



The SACHS CHRONICLE

Volume XII

Summer 2005

COUNTIES:

COUNTY OF IMPERIAL
DEPARTMENT OF SOCIAL SERVICES
Jim Semmes, Director

COUNTY OF LOS ANGELES
DEPARTMENT OF CHILDREN &
FAMILY SERVICES
David Sanders, Director

COUNTY OF LOS ANGELES
DEPARTMENT OF PUBLIC SOCIAL
SERVICES
Bryce Yokomizo, Director

COUNTY OF ORANGE
SOCIAL SERVICES AGENCY
Ingrid Harita, Director

COUNTY OF RIVERSIDE
DEPARTMENT OF PUBLIC SOCIAL
SERVICES
Cynthia Hinckley, Director

COUNTY OF SAN BERNARDINO
HUMAN SERVICES SYSTEM
Linda Haugan, Interim Asst.
County Administrator

COUNTY OF SAN DIEGO
HEALTH AND HUMAN SERVICES
AGENCY
Jean Shepard, Director

COUNTY OF SANTA BARBARA
SOCIAL SERVICES DEPARTMENT
Kathy Gallagher, Director

COUNTY OF VENTURA
HUMAN SERVICES AGENCY
Ted Myers, Director

UNIVERSITIES:

SAN DIEGO STATE UNIVERSITY
SCHOOL OF SOCIAL WORK
Anita Harbert, Ph.D., Director

CSU SAN BERNARDINO
DEPARTMENT OF SOCIAL WORK
Teresa Morris, Ph.D., Director

FACILITATING AGENCY
ACADEMY FOR PROFESSIONAL
EXCELLENCE
Don Dudley, Director

SACHS MEETING August 18-19, 2005



Laguna Cliffs Marriott - Dana Point, CA

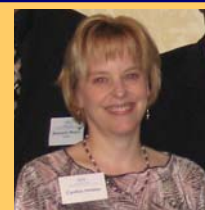
Annual Planning Session
New Member Orientation

Leaders In ACTION
Evaluation Results of Year 1
Plan for Year 2



Ingrid Harita

Congratulations to both Ingrid Harita (Orange County) and Cynthia Hinckley (Riverside County). Both were appointed Director of their respective county.



Cynthia Hinckley



Jim Semmes (Imperial) & Bryce Yokomizo (LA DPSS)

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Our first Leaders In Action training program has been successfully completed! All twenty four participants have graduated and returned to their counties with an enriched knowledge of the responsibilities and demanding role of a director and leader for a public human services agency. Our evaluations indicate that the most helpful aspect of the training for the participants was gaining knowledge from the directors themselves.

Several of the graduates have indicated that they are currently making presentations of their Action Learning Projects to their respective administrative teams.

Since graduation, four LIA graduates have been promoted: **Gary Andrews** (Imperial County) and **Mickey Castro** (Imperial County) have both been promoted Deputy Directors, **Phyllis Watanabe** (Orange County) has been

appointed Division Director, and **Ray Gallagher** (Orange County) has been appointed Deputy Director. Also, one LIA graduate has been promoted as interim: **James Wright** (Riverside County) has been appointed Interim Deputy Director.

The intensive evaluation process we employed during this first year has given the Academy staff a wealth of information to draw on for LIA-2 development.

Several additions/changes to the program/curriculum are being considered: half-day orientation that includes the participants' supervisors and LIA-1 graduates; Board of Supervisor mock presentation; full day of Strategic Management; increase number of participants (possibly 30). We also will be providing critical topic publications and enhanced curriculum content.

A proposed LIA-2 training schedule will be presented in

August to the SACHS directors and the recruitment of new participants will begin by August 22. We will also provide the opportunity to train additional participants that are not Title IV-E eligible for a limited fee.

The Academy will host a call-back training for LIA-1 graduates on Strategic Management. Evaluation feedback indicated the half day training provided in May was not sufficient.

This is expected to be a very valuable day in helping graduates grasp the magnitude of public agency strategic planning/management. The training date will be: **October 19, 2005 at the Embassy Suites in LA.**

LIA-2 promises to be even better than LIA-1, thanks in part to all the support from SACHS directors and the participants.



Los Angeles DCFS
Marilynne Garrison,
Children Services Admin III
Frank Ramos,
Asst. Regional Administrator



Imperial
Gary Andrews, *Deputy Director*
Mickey Castro, *Deputy Director*



Los Angeles DPSS
Stephanie Dillard, *HS Admin III*
Jose Perez, *HS Administrator III*

Leaders in Action—Graduation

May 19, 2005 was a day to remember. Twenty-four county staff from the southern California region completed their participation in Leaders in Action—an intensive executive development training program for southern county upper-level managers.

The culmination of their 3 months of training was an “Action Learning Project” presentation before the SACHS Directors and their supervisors, highlighting results of intensive cross-county group research projects addressing real-life

organizational problems and issues facing their agencies.

The pressure was on, but the LIA participants rose to the challenge with engaging presentations on a variety of issues such as Medi-Cal redesign, homelessness, IHSS fraud detection, TANF sanctions, and Prop 63.

The graduation event began with opening remarks from **Ted Myers**, the SACHS Chair, and **Dennis Boyle**, former SACHS member and current CDSS Director.

The conversation and camaraderie shared during this event highlighted one of the outcomes of the LIA training: enhanced cross-county networking and partnering.

All the participants felt a strong connection to their Southern California county partners, which will serve them well as they continue to provide leadership within their own counties.

Congratulations to our first group of Leaders in Action training participants!



Riverside

Sayori Baldwin, *Admin Manager*
Herman Cospo, *Acting Deputy Director*
Robert Sanchez, *Regional Manager*
Kenneth Watts, *Admin Manager*
James Wright, *Regional Manager*



Ventura

Elaine Gonzales, *HS Program Admin III*
Miguel Orozco, *HS Manager*
Lauri Flack, *HS Senior Manager*
Kathy Smith, *HS Manager*



Santa Barbara

Eddie Alanis, *Division Chief*
Cindy Nott, *Division Chief*
Cathy Olson, *Division Chief*



San Bernardino

Janice Lindsay, *Staff Analyst II*



Orange

Denise Churchill, *SSA Program Mgr II*
Rebecca Guider, *Deputy Director*
Ray Gallagher, *Deputy Director*
Mike Ryan, *Deputy Director*
Phyllis Watanabe, *Division Director*

10 Factors Critical to Successful Organizational Change¹

1. Well Defined Mission:

Using the mission as the focus of the organization's decision-making.

2. Outcome Based:

Measurable outcomes become the focus of the change effort.

3. Change is Built on Organization's Values:

Successful change occurs when mission, vision, and norms of the organization serve as the foundations for change and the point from which all new activities evolve.

4. Change Must be Holistic:

Communication, coordination, and systems of control must be established among departments.

5. Support of Executive Leaders:

- Clearly define overall direction of change process
 - Empower staff to come up with solutions
- Provide resources (i.e., access to information, training, financial resources)
- Create environment that supports risks (mistakes are accepted during change process)

6. Empowerment of Front-Line Staff and Supervisors:

Because front-line supervisors greatly influence activities and behaviors of others, they're critical to the success of any change effort.

7. Maintain the Focus on the Customer

8. Collaborate with Other Agencies

9. Utilize Information Technology

10. Leadership is Essential:

Leaders define what the future should look like, align people with that vision, and inspire them to make it happen despite the obstacles.

¹Proehl, R.A. (2001). *Organizational Change in Human Services*. Sage Publications: Thousand Oaks, CA.



Dennis Boyle, Director, CDSS



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