



STATE OF NEVADA
Department of Administration
Division of Human Resource Management

CLASS SPECIFICATION

<u>TITLE</u>	<u>GRADE</u>	<u>EEO-4</u>	<u>CODE</u>
SOCIAL SERVICES CHIEF III	41	A	12.300
SOCIAL SERVICES CHIEF II	39	A	12.301
SOCIAL SERVICES CHIEF I	38	A	12.306

SERIES CONCEPT

Social Services Chiefs are assigned programmatic responsibilities which include interpretation of program regulations and requirements; quality assurance; development and implementation of automated systems; preparation and distribution of program policies, procedures, standards and guidelines; entering into contracts with service providers; proposing short and long term goals and objectives; preparing draft bills; and testifying before the legislature. At the higher levels in the series, incumbents may also supervise subordinate Social Services Managers who oversee subordinate supervisors and professional staff engaged in the direct delivery of social services to clients. However, positions allocated to the Chief series spend the preponderance of time managing the overall design, analysis, development, and evaluation of social services programs.

Establish and monitor the accomplishment of unit and program goals and objectives to ensure programs are administered in compliance with federal and State regulations and in accordance with the goals and objectives of the agency.

Analyze and review data and reports regarding program participation and quality assurance activities; analyze economic and demographic trends and statistical data; determine the availability of resources; consult with administrators regarding agency and program goals and objectives.

Coordinate resources and activities with other chiefs and district or regional office managers; establish performance indicators and goals and objectives; monitor staff activities to determine progress in meeting goals and objectives and assess the quality of work performed; determine the impact and effectiveness of completed projects and assignments and plan for future changes or activities.

Direct the development and ensure implementation of State plans, policies, procedures, and support systems to maximize federal financial participation; review and interpret federal and State rules and regulations; research or direct staff to research the financial and operational impact to programs.

Analyze requested changes to computer and accounting systems and establish appropriate priorities; oversee the development of new or revised policies and procedures and secure administrative approval; respond to inquiries and requests for assistance in the implementation of policies, procedures and system changes; make decisions on unusual cases and operational issues; monitor program quality and compliance through review of management reports and results of on-site reviews.

Manage the development, negotiation and monitoring of cooperative agreements and program contracts to ensure services are provided and operations are conducted within program parameters; oversee the development of agreements, contract documents and amendments; evaluate and adjust reimbursement rates; conduct periodic reviews of personnel, equipment and program operations; meet with contractors and program personnel to evaluate performance and resolve problems associated with requirements set forth in agreements or contracts; determine whether financial reimbursement should be withheld in situations of non-compliance.

Develop or participate in the development and justification of legislative proposals to include drafting proposed legislation; determine fiscal and operational impact; gain the approval and support of administrative staff and

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SERIES CONCEPT (cont'd)

present the agency's position to the legislature as requested.

Develop or participate in the development of operating and program budgets and monitor approved budgets; develop cost estimates and justification for new or expanded programs, purchase of equipment, and additional personnel; provide recommendations to administrators for incorporation into the agency budget; present budget proposal to the Budget Office and legislature as assigned; monitor revenues and expenditures and recommend alternatives for program operations in shortfall situations.

Supervise professional personnel and support staff and may provide administrative supervision to higher level professionals in a specialized area related to program operations; participate in interviewing applicants and selecting personnel; delegate authority and responsibility to staff; develop work performance standards and complete performance evaluations; ensure appropriate training is provided; provide counseling and guidance and initiate or recommend disciplinary actions.

Serve as a liaison with a variety of groups and individuals, professional advisory groups, community groups, federal staff at the regional and national levels, district attorneys and judges, the media, agency and division administrators, district and regional managers, and government officials to provide and gather information and to explain program policies and procedures.

Promote program goals and objectives; facilitate advisory group meetings; coordinate program activities among units, State agencies, and local government or community agencies; negotiate solutions to problems and resolve conflicts; and consult with federal regional program administrators on complex program issues.

Perform related duties as assigned.

