

Job Title: Director of Residential Operations (DRO)

Department: Office Personnel

Reports To: Executive Director

Directly Supervises:

- Residential Program Manager(s)
- Community Program Manager(s)
- Quality Assurance Professional
- Behavior Services Director
- Maintenance Director
- Due Process Manager
- Community RN

FLSA Status: Exempt, Salaried

Work Location: Office Location (209 E Market St, Warrensburg MO 64093)

Work Schedule: Full-time; schedule varies based on clinical, training, and ISL needs

Position Summary

This organization provides Home & Community Based Services (HCBS) to individuals with disabilities through a network of residential and community-based programs. Our work is grounded in the belief that every person deserves quality support, consistency, and dignity in the services they receive.

The Director of Residential Operations is responsible for day-to-day operational coordination, escalation management, and follow-through across Residential and service departments. This role ensures that systems function as intended, issues are addressed at the correct level, and operational decisions are made consistently, without unnecessary escalation to the Executive Director.

Position Purpose

The Director of Residential Operations role exists to ensure that the operational foundation of residential services is stable, consistent, accountable, and continuously improving so that the individuals Abilities, LLC supports experience reliable, high-quality care in their homes every day.

This role is the operational center of gravity for residential services. It ensures that scheduling, staffing patterns, budgets, quality assurance, escalation management, and cross-department coordination function as a connected system rather than a collection of independent tasks. When these systems work, individuals receive uninterrupted support, staff have clarity and structure, department heads can focus on their areas of expertise, and the Executive Director is free to lead at the organizational level.

The purpose of this role is to build and maintain the systems, relationships, and accountability structures that make residential services sustainable, not just for today, but as the organization grows. This means solving problems at the right level, developing the

people who carry out the work, improving the processes that support them, and using data to drive decisions rather than assumptions.

The Director of Residential Operations is measured not only by whether daily operations run smoothly, but by whether the residential operation is stronger, more consistent, and better documented than it was before.

Requirements & Qualifications

Minimum of five (5) years of direct experience in a Home & Community Based Services (HCBS) setting

- Experience must include hands-on involvement with residential and/or community-based services supporting individuals with disabilities
- Experience must demonstrate progressive responsibility related to operations, supervision, compliance, or service coordination
- Bachelor's degree (four-year degree) preferred, but not required
 - If no four-year degree is held, a minimum of seven (7) years of direct HCBS experience is highly preferred
- Demonstrated working knowledge of:
 - HCBS service delivery models
 - Residential and community-based staffing structures
 - Regulatory compliance requirements applicable to HCBS providers
 - Interdisciplinary collaboration across Residential, Nursing, Behavior Services, and Quality Assurance
- Demonstrated ability to:
 - Make operational decisions in complex, time-sensitive situations
 - Supervise managers and department leads effectively
 - Apply professional judgment in environments with evolving procedures
 - Maintain accountability, documentation, and ethical standards

Work Conditions

- Primarily office-based with regular travel to residential homes for oversight and support
- On-call responsibilities approximately every third weekend (rotation dependent)
- Must be available by phone and able to respond to emergencies during on-call periods
- May occasionally require evening or weekend presence on-site during critical incidents

Technology & Tools

This role requires regular use of the following platforms:

- WhenToWork — residential scheduling
- Monday.com — training remediation tracking and project management
- BambooHR — attendance and HR documentation

- SetWorks — individual records, service documentation, and PCSP-related uploads
- Email and internal communication platforms — daily operational coordination

Role Authority & Scope

The Director of Residential Operations operates under delegated authority from the Executive Director and is authorized to:

- Make operational decisions impacting Residential Services and cross-department coordination
- Supervise and hold Program Managers and Department Heads accountable for execution
- Resolve cross-home and cross-department operational issues
- Assign and track corrective actions resulting from QA findings
- Serve as Administrator On-Call and emergency escalation point
- Escalate legal, financial, or high-risk matters to the Executive Director

The Director of Residential Operations does not hold independent authority over finance, payroll, policy adoption, or final disciplinary actions.

