

STATE OF MINNESOTA		EMPLOYEE'S NAME													
POSITION DESCRIPTION A															
AGENCY/DIVISION BWSR / Strategy and Operations Division		ACTIVITY BWSR Administrative and Fiscal Management													
CLASSIFICATION TITLE Financial Services Director		WORKING TITLE (IF DIFFERENT) Chief Financial Officer	POSITION CONTROL # 00119780												
EMPLOYEE'S SIGNATURE (THIS POSITION DESCRIPTION ACCURATELY REFLECTS MY CURRENT JOB)		DATE	SUPERVISOR'S SIGNATURE (THIS POSITION DESCRIPTION ACCURATELY REFLECTS MY CURRENT JOB)												
POSITION PURPOSE		To manage and direct the Board of Water & Soil Resources' (BWSR) financial management and biennial budget function which contributes to the operation of the Administrative Services Section (i.e. accounting, purchasing, payroll systems, internal financial control, vendor payment processes and budget and appropriation support). Provide leadership, advice and counsel as a member of the Executive Management Team and Senior Management Team (SMT) as the statewide business strategies advisor.													
REPORTABILITY		<p>REPORTS TO: Assistant Director, Strategy and Operations</p> <p>SUPERVISES: DIRECTLY: All Fiscal Services Staff, currently Accounting Officer Principal, Accounting Officer Senior, Accounting Technician, and Office Administrative Support.</p> <p>INDIRECTLY: (1) Liaison and oversight to services and management that operate under Information Technology (IT) Service Agreement and any other interagency agreements providing administrative or technology services; (2) BWSR managers, supervisors, and staff in other sections providing services integrated with business functions managed; local government units (LGU) on financial management issues.</p>													
DIMENSIONS		<p>BUDGET: Annual budget includes state, federal, fee, bonding and special revenue funds. Appropriations stay active for multiple years meaning the amount monitored exceeds what is annually appropriated and amount shown below.</p> <p>FY16-17 Biennium</p> <p><u>Agency</u></p> <table> <tr> <td>General Fund</td> <td>\$37,252,000</td> </tr> <tr> <td>Clean Water Fund</td> <td>113,163,000</td> </tr> <tr> <td>Outdoor Heritage Fund</td> <td>30,574,000</td> </tr> <tr> <td>Other Funds (1)</td> <td>8,185,000</td> </tr> <tr> <td>Bonding Funds (2)</td> <td><u>59,414,000</u></td> </tr> <tr> <td>Total</td> <td>\$248,588,000</td> </tr> </table> <p>(1) Federal Funds, Special Revenue Funds and LCCMR Funds (2) All active bonding funds</p> <p><u>Soil and Water Conservation Districts</u></p> <p>FY2017 Statement of Revenues and Expenditures Total Revenue \$61.2 million</p>		General Fund	\$37,252,000	Clean Water Fund	113,163,000	Outdoor Heritage Fund	30,574,000	Other Funds (1)	8,185,000	Bonding Funds (2)	<u>59,414,000</u>	Total	\$248,588,000
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	Total Expenditures	\$60.5 million
	FY2017 Combined Balance Sheet	
	Total Assets	\$71.5 million
	Total Liabilities	\$58,4 million
	Fund Equity	\$12.1 million
CLIENTELE:	<u>Primary Clientele</u> Assistant Director for Strategy and Operations, Executive Director, other Assistant Directors, and Senior Management Team	
	<u>Secondary Clientele</u> BWSR supervisors BWSR field and central office employees BWSR Board Members Legislative Auditors Minnesota Management and Budget (MMB), including Executive Budget Officer and labor relations/staff consultants Local Units of Government (LGUs) that are recipients of BWSR grant funds Legislative Citizens' Commission on Minnesota Resources (LCCMR) Lessard-Sams Outdoor Heritage Council (LSOHC) Clean Water Council Minnesota counties, watershed districts, cities and soil and water conservation districts Governor and Legislature Federal government, including the National Resources Conservation Service (NRCS), Corps of Engineers, US Fish and Wildlife Service, Environment Protection Agency Other state agencies, including the DNR, MPCA, MDA, MHD, PFA University of Minnesota and MNSCU (for contracts or joint powers agreements)	

