

State of Minnesota POSITION DESCRIPTION		EMPLOYEE'S NAME	
DEPARTMENT/BUREAU Administration/Materials Management		DIVISION Materials Management Division	
CLASSIFICATION TITLE Admin Agency Division Director Senior	WORKING TITLE (if different) Chief Procurement Officer	POSITION CONTROL NUMBER	
PREPARED BY	PREVIOUS INCUMBENT	APPRAISAL PERIOD	
_____ EMPLOYEE'S SIGNATURE (this position description accurately reflects my current job)		_____ DATE	_____ SUPERVISOR'S SIGNATURE (this position description reflects the employee's current job)
			DATE

POSITION PURPOSE

The position exists to provide executive leadership, management, direction and oversight to the Materials Management Division of the Department of Administration, so that the division fulfills its dual missions of (1) ensuring the integrity of the state's purchasing activities and (2) providing responsive, cost-effective procurement support services to state agencies and other units of government.

This position is responsible for public procurement in excess of \$4 billion annually, of which approximately \$2 billion represents Minnesota executive branch purchasing and the balance represents cooperative purchasing contracts managed by Minnesota's central procurement office on behalf of other states and local units of government.

REPORTABILITY

Reports to: Commissioner or Assistant Commissioner of Administration

Directly Supervises: Materials Management Division Director - Operations; Materials Management Division Director - Acquisitions; Materials Management Division Director - Professional Technical Services; State Program Admin Manager Principal - MN Multistate Contracting Alliance for Pharmacy (MMCAP)

Indirectly Supervises: Approximately 75 additional division staff, including 6 attorneys and 4 pharmacists

DIMENSIONS

Budget:
 General Fund: \$1.9 million annually
 Revolving Funds: \$13.7 million annually

Clientele:
 Commissioner
 Governor's Office
 Executive branch agencies
 State Legislature
 Political subdivisions
 Media
 Vendors and service providers
 State employees
 Health facilities in 48 states

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Resp. No.	PRINCIPAL RESPONSIBILITIES, TASKS AND PERFORMANCE INDICATORS	Priority	% of Time	Discretion
1.	Provide executive leadership, including budget development and monitoring, policy development and strategic planning, to the Materials Management Division and represent the division within the department and with its external constituents.	A	40%	A
	A. Ensure that the division's operations and services are fully consistent with the highest standards of public accountability, as well as the department's mission and values.			
	B. Advise the Commissioner of Administration regarding policy, strategic, budgetary and operational matters affecting the division and implement decisions and policy objectives of the department.			
	C. Provide leadership that fosters a culture of customer service, disciplined business conduct and healthy communication and a workplace where employees are valued and motivated to perform to their fullest potential.			
	D. Ensure that all division activities conform to the letter and spirit of the laws and policies regarding integrity and ethical conduct.			
	E. Ensure that the division's services are cost-effective and fully competitive with any service alternatives including decentralized administrative services and private sector options.			
	F. Ensure that the division's operations and services adapt and evolve as appropriate with changing customer needs and developing technologies.			
	G. Represent the department and division with the state legislature, including expert testimony before legislative committees.			
	H. Represent the department and division with the governor's office, other executive branch agencies, other government entities and the public.			
	I. In collaboration with the department's Financial Management and Reporting Division, oversee the division's fiscal management, including the development and approval of the biennial budget and change level requests, adherence to proper and efficient fiscal policies, and the development of business plans and rate packages.			
	J. In collaboration with the department's Human Resources Division, oversee the division's human resources management, including adherence to negotiated labor agreements.			
	K. Work closely with the Commissioner and other senior leaders, to tackle a variety of issues and make strategic decisions that have both agency and statewide impact.			
2.	Oversee and manage the state's executive branch procurement of approximately \$2 billion annually in goods and services, including construction and professional/technical services.	A	30%	A
	A. Ensure that the procurement needs of state agencies are met in a timely and cost-efficient manner through the establishment of state contracts, direct purchases under central or delegated authority, and the review and approval of professional/ technical and other service contracts.			
	B. Ensure that all state agency procurement—whether processed internally or through the commissioner's delegated authority—meets the highest ethical standards, represents the best value to the taxpayers, and demonstrates commitment to legislative policy priorities including environmental stewardship and support for small businesses.			