Explicit Role Boundaries

The Director of Residential Operations does **not**:

- Monitor overtime or payroll
- Process payroll or finance transactions
- Regularly cover direct care shifts
- Personally deliver all remediation training
- Independently rewrite or approve policy
- Assume Finance Department authority

Peer Leadership & Executive Succession

The Director of Residential Operations is one of three director-level positions that report directly to the Executive Director:

- Director of Residential Operations
- Director of Culture & Experience
- Finance Director

These roles operate as peers. No director-level position holds supervisory authority over another. Each director leads their respective area independently and collaborates with the others as operational needs require.

Executive Director Absence

In the absence of the Executive Director, decision-making authority follows this succession order:

- **First:** Director of Culture & Experience
- **Second:** Director of Residential Operations

When acting in this capacity, the designated director may make time-sensitive operational decisions that would normally require Executive Director approval, with the expectation that all such decisions are documented and reviewed upon the Executive Director's return.

Escalation Pathway

The Director of Residential Operations is responsible for escalating concerns promptly and appropriately. Concerns should be escalated in the following order:

Director of Residential Operations → Executive Director

Immediate escalation to the Executive Director is required for:

- Legal concerns or potential liability
- Regulatory or licensing risks
- Financial decisions exceeding delegated authority
- Incidents involving serious injury, death, or law enforcement
- Situations requiring public or external communication on behalf of the agency
- Unresolved systemic failures that impact health, safety, or service delivery
- Any matter where the Director of Residential Operations is uncertain of appropriate authority

Leadership Structure

Direct Reports

The Director of Residential Operations directly supervises the following positions, including day-to-day oversight, performance management, and operational direction:

- Residential Program Managers (2)
- Community Program Manager

Department Head Coordination

The following department heads lead their own teams and carry significant professional autonomy within their areas of expertise. The Director of Residential Operations coordinates across these departments to ensure alignment with residential operations and organizational priorities, and holds each accountable for outcomes that impact the people we serve.

- Behavior Services Director (Licensed Behavior Analyst)
- Community RN (Nursing Department Lead)
- Maintenance Director
- Quality Assurance Professional (QAP)
- Due Process Manager

When operational issues cross departmental lines or require system-level resolution, the Director of Residential Operations holds final decision-making authority.

Strategic Leadership & Continuous Improvement

The Director of Residential Operations is not only responsible for maintaining current operations but for actively strengthening and evolving the systems, people, and practices that make residential services function. This section defines strategic expectations that go beyond daily execution and represent the growth, improvement, and long-term impact this role is expected to drive.

Performance in these areas directly informs advancement opportunities, compensation decisions, and the overall trajectory of the role within the organization.

Systems Development & Process Improvement

The Director of Residential Operations is expected to identify operational gaps, inefficiencies, and areas where lack of documented procedure creates inconsistency or repeated problems. This includes:

- Developing, documenting, and implementing new operational procedures where none currently exist
- Refining existing systems to reduce errors, redundancy, and unnecessary escalation
- Standardizing processes across ISL homes so that expectations, documentation, and accountability are consistent regardless of location
- Collaborating with the Executive Director to prioritize which systems need to be built or improved
- Evaluating whether current tools and platforms (WhenToWork, Monday.com, BambooHR, SetWorks) are being used effectively and recommending improvements
- Ensuring that process changes are communicated clearly, trained effectively, and monitored for adoption

The expectation is not that every system will be perfect, but that the Director of Residential Operations is consistently moving the organization from reactive problem-solving toward proactive, documented, repeatable operations.

