

Core Operations Director

I. KIND AND LEVEL OF WORK

MMB retains delegation to allocate a position to this classification. Submit audit and request to MMB.

Classified, executive-level managerial work responsible for overseeing three to five core operational or central administrative service divisions with diverse and unrelated business functions such as finance and capital investments, human resources, legal/general counsel, diversity and equal opportunity, communications and facilities within a mid-to large-size agency. The incumbent directs and manages internal core operations that are shared across the agency and supports the infrastructure on which agency programs and services depend. While a position in this classification may additionally oversee program areas, such work must be administrative or operational in nature and non-political. Work is performed under general direction and focuses on translating the Commissioner's policies and objectives into an internal operations strategic plan.

The incumbent directs and coordinates core operational functions with differing and competing objectives and priorities, integrating these functions to ensure compliance, effective resource allocation, and organizational stability and performance. Responsibilities include setting strategic direction, overseeing policy development and implementation, establishing service delivery standards, evaluating operational effectiveness, and advising and making recommendations to the Commissioner. The Core Operations Director operates with broad delegated authority to make day-to-day decisions with agency-wide impact, requiring sound judgment, risk management analysis and organizational change management. Problems encountered are highly complex and sensitive, requiring coordinated review and resolution involving federal and state laws, policies, regulations and procedures that may have conflicting interpretations, priorities or requirements.

Decision-making authority extends to long-range planning to ensure the agency's operational functions and resources are positioned to meet future needs and support efficient, effective and responsive program delivery. Employees in this classification provide broad oversight and may delegate authority to senior-level managers responsible for highly specialized technical disciplines. The position typically reports to a Deputy Commissioner, Assistant Commissioner, Commissioner or other senior executive.

II. DISTINGUISHING CHARACTERISTICS

- Oversees and integrates **three to five** internal core operational functions or administrative service divisions.
- Supervises multiple division directors in the **mid- to high-level managerial classifications** such as General Counsel 2, HR Director 3 or 4, Chief Finance Officer, Agency Division Director Senior or other agency Division Director, and Communications Manager 2.
- Budget oversight is typically between **\$15 - \$50 million, but not greater than \$100 million**, and accountability for capital assets such as facilities and equipment is **geographically dispersed among multiple locations throughout the state**.

- Indirectly supervises a large and diverse population of employees providing core operational services across **mid-to-large size agencies with greater than 300 and less than 3000 full-time employees.**

III. EXAMPLES OF WORK/DUTIES

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

- Direct and integrate three to five agency-wide shared operations services such as Finance, HR, Communications, Equity and Inclusion, Fleet/Facilities/Security, Purchasing and may act as the administrative IT liaison.
- Translate the Commissioner's strategic direction into agency-wide operational priorities. Set objectives, develop internal policy and procedure frameworks and oversee implementation.
- Ensure the agency's internal operations infrastructure supports program administration objectives and advance continuous improvement initiatives; evaluate performance of the internal core operation's division directors and make observations or recommendations to improve or maintain performance.
- Direct major operational, financial, and legal decisions, manage a multimillion-dollar budget, and ensure robust internal controls, documentation and audit readiness.
- Lead operational human capital strategy while allocating resources and staffing across functions, optimizing processes and systems, and ensuring compliance with statutes, administrative rules, labor agreements, privacy requirements, and audit standards.
- Oversee facility operations across statewide locations, set security protocols and approve technology and equipment acquisitions supporting internal operations.
- Provide counsel to agency executive leadership on financial, legal, administrative and human capital issues and represent the agency with the Governor's Office, MMB, Department of Administration, Attorney General's Office, federal partners, labor unions and oversight bodies.

IV. KNOWLEDGE, SKILLS, AND ABILITIES

Knowledge of:

- Multi-disciplinary business operations such as capital asset management, facilities operations, finance and grants, audit/internal controls, HR/labor relations, safety and emergency management, communications and equity/inclusion applied to internal operational contexts with statewide impact.
- Federal and state laws, rules, policies and labor agreements relevant to internal core and administrative operations with understanding of how to interpret and integrate these across diverse core operational functions.
- Strategic management principles needed to formulate strategic plans, integrate multiple and diverse operational functions, maintain performance and ensure compliance and continuity of services.

Skills in:

- Executive leadership to direct diverse operational functions, establish effective policies, and implement business practices that optimize delivery of core support services.

- Decision-making and problem-solving to resolve complex issues involving conflicting laws, policies, and priorities, often under conditions of ambiguity.
- Communication and human relations necessary to motivate, influence and negotiate with a variety of individuals and groups such as agency division leaders and teams, unions, state and federal officials, and legislators.

Ability to:

- Operate under broad policy direction to set priorities, allocate resources and implement systems that ensure compliant, reliable operations.
- Manage change, conflict or disagreements through collaborative discussion to reach constructive solutions and partnerships while maintaining positive relationships.
- Develop and coach subordinate managers and lead cross-functional teams while promoting an inclusive and respectful workplace.

LICENSURE/CERTIFICATION/STATUTORY REFERENCES

N/A

SPECIAL WORK CONDITIONS

N/A

REFERENCES

Former title(s): N/A

REVISION HISTORY

Established 05/2026

Revised