

STATE OF MINNESOTA
POSITION DESCRIPTION A

EMPLOYEE'S NAME:

AGENCY/DIVISION: Administration / Fleet and Surplus Services Division

ACTIVITY:

CLASSIFICATION TITLE: Director

WORKING TITLE (if different): Director

POSITION CONTROL NUMBER: 008850

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:

Provides leadership and strategic direction for the statewide management of on-road fleet vehicles for the Combined Agency Section of the state fleet. The position also chairs the State Fleet Council which guides and oversees Minnesota state government fleet management. The Fleet Council is housed within the Department of Administration and consists of members from various state agencies. The position is authorized by Minnesota Statutes 16B.54. Education of each state agency's leadership is integral to this process, so that the respective agency leaders can make informed decisions based on their own programmatic and locational needs combined with a thorough understanding of available alternatives, related pros and cons, and the associated costs.

Leads the Fleet and Surplus Services Division as an entrepreneurial and self-sufficient business operation, based on economic and market principles to ensure competitive best-value services and superior customer service. This position will include the implementation of a new business plan.

This includes working with all cabinet level agencies. Available services include provisioning of long-term leased vehicles and automotive maintenance and repair services, fuel management, accident repair management, and fleet management services. These services are also available to local government agencies including counties, cities, and school districts throughout the state.

Provides leadership for State and Federal surplus property reassignment and disposal program. This program is operated as a self-sufficient business. The objective is to reuse state and federal surplus property within government, to promote "best value" use of surplus property, and to maximize disposal value when property is sold.

Provide fleet management leadership for all state agencies. Assist agencies with fleet management activities including data and information collection and analysis. Assist state agencies with fleet management policy development and implementation. Leads agencies in sustainability advancement, including making Green Fleet choices, better managing fuel and looking for other innovative ways to drive down emissions. Implements a telematics program by working with other state agencies and stakeholders, starting with a pilot program.

Advises the Office of the Commissioner of Administration regarding statewide issues and trends related to

fleet management and the use and operation of state vehicles. Advises the Office of the Commissioner regarding the State and Federal Surplus Services programs. Responds thoroughly and quickly to requests for information and provides communication in a clear and concise manner.

All activities are to be performed in accordance with the Department of Administration's mission, vision, and strategic goals.

REPORTABILITY

Reports to: Assistant Commissioner, Facilities and Enterprise Services, Department of Administration.

SUPERVISES

Supervises:

- Assistant Director
- Fleet Program Administrator Fleet Operations Manager
- Fleet Information Specialist (State Program Administrator Sr.)
- Fleet Fuel Program Specialist (State Program Administrator Sr.)

DIMENSIONS

Operating Budgets:

Fleet Revolving fund \$14,800,000
Surplus Revolving fund \$1,300,000

Capital Budgets:

Fleet Revolving fund \$14,645,000

Geographic coverage:

Vehicles are operated and serviced throughout the entire state of Minnesota. State business frequently takes vehicles throughout the Midwest, with occasional trips ranging throughout the country.

State vehicles (passenger/light truck):

Fleet Management (FSS lease/rental) 2,000
Additional statewide 5,400
Total 7,400

CLIENTELE:

- State agencies, boards, and commissions
- Counties, townships, cities, and school districts
- Vendors: vehicle manufacturers, fleet management companies, fleet organizations
- Governor, legislature, media, and public citizens

POSITION DE SRIPTION B

EMPLOYEE'S NAME:

POSITIONCONTROL NUMBER: 008850

Resp. No: 1
Priority: A
% of Time: 20%
Discretion: A

OPERATIONS:

Direct and manage division operations to ensure seamless service, maximum customer satisfaction, and compliance with the agency and division mission, vision, goals, and strategic/business plans.

- a) Direct the provision of fleet services to approximately 2,000 vehicles, which accumulate approximately 34 million miles annually. These services include general fleet administration, asset management, fuel management, maintenance and repair management, accident repair management, replacement, disposal, title and licensing, emergency roadside assistance, and all other aspects of fleet management.
- b) Directs the State and Federal Surplus Services program including acquisition, warehousing, sale, transfer, and distribution of state and federal surplus property.
- c) Define and evaluate performance standards for the division's various work units for such things as vehicle utilization, scheduled vehicle replacement, preventive maintenance, accounts receivable, maintenance cost per mile, fuel cost per mile, and vehicle downtime for maintenance/repair.
- d) Direct the maintenance management of the state fleet including contracting for maintenance management services provided by a professional vendor.
- e) Integrate the performance of division work units to achieve seamless service to customers, prevent units from working at cross-purposes, and ensure their alignment with the division's strategies, goals, and objectives.
- f) Direct the progress of division-level work assignments and projects to ensure objectives and timetables are being met, the quality of work is satisfactory, and that policies and directives are being correctly followed.

Resp. No: 2
Priority: A
% of Time: 20%
Discretion: A

STRATEGY/PLANNING:

Lead the analysis, planning, and implementation of flexible and competitive strategies to enhance statewide fleet management, ensure sound stewardship of state resources, meet customer's needs and expectations, and do this with the most effective mix of in-house and contract services.