Workforce Stability & Retention Within Residential

Residential services depend on consistent, competent staffing. The Director of Residential Operations is expected to actively monitor and influence the conditions that affect workforce stability across ISL homes. This includes:

- Monitoring residential turnover patterns and identifying contributing factors at the home, shift, or management level
- Working with RPMs and ISL Management to address staffing instability before it becomes a crisis
- Identifying whether scheduling practices, workload distribution, or management behaviors are contributing to staff loss
- Collaborating with the Director of Culture & Experience when workforce concerns intersect with culture, morale, or recognition

- Collaborating with Human Resources when workforce concerns intersect with hiring pipelines, onboarding, or policy
- Recommending structural changes to staffing patterns, shift design, or coverage models when data supports it
- Tracking the impact of changes over time to determine whether interventions are effective

The Director of Residential Operations does not own HR or culture functions but is expected to be a strategic partner in identifying and solving the operational conditions that drive residential workforce instability.

Data-Driven Improvement

The Director of Residential Operations is expected to use available data to identify trends, inform decisions, and drive improvement across residential services. This includes:

- Reviewing QA findings over time to identify systemic patterns rather than treating each finding as an isolated event
- Analyzing incident data to determine whether patterns exist across homes, shifts, individuals, or staff
- Using scheduling and attendance data to identify structural coverage problems, chronic call-off patterns, or homes that are consistently understaffed
- Reviewing staffing pattern utilization to ensure authorized hours are being used effectively and budgets are aligned with actual service delivery
- Presenting trend data to the Executive Director with context, analysis, and recommendations—not just raw numbers
- Using data to support or challenge operational decisions, staffing requests, and corrective action priorities

The Director of Residential Operations is expected to move beyond anecdotal observations and demonstrate the ability to identify patterns, draw conclusions, and act on what the data reveals.

RPM Development & Succession Readiness

The Director of Residential Operations is responsible for developing Residential Program Managers into stronger, more capable leaders who can take on increasing levels of responsibility over time. This includes:

- Providing coaching and mentorship beyond routine supervision—actively building RPM capacity in decision-making, documentation, escalation judgment, and leadership presence
- Identifying each RPM's strengths and growth areas and creating opportunities for development
- Preparing RPMs for the scheduling transition (July 1, 2026) and other operational responsibilities that may shift over time
- Ensuring at least one RPM is being developed toward readiness to step into a higher-level role if needed

- Documenting development progress and incorporating it into regular supervision

The long-term health of residential operations depends on the strength of the people in it. The Director of Residential Operations is expected to leave the team stronger than they found it.

Core Responsibilities

1. Residential Scheduling & Coverage Coordination (Current Responsibility)

Through June 30, 2026, the Director of Residential Operations retains primary responsibility for residential scheduling.

Responsibilities

- Build and publish the weekly Residential schedule in WhenToWork in accordance with established scheduling rules
- Ensure schedules align with:
 - Authorized service hours
 - Approved staffing patterns
 - Minimum staffing requirements
- Respond to:
 - Call-offs
 - Coverage gaps
 - Emergency staffing needs
- Assist ISL Management On-Call with identifying and securing coverage during high-risk situations
- Document recurring scheduling issues or structural coverage concerns

Scheduling Transition Plan

By **July 1, 2026**:

- Residential Program Managers will draft schedules for their assigned ISLs
- The Director of Residential Operations will:
 - Review schedules for compliance and consistency
 - Require revisions as needed
 - Retain final authority in disputes or cross-home conflicts

The Director of Residential Operations is accountable for ensuring this transition occurs as scheduled.

2. Supervision of Residential Program Managers (RPMs)

Responsibilities

- Conduct regular supervision and operational check-ins
- Review RPM performance related to:
 - House visits

- PCSP coordination
- Monthly Reviews
- Documentation follow-through
- Support RPMs in complex decision-making and escalation judgment
- Identify performance or compliance patterns and require corrective action
- Prevent role creep into director-level authority

The Director of Residential Operations does **not** perform RPM tasks but is accountable for RPM outcomes.