ALLOCATION OF POSITIONS

Allocation of positions to a level within this series is determined by a review of seven classification factors: nature and complexity of work performed; the knowledge, skills and abilities required; independence/supervision received; scope of responsibility/consequence of error; authority to take action/decision making; and personal contacts necessary to complete the work. Social Services Chiefs at all levels in the series manage the design, development and evaluation of statewide public assistance and/or social services programs; supervise professional staff which may include licensed professional social workers and nurses; and prepare and monitor budgets. Programmatic responsibilities require frequent and intensive communication with all levels within and outside the organization in order to defend, justify, negotiate, and mediate issues.

The programs administered by incumbents in this series vary considerably in scope, complexity, and size. In evaluating and allocating positions, consideration is given to the nature and complexity of the program(s) administered; the level and number of subordinate staff supervised directly and indirectly; and the fiscal responsibility for budgets and funds disbursed in entitlement programs. To assist in determining the appropriate level for a position, benchmark descriptions are provided to facilitate comparisons and serve as a representative example of a position at each level.

CLASS CONCEPTS

Social Services Chief III: Under general direction of an administrator or deputy administrator, incumbents exercise direct control over the policy, system planning, development and monitoring aspects of the largest, most complex, and comprehensive social services and programs or major components thereof. The complexity of the program typically requires a large staff of Social Services Program Specialists and other professional staff.

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CLASS CONCEPTS (cont'd)

Social Services Chief III: (cont'd)

Programs administered at this level are multi-million-dollar entitlement programs such as Medicaid or involve the collection and disbursement of millions of dollars resulting in significant fiscal impact to the State. At this level, programs and services are provided to the broadest client base statewide.

Positions allocated to this level manage program development and service delivery or have program responsibility for the most complex programs such as Medicaid and eligibility for various types of public assistance. These programs require the analysis and interpretation of myriad federal and State laws, regulations and guidelines which change frequently.

This level in the series is distinguished from the Social Services Chief II by the broader scope of responsibility, the greater complexity of services provided to a larger population, greater supervisory/managerial responsibility and additional experience required to manage comprehensive programs such as Medicaid and Child Support Enforcement.

Medicaid Program Services: An example of a Social Services Program Chief III is a position in the Division of Health Care Financing & Policy. The incumbent is responsible for overall direction and oversight of Medicaid long-term and community-based care that has 22 different sub-programs including Intermediate Nursing Facility Reviews, Pre-admission Screening, Disability/Incapacity Determinations, Physical Disability Waiver, Intellectual/Developmental Disabilities Waiver, Aging Waiver, Group Home Waiver, Inpatient Hospital Services, Residential Treatment Centers and others.

The incumbent maintains the State plan and manages the development and dissemination of Medicaid policies and procedures and manages the fiscal agent contract to ensure prompt and proper processing of claims. The Chief also manages various Medicaid service programs and activities to include incapacity and disability determinations for Medicaid eligibility; waiver requests for the provisions of home and community-based services to prevent institutionalization; dental, transportation and provider services. In addition, the incumbent provides functional guidance and training to district office staff; oversees the performance of contractors; and directly supervises five Social Services Program Specialist III's and indirectly seven Health Care Coordinators who are licensed nurses and social workers, and two clerical staff.

Personal contacts require highly developed communication skills as the incumbent may need to defend, justify, negotiate, and mediate disputes such as those that occur between health care service providers and Blue Cross/Blue Shield, or jointly develop actions with significant impact on affected clients such as Temporary Assistance for Needy Families who are on Health Maintenance Organization (HMO), or to settle issues raised as a result of disagreement in the payment of fee for service provided by physicians.

Child Support Enforcement: A second example of a position at this level has responsibility for program development and service delivery. The incumbent designs the operational plan for the child support enforcement program statewide; establishes collection goals and develops cost-effective collection strategies; develops and manages the program budget which includes estimating amounts of income that will be received from federal income tax refunds and unemployment insurance benefit intercepts, county and State collections, and incentive payments; directs and oversees statewide program implementation through subordinate managers and cooperative agreements with county district attorneys and district courts; directs the development, communication and implementation of policies and procedures through subordinate Support Enforcement Specialists and supervisors; develops, justifies and promotes legislative proposals; and serves as the direct liaison with regional Family Support Administration, district attorneys, district judges and public interest groups.

