



REGIONAL DIRECTOR IDEAL CANDIDATE PROFILE

Dungarvin, a national organization of privately owned companies dedicated to providing high quality, community-based supports to people with varying support needs, is recruiting a Regional Director for its New Jersey, Connecticut, and North Carolina locations. The ideal candidate will be an experienced professional in the field of developmental disabilities who is passionate about the mission and values of Dungarvin.

DUNGARVIN

Founded in St. Paul, Minnesota in 1976, Dungarvin employs approximately 4,000 people who currently provide supports to over 5,000 individuals across 15 states.

Mission: Respecting and responding to the choices of people in need of supports.



Dungarvin works closely with each person, and with those close to the individual, to discover and understand their unique set of aspirations, goals, strengths, and dreams. Helping people with developmental disabilities achieve their full potential improves the entire community's quality of life. Dungarvin is proud to be a part of that process.

PROGRAMS AND SERVICES

Dungarvin provides support services for clients with:

- Intellectual and developmental disabilities
- Mental health issues
- Behavioral challenges
- Individuals with traumatic/acquired brain injury
- Individuals with significant medical challenges
- Children and their families

Services in the Colonial Region include:

- **Day Services** programs that offer a variety of supports for people with intellectual and development disabilities. Services may include a combination of supports such as community integration, base site programming, employment opportunities, problem-solving and decision-making in everyday living, participating in community events and leisure activities, or assisting people to prepare for vocational, recreational, or other community-based programs.



- **In-Home Services** provide supports to a child, adolescent or adult living with his or her family or in their own living environment. The person and the family design the level of support and service that is needed.
- **Case Management Services** support people in their goal of living in the community as independently as possible.
- **Residential Services** are provided to an individual living in his or her own home or apartment with or without roommates, depending on the location. Staffing levels vary by the needs of those being served and are easily modified to meet changing abilities, interests, choices, and needs of individuals.
- **Host Home Services** allow an individual to live in a private residence with a family or caregiver (non-related parent, guardian or spouse, and not Dungarvin employees) rather than in an apartment or group home. Host Home living is highly flexible and focused on personal choice.
- **Foster Care Services** provide safe, loving homes and intensive support to children or adults with traditional, special and/or complex needs. Supports provided vary depending upon the needs of the individual and family.

THE ROLE OF THE REGIONAL DIRECTOR

Reporting to the Executive Regional Director, the Regional Director is responsible for the implementation of the mission of Dungarvin in the assigned region – New Jersey, Connecticut and North Carolina – and for ensuring that the services provided to persons with developmental disabilities are of the highest possible quality and also meet the fiscal expectations. As a member of the senior management team, the Regional Director is also responsible for meeting organizational goals and fiscal expectations.

Mission Related Responsibilities - Corporate

Responsibility: Ensure that the letter and the spirit of the organization's mission is fully operationalized. The Regional Director will be expected to:

- Teach the mission to senior management staff.
- Ensure the mission is taught at all levels of the organization.
- Conduct quality assurance tests to assure the mission is known by direct care staff.
- By direct observation ensure the mission is fully understood and implemented at all levels.
- Make discussion of the mission a regular occurrence in directives, policies and other communications both informal and formal.

Responsibility: Establish and implement policies governing operations. The Regional Director will be expected to:

- Create personnel policies jointly with the senior management team and the national central office (NCO) human resources manager.
- Coach senior director staff in proper policy development.
- Assure that all policies are being disseminated and understood at the direct care staff level.
- Develop and implement an orderly process for policy dissemination and training.
- Annually review policies to assure they are current with operational procedures.

Responsibility: Establish and implement organizational goals governing operations. The Regional Director will be expected to:

- Review licensing surveys, incidents, abuse and neglect investigations, Quality Assurance Surveys, Corporate Climate Surveys, and Consumer Satisfaction Surveys, and set improvement goals as appropriate.
- Review staff performance and set goals to improve performance.
- Implement goals within each region consistent with national goals set by the owners and senior management team.
- Participate in creation of national goals.
- Represent the region to upper-level management for purpose of setting national goals.