3. Training Remediation Intake & Routing

The Director of Residential Operations serves as the central intake point for all training remediation referrals.

Responsibilities

- Receive remediation referrals via Monday.com from:
 - Management
 - Supervisors
 - Department Heads
- Review referrals to determine:
 - Nature of the concern
 - Role of the employee being referred
 - Appropriate department for follow-up
- Assign follow-up responsibility to the appropriate Department Head
- Track referrals to ensure action is taken and does not stall

The Director of Residential Operations ensures the process functions, not that all training is personally delivered.

4. Department Coordination & Escalation Management

Responsibilities

- Serve as the primary escalation point for Program Managers and Department Heads
- Determine whether issues are:
 - Program-level
 - Department-level
 - Cross-departmental
- Coordinate responses when multiple departments are involved
- Redirect issues that bypass the established chain of command
- Apply consistent judgment where procedures are still developing

5. Quality Assurance Oversight & Corrective Action

The Director of Residential Operations directly supervises the Quality Assurance Professional (QAP) and ensures QA findings result in corrective action.

Responsibilities

- Provide supervision and direction to the QAP
- Review QA findings related to:
 - Documentation compliance
 - Residential operations
 - Incident follow-up
 - Policy adherence
- Determine whether findings represent:
 - Isolated errors
 - Training gaps
 - Systemic operational failures
- Assign corrective actions to:
 - Residential Program Managers
 - Department Heads
- Track corrective actions to completion
- Escalate unresolved or systemic risks to the Executive Director

6. ISL Staffing Patterns & Service Authorization

The Director of Residential Operations is responsible for developing ISL staffing patterns, preparing ISL budgets, and submitting service authorization documentation to Support Coordinators in accordance with Missouri Department of Mental Health requirements and agency timelines.

Staffing Pattern Development

- Create staffing patterns for new ISLs and new individuals using the Medicaid Home and Community Based Waiver Staffing Pattern Schedule form
- Ensure staffing patterns reflect:
 - The ratio of direct care staff each individual is receiving support from
 - Hours based on needs documented in the individual's PCSP/ISP
 - Compliance with DMH requirements, including the restriction that combined daily hours of direct support and other services shall not exceed 24 hours per day
- Review and update existing staffing patterns when changes in individual need, household composition, or service delivery warrant revision
- Ensure staffing patterns account for known exceptions, including:
 - Planned vacations from work
 - Planned days off from school
 - Commonly recognized holidays
 - Known surgeries or medical leave that may require schedule adjustments

Budget & Service Authorization Submission

- Prepare ISL budgets using the approved DMH ISL Budget Form
- Submit staffing patterns and ISL budgets to the individual's Support Coordinator

- Submit initial budgets and staffing patterns no later than 90 days prior to the individual's PCSP implementation date
- Ensure all budgets include:
 - Appropriate signatures
 - Supporting staffing pattern documentation
 - Accurate direct support hour estimates matching the staffing pattern
- Submit rate or budget change requests to the Support Coordinator when triggered by major life changes, including:
 - Loss or addition of a housemate
 - Change in employment or day program status
 - Change in residence
 - Significant change in support needs expected to be ongoing
- Coordinate with the Support Coordinator to ensure budgets are authorized through the full plan year

Ongoing Monitoring

- Notify the Regional Office within three (3) business days of any status change that may affect an ISL budget
- Track service authorization timelines to prevent lapses in authorized services
- Ensure staffing patterns remain aligned with published residential schedules and actual service delivery
- Identify when budget or staffing pattern revisions are needed and initiate the submission process proactively

7. Administrator On-Call Responsibilities (Residential Services)

On-Call Rotation Planning

- Develop and publish the Residential Administrator On-Call rotation quarterly
- Publish schedules no later than the 15th of the month preceding each quarter
- Ensure:
 - A minimum of three qualified administrators are included
 - Fair distribution of weekends and holidays
 - No administrator is scheduled the same holiday weekend two years in a row
 - No administrator is scheduled for back-to-back recognized holiday weekends
- Communicate the rotation to RPMs, ISL Management, and the Executive Director