The incumbent administers the collection and disbursement of several million dollars and directly supervises two Social Services Manager I's and five Social Services Program Specialists, and indirectly eighty-three employees comprised of Family Services Supervisors, Support Enforcement Specialists, and clerical personnel.

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CLASS CONCEPTS (cont'd)

Social Services Chief II: Under general direction, incumbents exercise direct control over the policy and system planning, development and monitoring aspects of a statewide social services program serving a targeted population such as elderly Medicaid clients.

Incumbents at this level supervise subordinate managers, supervisors and professional staff located in district or regional offices throughout the State. Fiscal responsibility at this level is characterized by development of budget requests, proposals, justifications, and amendments based on federal and State rules and regulations and agency policies and procedures.

Incumbents enter into contracts for services and interlocal agreements with other State agencies to provide services. Additionally, incumbents prepare and monitor budget balances in regard to services requested and provided; approve payments in accordance with established policies, regulations, and program requirements; and assess and reassess client needs.

This level in the series is distinguished from the Social Services Chief I by the broader scope of responsibility; greater complexity of the programs monitored; the diversity of services provided by professional staff; and greater number and higher level staff supervised directly and indirectly.

Community-Based Care Program: An example of a Social Services Chief II position is in the Division for Aging Services. The Chief of the Community-Based Care Program is responsible for providing statewide program development and management of service delivery for four programs: Federal Medicaid Waiver; Medicaid Group Care Waiver; State-funded Medicaid Waiver; and the Title XX Homemaker Services Program. In efforts to assist elderly Medicaid recipients in maintaining their independence and avoiding placement in residential care facilities, Social Workers, under the supervision of the Social Services Chief II, locate, coordinate, monitor and evaluate in-home personal care and household assistance services.

The incumbent administers the development and implementation of the programs; ensures compliance with federal requirements for Medicaid waivers and State regulations; identifies, formulates and implements changes in policies, procedures and standards and evaluates their effectiveness and impact on program operations; maintains a comprehensive reporting system including centralized and local database systems for client tracking, payment tracking, utilization and delivery. The incumbent also completes quarterly performance indicator reports and annual reports; reviews, compiles and analyzes statistics and expenditure reports to monitor progress toward agency and unit goals; develops and revises policy and procedure manuals for programs; and manages contract development to ensure adequate services are provided.

In addition, the incumbent provides functional guidance and training to managers in the district offices; directly supervises three Social Services Managers and indirectly eight Social Work Supervisors, thirty-four Social Workers, and nine Administrative Assistants.

Social Services Chief I: Under general supervision, incumbents administer statewide social services programs which are small or narrowly focused in comparison to programs administered by higher level chiefs. Areas of responsibility require an incumbent to interpret and apply federal and State regulations and agency policies and procedures.

Some incumbents at this level are assigned to oversee preparation of grant applications and proposals to secure funding for major division-wide programs and initiatives. They supervise subordinate supervisors and professional staff who prepare and mediate contractual agreements; develop program standards and evaluate services through site visits and/or reports; review grant applications submitted by grantees; provide training to grantees; review service provider operations; monitor quality of services; research and compile data and prepare reports; and organize board and commission meetings. These positions monitor and disburse grant funds to contractors who provide services to clients.

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CLASS CONCEPTS (cont'd)

Social Services Chief I (cont'd)

Quality Control and Hearings: An example of a Social Services Program Chief I is the quality assurance and hearings supervisor at the Welfare and Supportive Services Division. The incumbent manages the federally mandated quality control program which ensures the accuracy of benefits disbursed and/or eligibility determinations for the Temporary Assistance for Needy Families, Food Stamps, Medicaid, and Child Care programs.

These programs ensure that eligibility for public assistance is properly determined and that funds are disbursed in the appropriate amount in accordance with federal and State requirements. This has a critical fiscal impact on the agency as sanctions may be imposed and/or federal funding reduced as a result of incorrect case processing.