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RESP#	PRINCIPAL RESPONSIBILITIES, TASKS AND PERFORMANCE INDICATORS	PRIORITY	% OF TIME	DISCRETION
1.	<p>Manage the Administrative Services unit so that BWSR staff are provided adequate resources, direction and supervision to enable them to meet the department's objectives and fulfill its mission.</p> <p>A. Select employees in accordance with state policies and procedures, as well as supporting BWSR workforce diversity and affirmative action efforts.</p> <p>B. Evaluate employee performance, conduct performance reviews, authorize salary increases and request classification changes.</p> <p>C. Initiate progressive discipline when warranted. Hear and resolve grievances.</p> <p>D. Coach and provide training to ensure technical competence.</p> <p>E. Assign work, provide direction and assistance to staff regarding work priorities and workload.</p> <p>F. Communicate department policies, priorities and guidelines to employees; ensure their conformance with same.</p> <p>G. Conduct staff meetings to discuss unit goals and monitor progress of assigned work.</p> <p>H. Authorize creation of additional permanent or temporary positions to address staffing needs.</p> <p>I. Allocate and authorize funding for staff equipment, space, supplies and training.</p>	A	15	A
2.	<p>AGENCY CHIEF FINANCIAL OFFICER</p> <p>Direct BWSR's fiscal operations as the agency's chief financial officer (CFO) so the agency's financial, information technology, business support, and related administrative services activities function efficiently, effectively, legally, and in alignment with laws, regulations, policies, generally accepted accounting principles and BWSR's mission and goals.</p> <p>Representative Tasks</p> <p>A. Direct all agency financial activities including budget development, legislative activity, annual spending plans, contacting, procurement, payroll, and payment systems.</p> <p>B. Ensure agency-wide fiscal integrity.</p> <p>C. Establish, revise and direct policies and procedures as needed to provide sufficient internal controls, ensuring the agency adheres to all financial and procurement laws, rules, regulations, and procedures.</p> <p>D. Pro-actively implement risk assessments to address and mitigate potential risk.</p> <p>E. Manage audits from the Legislative Auditor's Office and implement audit findings as directed by the EMT.</p>	A	50	A

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	<p>F. Collaborate with state agency partners and federal partners as needed, where agreements involve BWSR revenue sources or expenditure of state agency / federal partner resources by BWSR.</p> <p>G. Oversee preparing of state financial reports and other financial information required by the Minnesota Management and Budget Department.</p> <p>H. Develop and provide legislative budget and expenditure information and testimony.</p> <p>AGENCY ADMINISTRATIVE SERVICES SECTION MANAGER Direct BWSR's administrative activities, so the agency's operational, financial, information technology, business support, and related administrative services activities function efficiently, effectively, legally, and in alignment with BWSR's mission and goals.</p> <p>Representative Tasks</p> <p>A. Ensure that BWSR operational and business management functions are effectively integrated with and complement agency program activities.</p> <p>B. Direct and manage all IT and telecommunications service contracts with MN.IT, including the MN.IT Service Level Agreement and IT budgets, to ensure that agency IT and telecommunications needs are met.</p> <p>C. Monitor, evaluate, adjust, and determine the need for section resources so BWSR's business strategies best meet the agency's varied programmatic needs.</p> <p>D. Collaborate with state agency partners as needed to identify, address, and resolve any administrative, operations, or business strategy-related issues.</p> <p>E. Direct and oversee all other business management services and functions, including lease agreements, equipment purchasing, fleet management, office space arrangement and modifications, and other operations-related functions, including fleet management.</p> <p>F. Lead agency continuing operations plan (COOP) which includes plan preparation and testing along with emergency response.</p>	A	20	A
4.	<p>BUSINESS STRATEGIES ADVISOR Process and provide broad executive business strategies within the context of BWSR's – and partners' – mission, goals, responsibilities, programs and activities; provide respected and knowledgeable consultation within and outside of BWSR to advance the agency's</p>	A	10	A