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C. In collaboration with the Minnesota Management and Budget and MN.IT Services, manage the operation and annual budget of SWIFT and SEMA4—the state's automated business systems for accounting, procurement, human resources and payroll—including primary responsibility for the procurement component of SWIFT.

3. Oversee, manage and support multi-jurisdiction cooperative contracting programs that operate as self-sustaining businesses. A 30 A

A. Operate the Minnesota Multi-State Contracting Alliance for Pharmacy (MMCAP) through which more than 3000 health care facilities in 48 states and the cities of Chicago and Los Angeles purchase in excess of \$1.3 billion annually.

B. Effectively position MMCAP to adapt to significant changes in the health care industry and increasing competition from other group purchasing organizations.

C. Operate a cooperative purchasing program (CPV – Cooperative Purchasing Venture) through which political subdivisions can leverage the state's buying power and make purchases from selected state contracts.

D. Effectively position and promote the CPV to provide the most advantageous contract options to political subdivision that have free choice among an increasing number of cooperative contracting options.

4. Managers, supervisors and employees will be committed to the mission of the Materials Management Division and the Department of Administration by delivering quality services that improve the quality and productivity of Minnesota government. The incumbent must conscientiously provide efficient, timely, and cost effective services to our customers. Good working relationships will be established and maintained with our customers, co-workers and staff through open, prompt and courteous communications. Technology should be used by all staff whenever possible in our efforts. A 100 A

The incumbent will:

A. Always act in accordance with the department's values and disciplined business conduct requirements, and will hold other employees to those standards.

B. Provide effective direction and leadership, whether as an employee, peer, supervisor or manager.

C. Promote a "customer service" philosophy in all that is done, measuring actions by their impact on customers before, not after, decisions are made.

D. Promote accomplishment of targeted group, economically disadvantaged and small business goals, and create an environment in which businesses in these categories are encouraged, supported, and assisted to succeed.

E. Promote environmentally responsible materials management and create an environment in which environmentally responsible materials management succeeds.

F. Promote, support and participate in a process of continuous quality improvement within the division and in all the tasks, projects and activities undertaken.

G. Establish and maintain a safe, healthy, clean and efficient work environment, and accept personal responsibility for maintaining individual work spaces in a safe, healthy and clean work environment.

H. Promote and ensure compliance with federal and state laws related to Affirmative Action, Americans with Disabilities Act, zero tolerance of violence and ethics in the workplace.

I. Participate in department-wide/division-wide continuity planning and direct staff in responding to emergency situations.

J. Use tools such as surveys, charts, error tracking, 5S, and process mapping to identify opportunities for change; seek continuous improvement in quality and performance;

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K.	<p>focus on improving customer satisfaction; and make continuous and incremental improvements to processes.</p> <p>Review and maintain current workforce planning materials.</p>			

NATURE AND SCOPE:**RELATIONSHIPS:**

Primary relationships for this enterprise-wide position include the highest-level executives and policy makers across state government, including commissioners and deputy or assistant commissioners, legislators and the office of the governor. Additional key relationships include other division directors and managers and employees within Admin as well as the business community of vendors and prospective vendors. Relationships will focus on open communication, constructive problem solving, and developing or maintaining positive interactions with the division's numerous constituents.

KNOWLEDGE, SKILLS AND ABILITIES:

The individual in this position must have expert-level knowledge of the following:

- Executive leadership and team building;
- Management and supervision principles;
- Public administration;
- Business administration;
- Strategic planning;
- Public policy development;
- Budget development and monitoring;
- Mission development and goal-setting tools;
- Organizational behavior;
- Customer service principles;
- Business reengineering concepts;
- Public sector procurement;
- State government and its administrative systems;
- Legislative process and protocol; and
- Generally accepted accounting principles, as well as state accounting and financing.

The individual in this position must have the following skills:

- High-level leadership and motivational skills;
- Excellent oral and written communications skills;
- High-level interpersonal and human relation skills; and
- Effective negotiation and conflict resolution skills.