The incumbent develops and directs the implementation of program policies and procedures for quality control reviews; performs analysis of the division's performance to identify errors and causal factors; develops corrective action plans and makes recommendations to the deputy administrator for implementation; reviews new and revised policy proposals to ensure they will not have a detrimental effect on the division's performance; serves as the liaison with the federal government regarding the accuracy of payments; and prepares required monthly and annual program reports.

In addition, the incumbent functions as the hearings supervisor for the division to include developing procedures for hearings and reviewing decisions prepared by subordinate hearings officers; and develops and monitors the unit's operating budget. The incumbent directly supervises one Social Welfare Program Specialist III; five Quality Control Specialists; one Hearings Officer and one Administrative Assistant; and indirectly, three Quality Control Specialists and two Administrative Assistants.

MINIMUM QUALIFICATIONS

SPECIAL REQUIREMENT:

- * Some positions require professional licensure or certification in a social or medical specialty issued by the appropriate licensing board in the State of Nevada which will be identified at the time of recruitment. Incumbents must maintain professional licensure or certification in their specialty as a condition of continuing employment.

SOCIAL SERVICES CHIEF III

EDUCATION AND EXPERIENCE: Bachelor's degree from an accredited college or university in social work, health or social science, public or business administration or related field and five years of relevant professional experience which included directing social services or the operation of a program unit; coordinating program activities with officials and representatives of other agencies; interpretation, application and implementation of complex federal regulations and State laws; writing program policies, procedures, and reports; and conducting research and preparing recommendations. Two years of the required experience must have included supervision of staff at a paraprofessional level or above; **OR** an equivalent combination of education and experience as described above. (See *Special Requirement*)

ENTRY LEVEL KNOWLEDGE, SKILLS, AND ABILITIES (required at time of application):
Detailed knowledge of: methods and procedures of efficient administration; programmatic and operational aspects of related agencies at local, regional, and national levels. **Working knowledge of:** effective management practices including budget development, resource allocation and personnel administration; federal regulations, State statutes program manuals, and automated systems to interpret, analyze,

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MINIMUM QUALIFICATIONS (cont'd)

SOCIAL SERVICES CHIEF III (cont'd)

ENTRY LEVEL KNOWLEDGE, SKILLS, AND ABILITIES (required at time of application): (cont'd)
and direct the development and implementation of program policies and procedures; interface and integration of organizational processes/units; general and State-specific principles and practices of budgeting and accounting; services, roles and responsibilities of human service agencies at local, regional and national levels; litigation and court decisions impacting assigned program(s); State rules for personnel administration; State legislative process. **Ability to:** develop long range plans to achieve agency goals and federal and legislative mandates; conduct research, analyze data, draw conclusions and develop solutions and recommendations; communicate effectively in writing sufficiently to prepare comprehensive reports, proposals, recommendations and bill drafts; design, develop and implement programs; establish program objectives and performance goals; develop criteria to evaluate effectiveness of program operations and apply corrective action plans when appropriate; forecast program and community needs and develop plans to meet those needs; manage contracts and agreements; mediate between contending parties such as clients, staff, legal services, contractors and the agency; modify or adapt program policies and procedures to meet workload demands or unusual circumstances such as atypical caseload growth or loss of funding; *and all knowledge, skills and abilities required at the lower levels.*

FULL PERFORMANCE KNOWLEDGE, SKILLS, AND ABILITIES (typically acquired on the job):
Working knowledge of: program policies and procedures; State rules for personnel administration; divisional goals, objectives, policies, and procedures; management principles and practices applicable to a large and complex organization.

SOCIAL SERVICES CHIEF II

EDUCATION AND EXPERIENCE: Bachelor's degree from an accredited college or university in social work, health or social science, public or business administration or related field and four years of professional social services experience which included directing social services or the operation of a program unit; coordinating program activities with officials and representatives of other agencies; interpretation and application of complex federal regulations, writing program policies, procedures, and reports; and conducting research and preparing recommendations for management. Two years of the required experience must have included supervision of staff at a paraprofessional level or above; **OR** an equivalent combination of education and experience as described above. *(See Special Requirement)*