Responsibility: Periodically evaluate organizational configuration to ensure that the structure remains viable, in order to accomplish the desired quality of services and fiscal outcomes of the organization and recommend changes to the CEO, COO, and Executive Regional Director. The Regional Director will be expected to:

- Annually recommend to owners and leaders changes in the organizational structure/configuration that will enhance the organizations ability to meet its goals and mission

- Consult with the other regional directors annually and make a joint recommendation for national organizational changes and structure.
- Participate in strategic planning for the organization and implement goals established throughout the strategic planning process.

Responsibility: Assure program staff has adequate support to accomplish the organization's mission. The Regional Director will be expected to:

- Develop partnerships with support services (accounting, legal, human resources, property management, etc.) to assure proper supports are in place for program staff.
- Balance the interests of support staff and program staff sufficient to carry out their roles in a way that enhances our ability to accomplish our mission.
- Provide leadership to help program staff understand the key roles support services play in accomplishing our mission and assure support staff understand the key role program staff play in accomplishing our mission.
- Actively listen to the needs of support personnel and program personnel and assure all interests are met in a manner that ensures the organization is best equipped to accomplish its mission.

Mission Related Responsibilities – Intra-Regional

Responsibility: Communication/meetings/networking with key state personnel, county personnel, parents, consumers, etc., to maintain reputation/focus of customer intimacy. The Regional Director will be expected to:

- Involve self in the life of the region external to Dungarvin sufficient to understand the needs and desires of our customers.
- Develop alliances with other providers for purposes of information sharing.
- Develop relationships with key state, county, and other funding entities personnel sufficient to establish a network of people to answer organizational questions and keep us informed of new development opportunities.

Responsibility: Crisis intervention/provision of guidance in crisis situations. The Regional Director will be expected to:

- Create and manage reporting practices within each region sufficient to keep upper management informed of crises that could cause organizational harm.
- Provide leadership to subordinates demonstrating proper crisis intervention.
- Provide leadership to subordinates in proper crisis prevention strategies and techniques.
- In the absence of a senior director or director, provide hands on leadership in crisis situations.

Mission Related Responsibilities – Inter-Regional

Responsibility: Work effectively with other regional directors to ensure that the communication of issues, concerns, opportunities, and challenges consistently occur among the senior management team members. The Regional Director will be expected to:

- Keep the team informed of issues and concerns in their respective areas.
- Seek regional director team support and advice on key issues and concerns for your respective areas.
- Act as regional director in the absence of other regional directors when requested.
- Seek ways to maximize sharing of resources between regions by offering help and assistance to other team members.
- Share with the other team members information learned from national events such as conferences and contacts with other providers.
- Keep fellow regional directors informed of any feedback learned about their regions.
- Support other regional directors by freely sharing personnel between regions to advance our national objectives.

Personnel Responsibilities – Corporate

Responsibility: Annually evaluate pay scales and implement changes accordingly. The Regional Director will be expected to:

- In conjunction with the senior management team and owners, review and evaluate pay scales for all positions to assess consistency and the ability to attract and retain qualified personnel.
- Implement changes in pay scales as necessary.
- Disseminate revised pay scale information to appropriate personnel.
- Assure wage adjustments and other changes in pay are implemented in an accurate and timely manner.
- Provide a copy of all pay scale revisions to the project director, for updating of national pay scale.

Responsibility: Set national personnel policies. The Regional Director will be expected to:

- Jointly with other regional directors, create personnel policies utilizing a template format to assure consistency across states.
- In conjunction with the human resources manager, assure personnel policies are in compliance with all relevant labor and employment laws.
- Assure only necessary personnel policies are created.
- Assure personnel policies are updated as necessary.
- Facilitate systems for dissemination of and training in personnel policies.

Responsibility: Assess personnel needs on an organizational level. The Regional Director will be expected to:

- In conjunction with the senior management team and owners, assess changing personnel needs on an organizational level.
- Assure development of new positions and modification of existing positions as necessary.
- Jointly with the senior management team, assure the maximum degree possible of consistency in qualifications, responsibilities, pay, etc., across similar positions in the organization.

