



*Improving the Lives of Families through  
Child Care Services, Research, and Advocacy since 1980*

Crystal Stairs is one of the largest private non-profit child development corporations in the State of California. We help families locate affordable and appropriate childcare through a variety of services, working with childcare providers, educators, advocates, and community members to positively impact the lives of over 25,000 children per year.

As an Employer-of-Choice, Crystal Stairs is proud of our cordial, collegial work culture. We are committed to creating a family-friendly environment and encouraging employees to achieve work-life balance. That's why we offer several flexible work schedules and 4 weeks annual vacation after your introductory period. You'll also receive 3 personal days per year, 8 holidays, and a paid holiday break between Christmas and New Year's which serves as an extra, "mini vacation".

Our outstanding benefits include 100% employer-paid HMO health and dental plans, 80% employer-paid PPO health and dental plans, and vision and employee assistance plans. We offer employer-paid life insurance, and optional supplemental life/dependent life insurance, as well as flexible spending accounts for health care and dependent care expenses. We also offer a 403b plan for new employees, and a 401k (with employer match & profit sharing), with 100% vesting after just four years.

If you're ready for an enriching career, one with meaning and challenge, then Crystal Stairs is for you. Our mission— to Make Crystal Stairs the Premiere Child Care and Child Development Agency in California—is not an easy one. Yet, within it you will find significant achievement, satisfaction and reward. Ready to make a difference? Join us!

### **CHIEF PROGRAMS OFFICER - PROGRAMS**

We are seeking a caring, dedicated Chief Programs Officer (CPO) who is committed to excellence and the mission, goals and values of Crystal Stairs. The successful candidate will have a keen desire to develop and support staff while serving the community and have impeccable character and reputation, a pleasant personality that fosters respect for others in the midst of a very busy and challenging environment. This individual must have demonstrated ability to influence people to ensure positive outcomes, and lead and develop a cohesive and effective team as a means of achieving optimal collective results. As an Executive Team member, the CPO must help to establish a highly collaborative environment and communicate in a manner that engages people while developing the necessary rapport to maintain and strengthen both internal and external partnerships. Reporting to the Chief Executive Officer, the CPO will guide the delivery and implementation of a comprehensive array of programs and services in support of the agency's mission and vision. The CPO has overall responsibility for multiple program contract compliance, effectiveness, client services, and continual quality review. The CPO ensures that all program activities operate efficiently, consistently and ethically within the mission and values of Crystal Stairs, Inc. and complies with appropriate federal and state guidelines.

#### **KEY RESPONSIBILITIES:**

1. Provide strategic direction, lead and support the growth of all programs of the organization to serve the community and maintain the outstanding reputation of Crystal Stairs as a key contractor with the Department of Education and other funders.
2. Oversee the management of all program related projects to ensure successful delivery (on time, within budget, meeting agreed upon success criteria) by establishing goals and accountabilities; developing project plans; allocating resources; identifying potential issues/risks and developing contingency plans.

3. Monitor and achieve fiscal performance of programs, allowing for the accurate projection of future service, revenue and budget needs, and ensuring that fiscal reporting and audit requirements are met. Actively participate in budget development process.
4. Deliver on all program corporate objectives. Track, monitor, measure and report on key results.
5. Determine implementation strategies, processes, plans, programs and tools to enhance organizational capability. Advise and inform executive leadership team on the implications of short and long term-decisions, strategies, and large scale efforts that will yield sustainable results.
6. Ensure consistency and compliance of regulations, terms & conditions, policies, procedures and standards and provide consistent guidance and direction to the organization.
7. Build value-based relationships with peers and others to exchange feedback for the purpose of accomplishing work objectives, by collaboratively assessing needs and creating action plans that identify and solve problems. Generate alliances internally and externally by continuously identifying and acting on relevant factors that will create success for the agency, clients and the community.
8. Represent the organization to governmental corporate and other entities including advocacy, reviewing and interpreting state and federal policies, ensuring that programmatic contract requirements are met, and maintaining overall good relations with funders.
9. Make client/customers (external and internal) a primary focus by building a clear understanding of client/customer needs, expectations and excellence in customer service delivery within the organization. Advise, consult with and include client/customers in creating and executing plans and solutions.
10. Identify new opportunities for developing programs that will serve the community and further the mission of Crystal Stairs.

#### **LEADERSHIP RESPONSIBILITIES:**

1. Communicate and educate employees on CSI culture and lead by example.
2. Provide direction, leadership and coaching to staff members by conducting periodic staff meeting and frequent check-ins.
3. Provide opportunities for employees that develop their competencies. Provide career counseling and advice. Empower employees to develop themselves.
4. Provide feedback on performance, take prompt corrective action when necessary and conduct Performance Evaluation Process (P.E.P.'s) in timely manner.
5. Track and monitor attendance of employees including timely submission of e-time.
6. Select hire well-qualified, talented staff that reflects labor market diversity.
7. Allocate and request resources that match production needs and adjust as necessary to support unit's budget and CSI goals/mission.
8. Build strong teams that are technically competent and characterized by a high level of coordination and trust.

#### **EXPERIENCE, KNOWLEDGE, SKILLS AND ABILITIES YOU SHOULD POSSESS:**

- BS/BA degree in Business, Education, Public Administration, Child Development, Organizational Development. Advanced degree, MBA or Project Management certification preferred.
- Minimum of five to seven years in a strategic leadership role in corporate or a non-profit agency.
- Minimum seven years experience managing seasoned professionals with high degrees of expertise.
- Extensive knowledge in program development and implementation.
- Track record of success in management of multiple programs and functions including finance, budgeting, human resources, strategic planning, and systems development and re-design.
- Knowledge of funding streams, rules of governance and programmatic requirements associated with managing government contracts. Knowledge of California child care system.

- Strong strategic focus and leadership skills with exposure to different business and/or management models. Must have ability to drive and motivate organizations.
- Must be a strategic thinker with excellent written, verbal communication and presentation skills.
- Must have strong multi-tasking and organizational skills.
- Strong collaborative skills and ability to influence leaders and people movers. Ability to facilitate and maintain communication with diverse staffs and communities. Ability to be flexible and adapt to change.
- Must be an administrative effectiveness and process improvement expert with strong skills in judgment, integrity and ethics. Budget/Financial experience necessary.
- Ability to analyze complex situations and develop creative, effective, efficient solutions.
- Provides expert counsel and exercises sound judgment in handling various complex contracts, regulations and compliance issues.
- Has considerable discretion and independence in determining priorities.
- Must have excellent leadership and human relations abilities with ability to plan, organize, coordinate, and direct projects.

Crystal Stairs is committed to building and sustaining a diverse workforce and culture. As part of this commitment, Crystal Stairs provides equal opportunity in all of our employment practices, including selection, hiring, promotion, transfer, and compensation, to all qualified applicants and employees without regard to race, color, medical condition as defined by state law, ancestry, religion, sex, national origin, age, marital status, sexual orientation, gender, ethnic group identification, mental or physical disability, pregnancy, childbirth and related medical conditions, or any other legally protected status.