

## Core Operations Director Senior

### 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 more than 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 the state's largest agencies. The incumbent possesses broad delegated authority to direct and manage 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 vision into an agency-wide 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 establishing strategic plans, setting service delivery standards, governing operational performance, stewarding public resources, and advising and making recommendations to the Commissioner. The classification also carries significant long-range planning responsibilities to anticipate and prepare for future strategic opportunities, emerging problems and challenges across the agency.

An employee in this classification is afforded wide latitude to use independent judgment to address highly complex and sensitive organizational issues requiring coordinated analysis and resolution, often involving federal and state laws, policies, regulations, and procedures with conflicting interpretations, priorities or requirements. The employee provides broad oversight and may delegate authority to subordinate senior-level managers who lead highly specialized technical disciplines. This classification may influence statewide operations by overseeing core internal functions that are geographically dispersed and support diverse programs, projects, fundings streams, and multiple overlapping deliverables. Positions typically report to a Deputy Commissioner, Assistant Commissioner, Commissioner or other senior executive.

### II. DISTINGUISHING CHARACTERISTICS

- Oversees and integrates **more than five** internal core operational functions or administrative service divisions.
- Budget oversight is typically **more than \$100 million** and accountability for capital assets such as facilities and equipment is geographically dispersed **across the entire state**.
- Supervises multiple division directors in the **highest-level managerial classifications** such as General Counsel 2 or 3, HR Director 5, Agency Division Director Senior or other Agency Division Directors, Chief Finance Officer or Communications Manager 3.

- Indirectly supervises a substantially large and diverse population of employees providing shared services across one of the **largest agencies with greater 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 more than five agency-wide shared operations services such as Finance, HR, Communications, Equity and Inclusion, Fleet/Facilities/Security and Purchasing.
- Set policies and standards to ensure compliance and audit readiness. Continuously evaluate and strengthen internal controls to mitigate risk.
- Develop and execute the agency's core internal operations strategy by establishing performance metrics and service frameworks (e.g., SLAs, dashboards, customer feedback loops, corrective action tracking) and by leading continuous improvement initiatives.
- Direct the division's operating budget and steward pass-through grants and bond expenditures while ensuring compliant, efficient use of resources and maintaining rigorous internal controls and risk management.
- Oversee capital asset management across a large, statewide portfolio of facilities and equipment. Authorize asset disposition and replacement and sign off on annual inventory controls. Resolve complex tradeoffs such as life-cycle asset funding, emergency repairs and preservation requirements in a constrained fiscal environment.
- Serve as primary liaison to MNIT's Chief Business Technology Officer. Co-prioritize agency IT investments, align administrative IT programs and enterprise continuity tools.
- Govern safety and emergency management programs to ensure preparedness for critical incidents.
- Represent the agency with the Governor's Office, Legislature, MMB, Department of Administration, MNIT, OLA, local governments, federal agencies, grantees, and contractors and influence agency-wide decisions and partnerships.

### IV. KNOWLEDGE, SKILLS, AND ABILITIES

*Knowledge of:*

- Broad multidisciplinary business operations such as capital investment, asset management, facilities operations, fleet, finance and grants, risk management/internal controls, HR/labor, safety and emergency management, communications, equity/inclusion and administrative IT governance applied to internal operational contexts with statewide impact.
- State government structures, federal and state laws, administrative rules, labor contracts and enterprise systems to interpret and integrate these across diverse core operational functions.
- Strategic management principles needed to establish and implement a vision and strategic plan in a complex organization with competing objectives among a vast number of agency programs.

*Skills in:*

- Executive leadership to translate vision and policy into operations, negotiate priorities, build coalitions and lead across organizational boundaries and geographies.

- Communicating and influencing in order to motivate people, exercise leadership and convey complex technical information to a wide range of internal and external audiences, facilitating decisions in high-stakes settings.
- Conflict management and resolution to facilitate disagreements, maintain organizational stability during disputes and balance stakeholder interests to achieve consensus.

*Ability to:*

- Exercise independent judgment within statutory and policy frameworks, anticipate downstream impacts and implement proactive risk mitigation.
- Govern complex operational functions with competing priorities to align people, systems and infrastructure with agency mission and strategic directives.
- Lead and develop subordinate managers to maintain an inclusive, 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