Personnel Responsibilities – Intra-Regional

Responsibility: Recruit, interview, hire, and when necessary, discharge senior director personnel. The Regional Director will be expected to:

- Facilitate recruitment of qualified individuals for senior director positions through creative advertising efforts, utilization of executive recruiting firms, networking, and solicitation of internal candidates.
- Interview all qualified applicants assuring all necessary screenings such as pre-employment testing, reference checks, criminal background checks, etc., are completed.
- Complete all personnel documents required for hiring new individuals.
- As necessary, review plans of involuntary terminations with owners and complete thorough documentation to support such terminations.

Responsibility: Provide orientation, training, coaching, and development of senior director personnel. The Regional Director will be expected to:

- Assure timely completion of the organizational orientation and other orientation activities immediately following hire.
- Act as a role model and provide ongoing feedback on performance of senior duties.
- Establish staff development plans for senior director personnel and assure participation in relevant trainings.
- Assist career development of subordinates by challenging staff in areas of potential growth.
- Monitor, coach, and document for the personnel file areas of strength, accomplishment, concern, and performance problems.

Responsibility: Monitor staff development activities and conduct inservice/training sessions for staff on identified topics. The Regional Director will be expected to:

- Assess staff development needs on an ongoing basis and assure training is developed/available to address such needs.
- Develop staff training materials and provide organizational inservices.
- Assure all staff meet training requirements as outlined in regulations and policies.

Responsibility: Provide payroll information on a timely basis and assure checks are distributed per organizational policy. The Regional Director will be expected to:

- Submit payroll information for senior director personnel to accounting within prescribed time frames.
- Authorize paid time off and leave of absence requests for senior director personnel.
- Authorize stipends, other special pay and mileage reimbursement for senior director personnel within established budgets.
- Inform Human Resources Department of all payroll changes for senior director personnel.

Customer Intimacy Responsibilities – Corporate

Responsibility: Establish and implement a national strategy relevant to new development ventures. The Regional Director will be expected to:

- In cooperation with owners and senior administrative staff, assess potential new markets to determine compatibility with Dungarvin’s mission and goals.
- Based upon market assessment and in cooperation with owners and senior administrative team, develop short range and long-range strategies to capitalize upon opportunities.
- In cooperation with owners and senior administrative team, implement annual goals to operationalize strategies for new development.

Responsibility: Serve as a systems change agent to impact federal, state, and local policy makers in order to advance the outcomes that support the organization’s mission and goals. The Regional Director will be expected to:

- Continually monitor and assess political and funding environments in order to anticipate opportunities and threats that may affect Dungarvin services and supports.
- Posture self and key staff so as to be regarded as resources to funders, consumer groups, advocacy groups and provider coalitions in areas that advance the mission of the organization.
- Ensure that Dungarvin state newsletters are produced with quality and serve as a vehicle to enhance system change strategies.
- Train key staff throughout the region to become effective system change agents.
- In potentially politically sensitive situations, consult with owners and leaders prior to implementing system change strategies.

Customer Intimacy Responsibilities – Intra-Regional

Responsibility: Pursue and galvanize opportunities for new development within the region. The Regional Director will be expected to:

- Engage in dialogue and activities with other major providers' organizations that are sanctioned by the owners.
- Network with members of provider coalitions to advance the mission of the organization.
- Maintain ample and qualitative contacts with current funders that solidify current contracts and cultivate new business opportunities.
- Participate in provider fairs.
- Continually assess state markets to determine new business possibilities based on anticipated growth and demand and/or other provider failings.
- Respond to all requests for proposals (RFP) that are compatible with Dungarvin's mission in a timely and qualitative manner.

Responsibility: Participate in relevant national and state provider association functions. The Regional Director will be expected to:

- Serve on relevant committees and task forces whose intended outcomes would advance the mission of the Dungarvin organization.
- Make presentations at national and state conferences that will represent Dungarvin services and supports favorably.

Responsibility: Demonstrate expertise in state rules, regulations, and statutes as they affect services to persons with developmental disabilities. The Regional Director will be expected to:

- Ensure ongoing compliance with rules, regulations, and statutes that govern the operations of services provided by Dungarvin.
- Consistently monitor regulatory environments to anticipate potential changes in rules, regulations, and statutes that may affect the operations of Dungarvin services and supports.
- Advocate for changes in rules, regulations, and statutes that will advance the Dungarvin mission.