ENTRY LEVEL KNOWLEDGE, SKILLS, AND ABILITIES (required at time of application):
Working knowledge of: methods and procedures of efficient administration; principles and practices of management and supervision; federal and State laws and regulations governing social and health care services; quality management principles; effective change management; effective management practices including budget development, resource allocation and personnel administration; federal and State laws and regulations which govern assigned programs; goals, objectives and federal guidelines for assigned social services programs; department, division, and unit goals, systems, programs, and policies related to the program assignment; principles and practices of social services administration; State and agency administrative regulations, policies, and procedures; methods of program administration, program terminology, and acceptable program practices. **General knowledge of:** State budgeting and accounting practices. **Ability to:** review and analyze legislative documents and correspondence; sell or promote ideas, programs, policies, and procedures to staff, administration, legal entities, and the public; formulate policies, program decisions, contracts and staffing plans; coordinate the work of a number of diverse work units using leadership, communication and negotiation skills; define cause and effect relationships in areas of program compliance; develop and manage a complex budget; coordinate the development and maintenance of automated systems; accurately evaluate program effectiveness and accountability and determine what changes are needed to improve the program; identify training and education needs and available resources that are applicable and effective. **Skill in:** financial analysis and planning and budget administration; *and all knowledge, skills and abilities required at the lower level.*

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MINIMUM QUALIFICATIONS (cont'd)

SOCIAL SERVICES CHIEF II (cont'd)

FULL PERFORMANCE KNOWLEDGE, SKILLS, AND ABILITIES (typically acquired on the job):
(These are identical to the Entry Level Knowledge, Skills and Abilities required for Social Services Chief III.)

SOCIAL SERVICES CHIEF I

EDUCATION AND EXPERIENCE: Bachelor's degree from an accredited college or university in social work, health or social science, public or business administration or related field and three years of professional social services experience which included serving as a consultant to professional/supervisory program personnel; coordinating program activities with officials and representatives of other agencies; interpreting and applying complex federal regulations, technical journals, and legislative studies; writing program policies, procedures, and reports; and conducting research and preparing recommendations for management; **OR** an equivalent combination of education and experience as described above. *(See Special Requirement)*

ENTRY LEVEL KNOWLEDGE, SKILLS, AND ABILITIES (required at time of application):

General knowledge of: principles and practices of program management and supervision; federal and State laws and regulations governing social and health care services; current social and economic trends impacting eligibility for social services and programs; philosophy and purpose of social services programs; effective change management; quality management principles. **Ability to:** establish and maintain cooperative working relationships with direct and indirect reporting staff, peers, superiors, legal entities, federal officials, other agencies and businesses; modify and/or adapt policies, procedures or methods to ensure program compliance and avoid federal penalties; define problems and identify relevant concerns to formulate logical and objective solutions; negotiate and exchange ideas, information and opinions with others to formulate policy recommendations; establish work priorities, delegate assignments, train, motivate, and supervise staff; write concise, logical, and grammatically correct analytical reports, correspondence and program documents; make oral presentations to persuade others to accept a specific opinion or achieve consensus, and to explain and/or promote ideas, procedures, policies, and actions; read and interpret complex legal documents such as federal and State laws, court decisions and attorney general's opinions; organize material, information, and staff in a systematic way to meet objectives and optimize program effectiveness and efficiency; analyze information and statistical reports to plan for staff, program needs, budget preparation and evaluate program effectiveness.

FULL PERFORMANCE KNOWLEDGE, SKILLS, AND ABILITIES (typically acquired on the job):
(These are identical to the Entry Level Knowledge, Skills and Abilities required for Social Services Chief II.)

This class specification is used for classification, recruitment, and examination purposes. It is not to be considered a substitute for work performance standards for positions assigned to this class.

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ESTABLISHED:	7/1/93P	7/1/03P	7/1/93P
	10/23/92PC	10/14/02PC	10/23/92PC
REVISED:			7/18/97UC
REVISED:	3/29/01UC		3/29/01UC
REVISED	7/1/03P		7/1/03P
	10/14/02PC		10/14/02PC
REVISED:	12/8/03UC	12/8/03UC	12/8/03UC
REVISED:	7/1/05LG	7/1/05LG	7/1/05LG
REVISED:	3/9/16UC	3/9/16UC	3/9/16UC