

**STATE OF MINNESOTA  
BOARD OF WATER AND SOIL RESOURCES**

**POSITION DESCRIPTION A**

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**Employee's Name:**

**Position Control Number:**

**Division/Program:** Minnesota Board of Water & Soil Resources

**Activity:** Organizational Development, Projects, Communications, Training, Supervising

**Classification Title:** SPA - Coordinator

**Working Title:** Director of Organizational Effectiveness

**Prepared By:** Julie Blackburn, Assistant Director

**Appraisal Period:** to

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**EMPLOYEE'S SIGNATURE/DATE**

**SUPERVISOR'S SIGNATURE/DATE**

(position description accurately reflects my current job)

(position description reflects employee's current job)

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**POSITION PURPOSE**

This position exists to continuously improve organizational effectiveness via coordination and successful implementation of agency initiatives from internal development of projects and programs through training, outreach and communications with internal and external partners. Responsibilities include:

- **Organizational Development:** Direct specific processes that develop the agency to be more effective in accomplishing its desired goals; improve agency performance through proactive and collaborative techniques within and between departments.
- **Project Management:** Develop, screen and prioritize agency projects that create or revise programs, procedures or measurement systems; assemble and supervise project teams with clear objectives and deadlines that mesh with other agency initiatives.
- **Communications:** Lead strategic communications plan development; oversee implementation of the communications plan; lead worker for communications staff.
- **Training:** Oversee internal and external training programs; work to establish training priorities, coordinate cost-effective training with multiple providers; lead worker for training staff.

**REPORTABILITY**

Reports to: Assistant Director for Policy and Planning

Lead worker to: Communications and training program staff and Interns.

Supervises: Consultants and contractors as required. Indirectly provides direction to Office and Administrative Specialists responsible for website maintenance and to outreach effectiveness aspects of field and program staff duties.

**DIMENSIONS**

**Budget:** This position contributes to the preparation and management of budget items necessary to perform assigned duties; including state and federal grant development, training program implementation, equipment procurement, and agency initiatives.

**Clientele:** BWSR office and field staff and managers; commissioners and staff of counties; city officials and staff; supervisors and staff of soil and water conservation districts; managers and staff of watershed districts; federal and state government agency representatives; legislative commission staff.

**POSITION****DESCRIPTION B****EMPLOYEE'S NAME:****PCN:****Resp. No. PRINCIPAL RESPONSIBILITIES, TASKS AND PERFORMANCE INDICATORS****Priority % of Discretion Time**

1. **Direct, lead and manage organizational development efforts to optimize agency operations and management and increase organizational performance.**

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**Tasks:**

- a) Conduct structured observations of work processes to diagnose organizational issues; provide recommendations on impacts and constraints of implementing changes Executive Team on organizational development issues and opportunities.
- b) Support Executive and Senior Management Team in change management plans that improve agency organizational structure and effectiveness by ensuring successful implementation through effective communications, listening, negotiating.
- c) Consult with the Executive Team, Senior Management Team, Board and Board committees as necessary to review and assist in the development of strategy and planning for accomplishing agency mission.
- d) Facilitate the development of goals at team/individual/division levels using SMART goal and other appropriate formats.
- e) Build agency performance assessment: Create assessment and management templates; work with supervisors to ensure best use, relating back to the outcomes, work plans, competencies, and training.
- f) Assess/build talent strategies: Act as a consultant to design succession plans, develop exit interviews for continuous improvement, and implement peer review systems.
- g) Benchmark: Work with the Executive Team to implement measurement of agency systems such as staff, programs, trends, performance, etc.
- h) Implement continuous quality improvement by working with agency staff so that they routinely integrate evaluation into program operations, and integrate improvement measures into program delivery.
- i) Coordinate agency initiatives and ensure successful implementation by setting timeframes, developing documentation, providing communications opportunities.
- j) Model and reinforce management principles and organizational values, including empowerment and rewarding effective performance. Foster an environment that encourages and supports the development of current and future capabilities of management staff and employees.

**POSITION****DESCRIPTION B****EMPLOYEE'S NAME:****PCN:****Resp. No. PRINCIPAL RESPONSIBILITIES, TASKS AND PERFORMANCE INDICATORS****Priority % of Discretion Time****2. Oversee the development and implementation of a comprehensive agency communications plan.**

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**Tasks:**

- a) Manage the development and implementation of comprehensive internal and external communications plans that focus on agency initiatives and work to ensure organizational success.
- b) Analyze the agency's communications needs and work to continually improve agency communications strategies for more effective presence throughout the media and with the public, legislators, interest groups and local governments.
- c) Direct and manage a systematic evaluation of the impacts, results and effectiveness of the internal and external communications plans. Adjust the plans as necessary to address identified concerns and emerging trends.
- d) Oversee and provide direction to staff on representing on the agency's interests at the Governor's office, with federal agencies, state agencies, universities, interest groups and conservation delivery partners, including negotiation of contracts and development of shared communications programs.
- e) Direct and oversee the management of the communications budget so that objectives are achieved within budget allowances.
- f) Lead worker for communications staff and contractors insuring effective intra- and inter-agency communications and that strong connections exist with the training staff and at all levels of the organization.

