectiveness is a newly created position that will be responsible for developing, guiding and implementing comprehensive, integrated, strategic planning and continuous improvement programs and initiatives across our department. This position is at-will, is based in Los Angeles, reports to the Director and the Chief Deputy Director of ISD and may act for the Chief Deputy or Director in their absence, including appearing before the Board of Supervisors.

This position will oversee a team and budget, and will be responsible for division leadership, measurable results, and improved customer satisfaction, organizational effectiveness, service quality and delivery, employee engagement, cost reduction, and organizational communication.



→ **QUALIFYING EXPERIENCE**

REQUIRED

- Bachelor's degree in Business Administration, Human Resources, Industrial Organizational Psychology, Organizational Development or closely related field and five (5) years leading continuous improvement operations that include: strategic planning, change management, and organizational communications.
- A valid California Class C driver's license or the ability to utilize an alternative method of transportation when needed to carry out job-related duties.
- Ability to pass a satisfactory background and reference selection process.

PREFERRED

- Master's degree or higher in Human Resources, Organizational Development, Industrial Organizational Psychology, Business Administration or closely related field.
- IPMA-SCP or SPHR Certification.

the **IDEAL CANDIDATE**



THE **IDEAL CANDIDATE** will have experience developing continuous improvement strategies and implementing effective change management and communications programs in a large private or public-sector environment, using traditional and evolving continuous improvement and communications methods. The candidate will be a collaborative, inclusive, results-oriented leader who thrives in a fast-paced workplace, can transform strategy into operational goals and objectives, and produce measurable outcomes. The Director will have outstanding communication, influential, and facilitation skills. Additionally, the ideal candidate will have culture competence and be dedicated to cultural diversity and inclusion.

THE DIRECTOR WILL...

STRATEGIC PLANNING/ ORGANIZATIONAL EFFECTIVENESS

- Set and communicate a clear vision and organizational objectives.
- Be responsible for the development and effectiveness of the department's strategic plan and ensure alignment with the County's objectives.
- Develop department's key performance indicators and track effectiveness of the department's strategic plan, communications, and continuous improvement programs.
- Oversee continuous improvement and change management programs.
- Collaborate with other County departments and labor representatives to develop and implement new or improved channels for delivery of customer service.
- Consult with other executives and managers regarding strategic planning, customer service, employee engagement, communications, change management, and continuous improvement.
- Identify and develop key performance indicators to track the effectiveness.
- Be a strategic thinker, creative problem solver, trust builder and accountable decision maker.
- Identify new uses of technology to advance service delivery and improve efficiencies.

OPERATIONS/TEAM LEADERSHIP

- Align self and team with the operations strategic plan.
- Create a performance-outcome based organizational culture.
- Be an assertive and influential leader, able to advocate and advance initiatives for the County.
- Build and support a culture that is progressive, collaborative, transparent, and data driven.
- Be a positive team builder and provide staff opportunities for growth.
- Empower others and promote interdepartmental teamwork and collaboration.
- Be politically savvy and able to address complex issues in public settings.
- Direct the business relationship team's activities.
- Produce data driven recommendations.
- Administer contracts, oversee the division's budget.
- Anticipate future trends/consequences and create innovative strategies and flexible plans.

MARKETING & BRANDING/COMMUNICATION

- Develop and refine the department's brand messaging.
- Be a brilliant communicator and an adept mediator.
- Conceptualize and implement internal and external communication strategies, programs and policies.
- Use a variety of communication mediums (i.e., print, events, video, social media, etc.) to drive continuous improvement, employee engagement, and customer satisfaction.
- Effectively interface with all levels of management and critical stakeholders.



SALARY & BENEFITS

The salary range for this position is: **\$144,825–\$201,000 annually DOE/DOQ**. In addition to the base salary, the County offers an attractive benefits package that allows employees to choose the benefits that meet their specific needs. Relocation expenses may be considered. The package includes:

RETIREMENT PLAN:

New appointees will participate in a contributory defined benefit plan.

CAFETERIA BENEFIT

PLAN: The County funds its cafeteria plan using a tax-free contribution of an additional 14.5% to 17% of the employee's monthly salary.

FLEXIBLE SPENDING

ACCOUNTS: In addition to tax-free medical and dependent care spending accounts, the County contributes \$75 per month to an employee's dependent care spending account.

SAVINGS PLAN (401K):

Optional tax-deferred income plan that may include a County matching contribution up to 4% of employee's salary.

DEFERRED COMPENSATION

PLAN (457): Optional tax-deferred income plan that may include a County matching contribution up to 4% of employee's salary.

HOLIDAYS: 12 paid days per year.



HOW to APPLY

*This position is open until filled; apply by **JANUARY 7** for first consideration.*

Apply at: wbrowncreative.com/job-board

SAVE THE DATES

Interview dates are **JANUARY 31 & FEBRUARY 1** (candidates selected to interview will need to be available for both days).

QUESTIONS?

Call **541.664.0376** Direct;
or **866.929.WBCP (9227)** Toll Free;
or email Wendi at
wendi@wbrowncreative.com