Customer Intimacy Responsibilities – Inter-Regional

Responsibility: Provide inter-regional supports on as needed basis. The Regional Director will be expected to:

- During extended absence of a peer, provide administrative oversight to the affected region.
- Provide targeted supports upon request to assist peers in the areas of new development, new service modalities start up, and quality assurance.

Quality Assurance Responsibilities – Corporate

Responsibility: Assure that communications consistently occur with owners or designee in accordance with the protocol established by owners or designee. The Regional Director will be expected to:

- Maintain consistent written and verbal updates with the owners or designee.
- Contact owners or designee as major events unfold.

Responsibility: Assess training needs of organization and development of a plan to address needs. The Regional Director will be expected to:

- Annually assess the training needs of the organization, either through a formal assessment or subjective input from staff, national accreditation bodies, or other survey results, etc.
- As part of the Annual Plan, address specific training needs identified.

Responsibility: Assess the overall quality of our services as an organization, on an ongoing basis. The Regional Director will be expected to:

- Within senior management meetings, identify key areas of concern or praise.
- Develop a national strategy to share ideas for change.

Quality Assurance Responsibilities – Intra-Regional

Responsibility: Ensure that effective quality assurance systems are developed, implemented, and consistently measure the desired outcomes of the organization. The Regional Director will be expected to:

- Solicit feedback from funding sources, consumers, guardians/families, etc.
- Use the Corporate Climate and Quality Assurance surveys to analyze patterns, which might indicate problem areas relative to quality assurance.

Responsibility: Oversight of state management conferences/retreats. The Regional Director will be expected to:

- Work with the senior director (where possible), develop agenda items and identify resources to address quality assurance issues.

Quality Assurance Responsibilities – Inter-Regional

Responsibility: Develop and implement a national system of quality assurance and quality enhancement. The Regional Director will be expected to:

- Work with other regional directors, develop protocols to use information gained from the Corporate Climate and Quality Assurance surveys to improve the quality of services provided by Dungarvin.
- Monitor quality of services by maintaining open communications with other regional directors to discuss serious areas where quality is lacking.

- Identify and share staff resources with other regions to improve quality services.

IDEAL CANDIDATE QUALIFICATIONS AND COMPETENCIES

The Regional Director role requires a minimum of a Bachelor of Arts degree, master's preferred, and a minimum of ten years of experience in the field of developmental disabilities. Candidates will have demonstrated leadership experience in the field and will have the ability to meet operational and fiscal goals of Dungarvin. The ideal candidate will demonstrate a commitment to the values of Dungarvin as well as:

- Leadership ability and a commitment to empowering their team
- Financial acumen and a commitment to turning around areas of lost revenue
- Open and honest assessment of performance
- A keen eye for recognizing and supporting programs that are working well
- Commitment to state-specific growth areas identified by the organization's senior leadership
- Efficient, cost-effective management
- Internal leadership development for their direct reports
- Commitment to sharing information across Dungarvin locations

The Regional Director role requires extensive travel to maintain visibility. Ideally, the Regional Director will reside in one of Dungarvin's service areas. A remote working option is available as well.

Dungarvin strives for a flexible management style that allows people to make mistakes, and that values communication between senior leadership and its Regional Directors.

COMPENSATION

Dungarvin is prepared to offer a competitive salary and benefit package to the candidate selected to be their new Regional Director. In addition, this position offers an opportunity to join a dedicated team of professionals that is making a profound difference in the community and in the lives of the individuals who enjoy greater independence and are able to participate more fully in society because of the organization's work.

CONTACT INFORMATION FOR INTERESTED CANDIDATES AND NOMINATIONS

If you would like to express your interest in this position, please send a cover letter and resume to Gregory Nielsen, Managing Director, at gregory@dcm-associates.com. If you would like to discuss the opportunity further or would like to recommend a candidate, please contact Dennis C. Miller, Founder & Chairman at dennis@dcm-associates.com.



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