

SUPPLEMENTAL QUESTIONNAIRE

Thank you for your interest in the position of Assistant Agency Director, SSA.
This supplemental questionnaire is designed to evaluate your experience and ability to communicate clearly and effectively in writing.

Your completed response to this supplemental questionnaire must be submitted with your application in order to be given full consideration for the next phase in the recruitment process.

Please keep your answers to no more than one page per question.
However, you are encouraged to provide as much detail as possible in your answers. We are searching for specific examples of some of your past accomplishments and challenges and request that you formulate your answers to describe the specific situations, your role and actions taken and the impact your actions had on the organization or particular project outcome.

1. The Social Services Agency is about to launch a new strategic priority that will require your team to significantly shift how they work. Walk us through how you would build understanding and commitment to that direction before, during, and after the transition. What would you do differently than you have in the past?
2. Describe a situation where you successfully navigated a bureaucratic or organizational barrier, but the fix was only temporary - the obstacle eventually returned or a new one replaced it. What did you do differently the second time to create a more sustainable solution, and what did that experience teach you about sustainable change?
3. Describe a specific decision you made as a leader - related to staffing, communication, policy, or service delivery - that you later reconsidered because you realized it did not adequately account for the cultural, linguistic, or lived experience differences of the people it affected. What did you do to correct course, and how has that shaped your leadership approach since?

APPLICATION PROCESS

If you are interested in this opportunity to help Alameda County Social Services Agency achieve its vision and mission, please complete an application and supplemental questionnaire on-line at www.acgov.org/hrs.
The final filing deadline is **11/06/2026 at 5:00 p.m.** Applications will be screened according to the qualifications outlined in the Ideal Candidate section of this brochure.
The most qualified candidates will be invited to participate in the selection process.
Please contact **Montrice Goodman at 510-208-3954** with questions regarding this position.

Tentative Selection Schedule:

Application and Supplemental Questionnaire Final Receipt Date: **11/06/2026**
Screening for Best Qualified completed the week of **11/23/2026**
Interviews tentatively scheduled for the week of **12/07/2026**

Compensation:

The annual salary range for the Assistant Agency Director, SSA is from **\$198,078 - \$240,780**.
The County also offers an attractive management benefits program with the following elements:
Retirement Plan covered by the 1937 Act; Management Benefits Cafeteria Plan; Health and Dental Insurance; Life/Accident Insurance, Paid Vacation & Sick Leave, Management Leave (7 days), Holidays (11 paid holidays; 4 floating holidays)
Dependent Care Salary Contribution Plan and a Deferred Compensation Plan.



Alameda County Social Services Agency **ACSSA**

Invites **YOU** to apply for the position of

ASSISTANT AGENCY DIRECTOR, SSA

Our Core Values

Dignity

Compassion

Integrity

Shared Purpose

Accountability

Our Mission:

We provide essential support, helping individuals, families and communities meet basic needs in times of challenge and move forward with stability, dignity and purpose.

Alameda County is an Equal Opportunity Employer

THE SOCIAL SERVICES AGENCY

2400+
Employees

\$1 Billion
FY 26/27 Budget

4 Departments

Agency
Administration
& Finance
(AAF)

Adult &
Aging
Services
(AAS)

Children &
Family
Services
(CFS)

Workforce &
Benefits
Administration
(WBA)

Working collectively & in
partnership with community-based
organizations, neighborhood
groups and policy makers to serve
the needs of the community.

Visit Us!

<https://socialservices.alamedacountyca.gov/>

THE COMMUNITY

The County of Alameda is the geographic center of the San Francisco Bay Area, located on the east side of the Bay across from the San Francisco Peninsula. Commonly referred to as the “East Bay,” the region has been **the fastest growing in the San Francisco Bay Area for more than two decades**. The East Bay is popular due to its desirable location, incredible diversity, ideal climate, broad economic base, welcoming communities, and business opportunities. The County itself is **one of the most culturally diverse regions in the country**.