The individual in the position must have the abilities to do the following:

- Support and motivate outstanding achievement by the division's management and staff;
- Lead by example;
- Plan, organize and successfully implement departmental and division initiatives;
- Management complex, competing and time-sensitive priorities across the division;
- Establish and maintain strong working relationships within the department and with other agencies and branches of state government;
- Build consensus and support for the department's and division's issues and objectives with a wide range of individuals and groups;
- Identify, analyze and resolve a broad range of complex problems and sensitive issues;
- Involve stakeholders and develop consensus as appropriate in problem resolution;
- Make on-the-spot decisions when needed;
- Communicate effectively with all levels of clientele and across widely varying degrees of technical, legal, operational and political knowledge or awareness.

PROBLEM SOLVING AND CREATIVITY:

Problem solving is at the heart of this position and the incumbent is required to bring immense creativity and innovation to a complex set of problems involving managerial, administrative, political, legal, diplomatic, technical and operational matters. The incumbent must be able to identify, analyze and resolve problems in all of these arenas. The incumbent must be able to gain consensus, support, cooperation or involvement from a broad array of often conflicting interests in a wide variety of environments. Consequently, the incumbent's problem solving techniques demand the highest levels of tact, diplomacy and experience in comparable environments.

Because the problems are so diverse, solutions will need to be identified and reached in many different ways, including negotiations, solicitation of expert opinion, research and analysis, consensus building, compromise and delegation. The opportunities for creativity are limited only by the department's values and the legal constraints described below.

The incumbent is responsible for resolving the state's most complex procurement issues. These decisions frequently have multi-million dollar consequences for the state and its prospective business partners. For example, the incumbent serves as the final administrative decision-maker when vendors protest state procurement actions. A vendor's only further recourse beyond the incumbent's decision is to appeal through the court system. This has occurred in a number of high-profile situations such as the rebuilding of the collapsed 35W bridge, where the courts have affirmed the incumbent's decisions.

The incumbent advises elected and appointed officials regarding procurement best practices and must assert the authority of the role at these highest levels of government if the incumbent perceives any potential ethical or legal improprieties.

The incumbent also determines which companies will be certified to receive bid preferences and which will be prohibited from doing future business with the state.

The incumbent must further oversee and manage the statewide enterprise procurement function. This involves complex matrix management, including training and audits of state employees in more than 100 agencies. Fair and equitable decisions are required regarding appropriate levels and/or revocation of delegated procurement authority.

Since only 12% of the division's revenue is received through General Fund appropriations, the division must generate the remainder of its resources through competitive business operations that are relatively unique within the public sector. Consequently, the incumbent must solve problems within the constraints appropriate to the public sector, but with sufficient creativity and business savvy to compete effectively with private group purchasing organizations that aggressively market to our CPV and MMCAP customers.

FREEDOM TO ACT:

The incumbent exercises the department and commissioner's full authority with respect to state purchasing. Specifically, the incumbent is delegated "the unlimited authority and power to sign all documents related to and exercise all powers and duties imposed upon the Commissioner of Administration related to the acquisition of goods, services, utilities and contracting, including all contract management and review functions." These responsibilities reside in this classified position to remove any real or perceived improper political influence from the state's procurement decision-making.

In addition to the above unlimited authority delegated through the commissioner, the state's formal rules confer several additional authorities directly to the incumbent. For example, the incumbent has independent authority to suspend or debar vendors for "any other cause the director [of MMD] determines to be serious and compelling including, but not limited to, threatening, abusive, or intimidating behavior; collusion with other vendors to restrain competition; giving false information on a vendor's registration application or response to a solicitation; violating terms of suspension; and all acts that would disqualify the person as a responsible vendor." The rule also specifies the incumbent's authority to investigate and resolve organizational conflicts of interest. By rule, two of these independent authorities are appealable to the commissioner: suspension and debarment decisions and the non-

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certification of targeted group business applications.

In summary, the incumbent has total freedom to act in the above areas of responsibility except as constrained by statutes, other legal mandates, or specific directives by the commissioner.