- a) Lead the development of state agency fleet management policies and practices. Work with state agencies toward development and implementation of improved fleet management policy and practices.
- b) Coordinate the division's planning with agencies statewide and integrate their fleet efforts as much as possible.

- c) Lead sustainability efforts across the Combined Agency Fleet, and amongst other Fleet operations. Work to implement Green Fleet choices, improve options for efficient vehicles, and seek Green Fleet accreditation.
- d) Implement telematics through a pilot program. Work with state agencies to develop a roll-out plan, determining specific parameters around full implementation, including around data collection and use.
- e) Coordinate the division's surplus services efforts with state agencies and other state and federal surplus services customers to operate surplus operations as efficiently and effectively as possible for the entire state.
- f) Lead product development and design of best-value services to meet new and emerging customer needs. Examples include "consumer reports" tailored to customer agencies' decision-making needs, external customer site use of the division's fleet information management system.
- g) Develop a shared vision among all division employees encouraging employees to participate in strategic planning sessions, implementation meetings, focus groups, information gathering, brainstorming sessions, etc.
- h) Lead the division's strategic planning process and guide implementation of the division's shared vision and strategies.
- i) Direct and cross-functionally coordinate planning efforts of the division's work units: business, operations, IT, and maintenance.
- j) Direct market analysis and communications processes to stay in touch with customer agencies' current and emerging needs through surveys, focus groups, customer panels, roundtables, seminars, and customer site visits, etc.
- k) Develop contingency plans to provide services during non-business hours and in emergency or disaster situations, e.g. the need to support state and FEMA relief efforts with vehicles and equipment after floods and tornadoes.
- l) Provide testimony and information to the legislature concerning fleet issues for which the Department of Administration is held accountable.
- m) Serve as the State's functional and technical expert on all matters relating to fleet management to answer questions and inquiries by Commissioners and their staffs.

Resp. No: 3
Priority: A
% of Time: 20%
Discretion: A

FINANCE/BUSINESS DEVELOPMENT:

Direct the profit and loss performance of the division as a financially self-sufficient business operation, based on economic and market principles to ensure competitive best-value services and superior customer service.

- a) Pro-actively communicate the value and objectives of the division's services to the leadership of current and potential customers throughout state and local government agencies.
- b) Develop and maintain relationships with the leadership of state agencies, and other units of government as applicable, to market the division's services, enhance understanding of fleet issues, and facilitate participation in surveys, focus groups, customer panels, roundtables, seminars, and site visits.
- c) Oversee and approve the pricing of services to ensure recovery of all division costs and create incentives to facilitate the sound stewardship of state equipment and funds by customers.

- d) Direct development of and approve annual business plans, budgets, financial goals, and capital investment programs for the division and its work units.
- e) Allocate funds and resources to work units in support of their annual and strategic objectives, department guidelines, and customer needs.
- f) Direct allocations and/or adjustments to division budgets in response to changing conditions.
- g) Ensure the division operates in a sound financial manner and all revolving/ special revenue funds are solvent and capable of meeting financial obligations.
- h) Measure the division's financial performance against financial statements to include balance sheet, break- even analysis, income statement, cash flow analysis, and deviation analysis.

Resp. No: 4
Priority:
% of Time: 15%
Discretion: A

HUMAN RESOURCES/CULTURE:

Establish an efficient and affirming work culture that ensures maximum understanding, cooperation, and cohesion between all stakeholders, to include employees, customers, vendors, other Divisions of the Department, and other agencies of the State.

- a) Develop and maintain an affirming culture, which embodies and values continuous process improvement, innovation, adaptability, organizational growth, and the participation of all stakeholders.
- b) Lead a work environment that is conducive to employee engagement and productive work performance.
- c) Supervise managers and supervisors with constructive feedback, reward their successful performance, and take corrective action as needed. Coach and counsel subordinate managers and supervisors regarding developmental objectives, career plans, promotional opportunities, etc.
- d) Direct employee performance systems to reward or discipline employees appropriately, within the context of applicable laws, rules, regulations, and collective bargaining agreements.
- e) Ensure the conformance of all division operations with applicable statutes, rules, policies, and directives.
- f) Establish policies and procedures to ensure alignment between Department of Administration and division objectives, state statutes, and federal guidelines.

Resp. No: 5
Priority: B
% of Time: 15%
Discretion: A

Lead the promotion of fleet management within the State of Minnesota by working with organizations within the state and the private sector to maintain a network of contacts and resources, stay current with industry trends and developments in the field, and promote the value and objectives of the division's services.

- a) Serve on boards, taskforces, and committees, inside and outside of state government, that deal with fleet and transportation issues, to provide advice and consultation, learn about recent developments, and develop relationships with members of the fleet management community.
- b) Maintain active membership and participation in professional associations to represent the State's

interests, network and share innovations and best practices, and stay current with trends and developments related to fleet management. These may include national organizations and their local chapters, such as the National Association of Fleet Administrators (NAFA) and National Conference of State Fleet Administrators (NCSFA).