Coverage Window: Friday at 2:00 PM through Monday at 6:00 AM

Administrator On-Call Duties

When assigned, the Director of Residential Operations is responsible for:

- Providing system-wide Residential oversight
- Assisting ISL Management On-Call with:
 - Open shift coverage

- Emergency staffing decisions
- Serving as the escalation point for:
 - Emergency department visits
 - Law enforcement involvement
 - Missing persons
 - Life-saving interventions
 - External agency involvement, including KCRO notifications as required by Missouri Department of Mental Health regulations
- Coordinating with:
 - Nursing On-Call for medical issues
 - Crisis / Behavior Services On-Call for behavioral emergencies
- Ensuring WhenToWork is updated throughout the weekend
- Entering attendance issues into BambooHR when required
- Completing and distributing required weekend recap documentation

8. Operational Judgment in a Developing Systems Environment

The Director of Residential Operations is expected to:

- Apply consistent, values-aligned judgment
- Document high-impact or non-routine decisions
- Identify areas where lack of procedure causes repeated issues
- Provide feedback to the Executive Director on procedure priorities

9. Communication & Professional Standards

The Director of Residential Operations is expected to:

- Maintain daily responsiveness to email and internal communication platforms
- Communicate clearly, professionally, and consistently
- Reinforce organizational hierarchy and escalation pathways
- Model calm, decisive leadership during high-stress situations

Our Values & Ethical Expectations

Abilities, LLC values Integrity, Community, and Empathy. As a director-level leader, the Director of Residential Operations is expected to model and enforce these values in all aspects of the role.

Integrity: The Director of Residential Operations is expected to ensure that operational decisions are made transparently, documented honestly, and carried out consistently. Scheduling, staffing patterns, budgets, QA corrective actions, and escalation decisions must reflect accuracy and accountability. Errors, oversights, or unresolved issues must be reported promptly and addressed through the appropriate channels rather than minimized or deferred.

Community: The Director of Residential Operations must recognize that residential operations exist to support people's homes and lives. This includes respectful, professional communication with Program Managers, Department Heads, and direct

support staff; collaboration across departments to resolve issues in service of the individuals we support; and consistent reinforcement that every operational decision ultimately impacts the quality of someone’s daily life.

Empathy: The Director of Residential Operations is expected to lead with awareness of how operational decisions, communication tone, and systems affect the people who carry out direct support every day. This means providing leadership that is firm, fair, and supportive—holding people accountable while recognizing the demands of the work, approaching difficult conversations with professionalism and care, and creating an environment where staff and department heads feel supported in raising concerns.

Accountability Summary

The Director of Residential Operations is accountable for:

- Residential schedules being published accurately and on time
- Effective supervision of RPMs and Community Program Manager
- Effective coordination of Department Heads toward consistent, high-quality residential outcomes
- Training remediation referrals being reviewed and routed appropriately
- ISL staffing patterns and budgets being developed, submitted, and maintained in accordance with DMH requirements and agency timelines
- Residential on-call rotations being published quarterly
- Administrator On-Call responsibilities being fulfilled
- QA findings resulting in documented, tracked corrective action
- Operational issues being resolved without unnecessary Executive Director involvement
- Ongoing development and documentation of residential systems and procedures
- Active monitoring and strategic response to residential workforce stability
- Use of data and trend analysis to drive operational decisions and improvement
- Development of RPMs toward increased capability and succession readiness

Signature

By signing below, the employee acknowledges that they have received, read, and understand this job description. The employee understands that the duties, responsibilities, and expectations outlined in this document are a condition of employment and agrees to perform the role in accordance with agency policies, procedures, training, and applicable laws.

Employee Signature: _____ Date: _____

Employee Name: _____

Human Resources Manager: _____ Date: _____