Alameda County offers a variety of popular destinations including theatre, world-class symphony performances, dining, and many top-rated accommodations. The County is home to many popular attractions including **The Oakland Museum, Chabot Space and Science Center, and Livermore and the Tri-Valley Wine Country**. We’re in a central location to reach numerous San Francisco Bay Area sports teams, such as **the Golden State Warriors, 49ers, Valkyries, Giants, and Sharks**. Additionally, there are numerous parks, trails, and championship golf courses to enjoy. **The University of California, Berkeley and California State University, East Bay** are just two of the distinguished academic institutions serving Northern California.

Urban transportation options are extremely accessible, including the **Oakland International Airport, the Bay Area Rapid Transit (BART) system, and the San Francisco Bay Ferry System**.

For more information on this charming county, please visit the County of Alameda’s website at <https://www.acgov.org>

THE COUNTY

Established in 1853, Alameda County has a population of **over 1.6 million residents** making it the second largest county in the Bay Area and the seventh largest in the State. **The County encompasses 14 cities** including Alameda, Albany, Berkeley, Dublin, Emeryville, Fremont, Hayward, Livermore, Newark, Oakland, Piedmont, Pleasanton, San Leandro, and Union City as well as 6 unincorporated communities and rural areas that span a total of 738 square miles.

Alameda County employs approximately **9,000 employees** working in 21 different agencies and departments and has an annual budget of **over \$3 billion**. As a major urban County, Alameda delivers a full spectrum of services, including general government and internal services, health care, social services, public works, criminal justice, and other public safety services for its community.

The County celebrates the rich diversity of its workforce, which in large measure, is **a reflection of the cultural and ethnic diversity of the community it serves**. The County’s mission is to enrich the lives of its residents through visionary policies and accessible, responsive, and effective services. Its vision is to be recognized as **one of the best counties in which to live, work, and do business**.

THE POSITION

Assistant Agency Directors in the Social Services Agency

- Plan, organize, and administer client programs and operations of the Benefit/Employment Services, Child/Family Services, Adult/Aging Services, or Administrative Services Departments; determine and interpret departmental policies direct the activities of assigned units and personnel.
- Act for the Agency Director as Department Head of specific client programs
- Perform related duties as required

Assistant Agency Directors function at the second highest operational level of management in the Social Services Agency and report to the Director of the Social Services Agency. The incumbents are responsible for providing coordination of programs, personnel, internal management, and administration of the department to which assigned, and/or are responsible for the design of new programs in response to changes in the public domain.

EDUCATION AND EXPERIENCE

Possession of a bachelor’s degree in **Public Administration, Business Administration, Social Welfare** or a closely related field from an accredited college or university is required.

AND EITHER

The equivalent of **four years of full-time experience** in the classification of Division Director or higher in the Alameda County classified services, which included responsibility for major program administration and policy direction.

OR

The equivalent of five years of full-time, increasingly responsible administrative experience, two years of which must have been as a Program Director in public welfare administration or a closely-related program, with **direct responsibility for major program operations, budget or policy direction**.

A **Master’s degree** from an accredited college or university in Public Administration, Business Administration, Social Welfare or a closely related field **may be substituted for two years of the required work experience** in either pattern above.

Nationwide candidates from comparable organizations are encouraged to apply.



Ideal Candidate



Possesses sound understanding of Social Services programs and the needs of our clients and community as well as a track record of providing high-quality services management, efficiently leveraging state and federal resources

Identifies and understands complex problems, applies logic, uses good judgement to design solutions, formulates and articulates action plans proactively and collaboratively, developing and implementing programmatic modifications based on legislative changes, sound decision maker

Strong leader and collaborator, politically astute, develops effective teams at the senior manager and supervisor levels, manages work groups by inspiring, advising and delegating to subordinates, and facilitating the accomplishment of goals, tracking and evaluating performance to ensure success

Adaptive to latest trends in technology to maximize performance, using data to inform and set priorities

Innovative thinker who can explore situations from multiple perspectives, seeking understanding through establishing relationships with people of other backgrounds

Conveys respect to enhance dignity of diverse customers, partners and employees, and continually examines own biases and behaviors to avoid stereotypical responses

Champions diversity, advocates its value to others, recruits and develops people with varied backgrounds, uses diversity as an advantage, confronts and challenges exclusionary organizational practices

Great communicator and listener, quick and clear thinker, calm under pressure

