

ASSISTANT TO THE COMMISSIONER

KIND OF WORK

Executive administrative management work within the executive office of a state department.

NATURE AND PURPOSE

Under general direction, provides executive management, leadership and direction to the operations of a state department so that policies are developed, priorities are established, and programs are implemented in an integrated way throughout the state. The major focus is on department-wide operations; organizational evaluation and change; and on support of the department management to assure high quality, cost-effective programs within the framework of applicable state and federal laws and rules. Performs related work as required.

This classification reports directly to the Commissioner and differs from other program managers due to the department-wide coordination and responsibility inherent in this job class.

EXAMPLES OF WORK (A position may not include all the work examples given, nor does the list include all that may be assigned.)

Participates in department management activities as a member of the Commissioner's Cabinet and senior staff to develop policies so that the overall technical, operational and information resources of the department are incorporated into the department's decision-making progress.

Formulates divisional goals, objectives, policies and procedures in concert with other divisions to effectively direct the efforts of the division towards the achievement of the department's goals and objectives.

Determines and coordinates the development of divisional work programs resulting in budgets for the functional units within the division and to assess resource management performance so that services will be provided in the most effective and efficient manner.

Provides managerial support and direction to ensure that divisional work groups carry out responsibilities and duties in an effective, efficient manner and operate within available resources, and make maximum use of available expertise to identify and resolve issues.

Administers the technical activities of the department to ensure that they are conducted in an effective, efficient and high-quality manner so that technical assistance is provided to the departmental division staff.

Acts as a liaison between the department and the legislature, the general public and other interested groups and committees in matters of departmental development by representing the Commissioner in communications with individuals and groups.

Assesses the programming needs of the department, consolidates them into statewide priorities and participates in the development of statewide programs so that there will be a coordinated, responsive and balanced improvement program consistent with departmental needs.

**Recommends cost-saving methods, such as supply changes and disposal of records to improve efficiency of department. Prepares and reviews reports and schedules to ensure accuracy and efficiency. Formulates budgetary reports.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

Technical Competencies:

Knowledge of principles and practices of the agency sufficient to make evaluations and judgments inherent in the classification.

Knowledge of departmental organization, policies and procedures, state and federal laws and regulations, engineering specifications and standards, and environmental law and policies sufficient to coordinate diverse programmatic elements into a unified overall program, so as to accomplish the objectives and mission of the department.

Knowledge of public and business administration and the practical use of strategic planning and mission and goal setting sufficient to keep the organization on course as directed by top management.

*Technical Expertise-Shows mastery of program knowledge and/or specific business processes. Is viewed as agency expert within an industry or technical/professional field.

**Identification of Key Causes-Identifying the things that must be changed to achieve a goal.

**Systems Evaluation-Looking at many indicators of system performance, taking into account their accuracy.

Work Management Competencies:

Knowledge of executive management, principles and practices so that short and long-range planning of all department resources can be accomplished, coordination of department needs can be accomplished and a cohesive, unified effort taking into account the needs and aspirations both internal and external forces can be accomplished.

Ability to evaluate and provide proper perspective to regional and local matters sufficient to integrate regional and local needs and priorities within departmental goals and objectives.

Ability to formulate, initiate, and direct the application of departmental policies and procedures sufficient to ensure all department operations are effectively and efficiently carried out.

Ability to predict how certain factors or events will effect the agency resource utilization pattern sufficient to assure effective and efficient utilization of those resources and meeting program needs.

*Strategic Planning-Translates organizational goals and strategies into operational plans for one's division. Creates strategic staffing plans based on organizational direction.

*Operations Management-Guides and enables the performance of a group of employees dedicated to an ongoing business activity/function. Within the realm of one's responsibilities, seeks to maximize the value added by the group (e.g., increasing efficiency, reducing and eliminating costs) to the organization.

*Championing Change-Reinforces open and constructive evaluation of business practices and results. Continuously seeks and examines relevant lessons learned from current and past experiences to improve organizational performance.

*Analysis, Problem Solving and Decision Making-Involves or guides others; seeks and offers input and advice. Analyzes various perspectives and weighs alternatives to reach logical conclusions and decisions.

*Teamwork-Creates the opportunities and structures for meaningful involvement of individuals in group processes and decision making. Fosters a cooperative and supportive atmosphere that encourages open communication and facilitates the resolution of conflicts.

*Managing Others-Holds others accountable for achieving agreed upon goals and commitments. Develops strategies to improve employee performance. Mentors others.

**Monitoring-Assessing how well one is doing when learning or doing something.

**Idea Generation-Generating a number of different approaches to problems.

**Idea Evaluation-Evaluating the likely success of an idea in relation to the demands of the situation.

**Time Management-Managing one's own time and the time of others.

**Management of Financial Resources-Determining how money will be spent to get the work done, and accounting for these expenditures.

**Developing Objectives and Strategies-Establishing long-range objectives and specifying the strategies and actions to achieve these objectives.

**Organizing, Planning, and Prioritizing-Developing plans to accomplish work, and prioritizing and organizing one's own work.

Interpersonal Competencies:

Ability to establish and maintain effective working relationships within the department and with representatives of other state and departmental agencies as well as the public at various functions and meetings to enhance communications.

Ability to coordinate and motivate other staff with varying expertise to solve problems in the organization or anticipated change forced by outside events so that decisions are made in the best interests of the department.

Ability to speak and write effectively sufficient to advocate department goals and objectives, often of a resource restricted nature and not well understood by those effected.

*Organizational Communication-Generates interest, commitment and support from others for new projects or agency initiatives. Creates energy and builds a sense of ownership for change. Attempts to understand others' resistance to change. Builds a supportive environment in times of change/transition.

*Collaborative Partnerships and Networking-Creates opportunities to exchange expertise with others. Represents the Agency's interests at external work groups; decisions accurately reflect the organizational position and direction.

*Communication for Results-Calculates the impact of one's communication to get desired response or action from others. Tailors one's influencing strategy appropriately. Manages conflict; works toward consensus.

**Writing-Communicating effectively with others in writing as indicated by the needs of the audience.

**Speaking-Talking to others to effectively convey information.

**Social Perceptiveness-Being aware of others' reactions and understanding why they react the way they do.

**Coordination-Adjusting actions in relation to others' actions.

**Persuasion-Persuading others to approach things differently.

**Interpreting Meaning of Information to Others-Translating or explaining what information means and how it can be understood or used to support responses or feedback to others.

**Communicating with Other Workers-Providing information to supervisors, fellow workers, and subordinates. This information can be exchanged face-to-face, in writing, or via telephone/electronic transfer.

**Establishing & Maintaining Relationships-Developing constructive and cooperative working relationships with others.

**Resolving Conflict, Negotiating with Others-Handling complaints, arbitrating disputes, and resolving grievances, or otherwise negotiating with others.

**Coordinating Work & Activities of Others-Coordinating members of a work group to accomplish tasks.

**Provide Consultation & Advice to Others-Providing consultation and expert advice to management or other groups on technical, systems-related, or process related topics.

**Persuade Someone to a Course of Action-Persuade someone to a course of action or influence others to buy something.

**Take a Position Opposed to Others-Take a position opposed to coworkers or others.

**Coordinate or Lead Others-Coordinate or lead others in accomplishing work activities (not supervision).

* From PROGRES Manager Job Track, Column 2

** From O*NET Dictionary of Occupational Titles, 1998

Est.:

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T.C.:

Former Title(s):