- c) Direct participation in or support of field and/or laboratory testing of new products and innovations with organizations such as the U.S. Department of Energy Clean Cities Program, University of Minnesota's Center for Diesel and Engine Research.

Resp. No: 6
Priority: B
% of Time: 10%
Discretion: A

Serve on the Department's management team in a manner which supports the Department of Administration's mission and enhances its leadership role in state government.

- a) Attend and participate in Department management meetings. Participate in programs and activities of the Department.
- b) Represent the Department when responding to media inquiries and citizen requests for information.
- c) All activities are to be performed in accordance with the Department of Administration mission vision and value statements.
- d) Participate in department-wide/division-wide continuity planning and direct staff in responding to emergency situations.
- e) Use tools such as surveys, charts, error tracking, lean process improvement, and process mapping to identify opportunities for change; seek continuous improvement in quality and performance; focus on improving customer satisfaction; and make continuous and incremental improvements to processes.
- f) Review and maintain current workforce planning materials.
- g) Promote employee safety and safe workplace behavior.
- h) Promote employee development through training and other employee learning opportunities.

POSITION DESCRIPTION C

EMPLOYEE'S NAME:

POSITION CONTROL NUMBER: 008850

NATURE AND SCOPE (relationships; knowledge, skills and abilities; problem solving and creativity; and freedom to act.)

RELATIONSHIPS

To perform effectively and successfully, the Director must establish and maintain complex and comprehensive relationships with a diverse group of stakeholder organizations and individuals. Among the most critical are the Director's relationships with the division's management team, supervisory staff, and line employees. Since the division depends on the support of several other Department of Administration units, the Director must also work closely and well with employees of all levels within Human Resources, Fiscal Management and Reporting, Materials Management Division, Risk Management Division, Plant Management, and Real Estate and Construction Services. The Director must also develop and sustain an effective working relationship with the Assistant Commissioner and other members of the Commissioner's executive team, to include the Commissioner. Relationships must also be established and maintained with state agencies and private industry, legislators and legislative staff, representatives of the bargaining units, vendors, members of the fleet communities, and the leadership staff in existing and potential customer agencies.

KNOWLEDGE, SKILLS AND ABILITIES

Knowledge: This position requires knowledge about leading a small to medium sized business from a broad Director's perspective. Leading a competitive business within the context of government requires an understanding of state and local government organizations and their operations. Also critical is a strong understanding of the theory and practice of fleet management in a decentralized and wide-ranging geographic environment. Examples of these areas of knowledge include: business development, data/financial, economics, human dimension, planning, control, communication, decision-making, human resources, fleet/transportation management, automotive maintenance, and government.

Skills: The director's position requires a variety of skills such as leadership, management, administration, and communication.

Abilities: The director demonstrates strong leadership capabilities and must ultimately be able to create and implement an organizational vision, achieving results consistent with customer and stakeholder expectations. The director must also be capable of leading under conditions of uncertainty and during periods of change, while concurrently working on multiple issues and tasks with limited resources. While directing and controlling the activities of units throughout the division, this position must be able to apply the principles of sound management and leadership to motivate and inspire subordinate managers and staff. This position must have strong communication skills, including the ability to speak effectively in the presentation of ideas, policies and complex programs, and the ability to write in a clear, concise, and accurate manner to a wide range of audiences.

PROBLEM SOLVING

The Director is responsible for a broad range of problem-solving associated with a small to medium sized competitive business operation. This position must be able to: guide the evaluation and solving of day-to-day operational problems by subordinate managers and supervisors; assess emergency or crisis situations and take

appropriate action; resolve customer complaints and concerns which have escalated or are beyond the scope of subordinate managers and supervisors; manage the tension between sufficient cash flow and limits to owners' equity (retained earnings), and determine how to provide best value services without the profit margin and cash flow advantages of private competitors. The incumbent must also be able to help diverse groups and individuals work together and reach agreement on ways to resolve problems and improve operations and services.

While routine day-to-day decisions are delegated to subordinates, the Director's attention is focused on the future, long-term vision, and strategic implications for the division and its units. Being able to see the big picture and to develop innovative and forward thinking ideas. This includes identifying future possibilities, determining which of these are most likely, and developing scenarios in sufficient detail to create appropriate strategies. Through this scenario-planning and analysis, the Director will both influence and shape the divisions and the states fleet management future while also ensuring the division is flexible enough to adapt strategically to emerging changes. The Director must coach and motivate subordinates and stakeholders so that they are engaged in these efforts and remain engaged, despite the probability of being impacted by the results of the decision-making and planning processes.

Other problem-solving issues for the Director include divisional policy decisions, such as pricing policies, marketing or promotional initiatives, external communications programs, process improvements involving multiple work units, and coaching the resolution of difficult interpersonal conflicts and performance issues.

FREEDOM TO ACT

The Director has broad freedom to act except as constrained by statutes, or other legal mandates, state policies and protocols, or directives by the Commissioner 'and/or Office of the Commissioner of Administration.