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5.	<p>strategic goals.</p> <p>Representative Tasks</p> <ul style="list-style-type: none"> A. Remain up-to-date on best business strategies and practices, particularly as they relate to accomplishing BWSR's mission, goals, and responsibilities. B. Advise BWSR's Assistant Director for Strategy and Operations and other management team members on statewide business management needs and requirements. C. Undertake and encourage anticipatory action that maximizes available business management resources at the federal, state, and local levels. D. Provide fiscal oversight and consultation to local government units (LGUs) that interact with BWSR. In conjunction with this role, oversee the annual financial statement and audit requirements of Soil and Water Conservation Districts. E. Advise BWSR's fiscal compliance coordinator (SPA Coordinator) on internal control issues and local government fiscal integrity measures, including compliance mechanisms. F. Advise and direct BWSR staff administering grants in the Local Water Management Section ensuring they are aware of business and financial standards and related considerations required for compliance with grants management policy and procedures. <p>AGENCY LEADERSHIP</p> <p>Actively participate in BWSR's interdisciplinary management team activities and processes to help ensure that major issues are identified, evaluated, and addressed across multiple functions, and the financial, human, and organizational impacts of decisions are considered.</p> <p>Representative Tasks</p> <ul style="list-style-type: none"> A. Serve on BWSR's Executive Management Team (EMT) with the Executive Director and three Assistant Directors to direct and determine agency goals and strategies on current and emerging issues. B. Serve on BWSR's Senior Management Team (SMT), to plan and execute the agency's operational needs and collaborate with other BWSR managers to make agency-wide decisions that affect fiscal and administrative functions. C. Represent agency management on interdisciplinary and inter-agency committees, work groups, and events. D. Direct, coordinate, and participate in new agency fiscal, technology, or administrative initiatives. 	A	5	A
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NATURE AND SCOPE (RELATIONSHIPS, KNOWLEDGE, SKILLS AND ABILITIES; PROBLEM SOLVING AND CREATIVITY; AND FREEDOM TO ACT.)

RELATIONSHIPS:

Provide a broad range of financial management functions as a member of BWSR's Executive Management Team (EMT) and Senior Management Team (SMT); executive-level business strategies advisor; chief financial officer and administrative services section manager. The diversity of BWSR's general fund, federal funding, special revenue funding and active bonding funds in tandem with the great diversity of understanding among agency managers of the financial management systems of state government all contribute to an extremely complex and challenging management position. Professional credentials and relationship management skills are essential to establishing and maintaining effective, respectful working relationships with multiple internal and external agency, state, federal, local and other public stakeholders, including:

INTERNAL

- Central office and regional BWSR staff throughout the state

EXTERNAL

- Variety of local government units (LGUs) and their staff
- Other state agencies (e.g., MMB, Administration, DNR, MPCA, OLA OAH, OAH, MDA, MDH, PFA)
- Governor's Office and Legislature
- Federal government agencies (e.g. USDA, EPA, USACE, FEMA)

Communication occurs formally and informally on an ongoing basis through schedule and impromptu meetings; one-on-one and group discussions; written directives and memos; and in-person, email, and telephone exchange. Formal presentations are made to the Minnesota Management and Budget's Executive Budget Team and oral testimony is provided to the legislature.

KNOWLEDGE, SKILLS, AND ABILITIES:

To succeed, the incumbent must be able to integrate extensive knowledge of effective business strategies with BWSR's programmatic needs and legal requirements. The incumbent must also be able to effectively integrate department business knowledge, knowledge of the principles and practices of financial management as practiced by State of Minnesota, up-to-date technical knowledge with sound human and fiscal managerial skills.

Knowledge of:

- BWSR's mission, statutory authority, organization, functions, goals, objectives, policies, and practices sufficient to provide enterprise-level business strategies leadership and consultation.
- Generally accepted accounting principles and cost accounting concepts to develop, monitor and evaluate financial control systems.
- Current theories, principles, and practices of executive level fiscal management and public administration in state government.
- Business, public administration, and management principles involved in strategic planning, organizational needs assessment, resource allocation, leadership techniques, and coordination of programs and fiscal and technology resources.
- Relevant laws, principles, precedents, regulations, executive orders, administrative procedures, rules, policies, practices, bargaining agreements, compensation plans, organizational needs and political processes related to the functional areas directed (for example, BWSR administration/operations; business, financial, contract, and technology management) sufficient to provide executive-level business guidance.
- Contract negotiation, administration, and management.
- Governance options and professional standards for administrative actions by local governments carrying out agency programs.

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Skill in:

- Interpersonal and human relations sufficient to effectively relate to and work with a wide variety of employee and customers groups internal and external to BWSR.
- Selecting and using appropriate communication strategies and mediums for different audiences.
- Fiscal and operational planning to meet BWSR's current and future management needs.
- Business process analysis and design.
- Government fiscal and administrative processes and tools that provide for integrity of state resources.

Ability to:

- Develop and interpret state and federal laws, policies, rules and regulations.
- Collaborate with the Assistant Director for Strategy and Operations and other EMT and SMT members to provide agency-wide leadership and an enterprise-wide perspective.
- Understand, develop, persuade, motivate, collaborate with, and lead others.
- Plan, organize and coordinate a variety of work activities related to agency policies, priorities, and resource allocation.
- Build and demonstrate a shared vision to foster system-oriented and strategic thinking.
- Identify, conceptualize, analyze and address systemic sources of administrative and operational issues with integrative solutions.
- Apply sound judgment to addressing statewide programmatic and business management issues.
- Make broad-based strategic decisions that result in actionable solutions.
- Effectively evaluate business opportunities and risks.
- Use active listening, diplomacy, negotiation, and conflict management skills to resolve controversial issues.
- Identify and facilitate input from appropriate stakeholders to address current issues.
- Explain complex technical concepts in understandable terms to governing bodies, non-technical agency leaders and professional staff, and the public.

PROBLEM SOLVING

As BWSR's administrative services section manager and CFO, this position must identify, diagnose, and develop solutions to a variety of organizational issues that cross program areas. It emphasizes complex administrative, business, organizational and political issues that require innovative, yet pragmatic, problem-solving and workable solutions. All issues are to be viewed as opportunities to review and potentially improve existing BWSR policies, practices, and systems. Because of the variety of executive-level managerial functions for which the incumbent is responsible, s/he must be able to analyze complex and often interdisciplinary issues, determine root causes, communicate issues and alternatives, identify courses of action, prioritize activities, develop effective solutions, direct changes, and evaluate results. The incumbent is expected to continually review agency expectations, objectives, and goals to determine whether they remain realistic, given limited or changes in resources and unexpected shifts in priorities. Complex problem solving, advanced judgment and decision making, and high level critical thinking are key job requirements. Examples of primary challenges include:

- Envisioning and leading systems, organizational and legislative changes with the potential to further BWSR's mission and goals.
- Anticipating and quickly providing preventative solutions to avoid unnecessary disruptions in BWSR's multifaceted service delivery system.
- Wisely allocating or reallocating limited agency resources.
- Negotiating with and enlisting the cooperation of individuals and groups with different positions on issues and desired outcomes to accomplish needed agency changes through others.
- Effectively balancing innovation and pragmatism and the often simultaneous needs for change and stability.
- Determining policies, procedures and systems needed for effective agency business and operations management.
- Exploring and evaluating the overall feasibility of proposed agency initiatives sufficient to make sound business recommendations to BWSR's management teams and other agency stakeholders.

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FREEDOM TO ACT:

Reports to and receives broad direction from the Assistant Director, Strategy and Operations. Has significant latitude to make decisions and take actions required to solve problems and provide effective services within the confines of law and policy. Exercise professional financial management judgment when proposing changes to policy or practice and communicates these changes as appropriate.