**3. Oversee the development of and manage the implementation of a comprehensive agency training plan.**

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**Tasks:**

- g) Lead and direct the training plan development by identifying gaps and opportunities using best practices for data acquisition and comprehensive strategic planning techniques.
- h) Analyze the agency's and the training and development needs and work to continually improve agency methods to implement the most effective and state-of-the-art training strategies,
- i) Direct and manage a systematic evaluation of the impacts, results and effectiveness of the comprehensive training plan. Adjust the training plan as necessary to address identified concerns and emerging trends.
- j) Oversee and provide direction to staff on best representing the agency in statewide training initiatives and coordination with federal agencies, state agencies, universities, interest groups and conservation delivery partners, including negotiation of contracts.
- k) Seek funding through various partners and programs; manage contracts and perform all required financial and written reporting.
- l) Direct and oversee the management of the training program budget so that objectives are achieved within budget allowances.
- m) Lead worker for training staff insuring strong performance in the training program and that connections exist with the communications staff and at all levels of the organization.

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<b>Resp. No.</b>	<b>PRINCIPAL RESPONSIBILITIES, TASKS AND PERFORMANCE INDICATORS</b>	<b>Priority</b>	<b>% of Time</b>	<b>Discretion</b>
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**4. Project Management and Facilitation**

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**Tasks:**

- a) Analyze and determine role in specific BWSR projects (in consultation with leadership team), considering various stages of entry (one-time facilitation needs; project management; project development).
- b) Manage complex agency projects by:
  - Conducting project screening development to facilitate recommendations to the appropriate approving authority
  - Assembling project team charters that outline scope, goals, audience, deadlines, budget tracking, team members, tasks assigned, responsibilities, required deliverables and serve as a blueprint and tracking mechanism for each "job" to execute appropriate strategies and tasks to meet program goals.
  - Acquiring the assistance of consultants, planning groups and governmental agencies as needed to fulfill project management needs.
  - Ensuring that associated deliverables are produced and distributed on schedule and within budget.
  - Overseeing progress to ensure that "scope creep" is minimized. Weigh the validity and benefit of project suggestions against budgetary constraints of agency and clientele.
  - Tracking project team's progress to ensure timely, accurate execution and delivery of project outcomes. Consults with project teams or Executive Team as necessary to address issues and intervene as needed to ensure project direction is managed effectively.
  - Recommending improvements to processes and procedures that will improve products, service delivery and work environment.
- c) Consult with BWSR team leaders of other projects on charters, scope, goals, and implementation.
- d) Facilitate specific meetings/events as needed.

**5. Lead worker**

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**Tasks:**

- a) Provides effective guidance to the training and communications staff ensuring they are qualified, responsive, motivated and provided with the necessary support and resources so that the unit is capable of maintaining operational effectiveness and efficiency.

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**Priority % of Discretion  
Time**

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**6. Effectively administer job and program duties**

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Tasks:

- a) Develop, manage, and serve on teams as appropriate.
- b) Provide ongoing communications and feedback with staff.
- c) Follow internal BWSR systems, policies, and administrative procedures.
- d) Assist Executive Team in the development of budget recommendations.
- e) Perform time management activities, conduct paper and electronic file management activities, workload planning, professional development, and other duties as assigned.

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

**RELATIONSHIPS**

This position reports directly to the Assistant Director, Policy and Programs, and requires substantial coordination with the Executive Team. The supervisor provides guidance, assigns and approves projects, and adjusts priorities. Assignments may also be transmitted through the Senior Management Team for recommendations, reviews or assessments of various policies, projects, and issues. Communication with the supervisor is maintained by frequent information conversations, section staff meetings, and frequent evaluation of the position's on-going work plan.

This position is responsible for effective coordination of change management and implementation of agency initiatives. As such the incumbent will work to foster an environment that values, supports and rewards teamwork while encouraging and supporting the development of current and future capabilities of employees and managers. The position holder must model and reinforce management principles and organizational values, including empowerment and rewarding effective performance.

Collaborative partnerships and networking are keys to the success of this position. As such the incumbent should initiate and nurture longer term partnerships to gain support for current agency activities and better anticipate future opportunities. The position holder will build alliances with key decision-makers and influencers and identifies opportunities for the effective use of multifunctional or multi-organizational teams.

This position requires considerable, effective oral and written communications with BWSR leadership and staff, local government officials and staff, other state and federal agencies, universities, and the public.

**KNOWLEDGE, SKILLS, AND ABILITIES**

The position holder must have a Bachelor's degree and extensive experience in organizational development, change management, project management, performance management, personnel training, facilitation, or a related field. The incumbent must have a strong academic background and/or professional experience in communications planning, implementation and media relations, as well training program development, implementation and evaluation. A background or experience in soil and water management principles and conservation programs is beneficial.

The position is the champion of organizational change and should engender a spirit of adventure. As such the incumbent must have the ability to encourage others to "think outside the box" as well as create and reinforce a culture that facilitates continuous organizational improvement based on innovative thinking, shared experiences and learning from successes and failures.

The incumbent must be able to evaluate emerging trends and new technologies for application to communications and training programs. The person must be able to anticipate and critically analyze a broad range of complex problems and issues, be comfortable with handling numerous projects and have an ability to organize prioritize and delegate.

The position holder must be able to apply and use principles of organization, project management, planning communications, and related disciplines in order to effectively supervise and direct communication and training programs as well as evaluate organization development needs and effectively implement organizational change initiatives.

Demonstrated skills in directing, coordinating, assessing, facilitating, negotiating, mediating, delegating, budgeting, managing time and human resources, public speaking and relating to the public are required.

The employee must also have excellent oral and written communication skills. It is essential that the employee be able to work independently without close supervision. Human relations skills to establish rapport, motivate employees, and create a mood of cooperation for effective problem solving must be evident.

**PROBLEM SOLVING**

Key problem solving areas for this position are related to coordinating and integrating the activities of agency staff, contractors and other agency staff necessary to implement the communications, training, and agency initiatives in a comprehensive manner. Considerable opportunities exist for creative solutions to the issues affecting these areas the position focuses on. The employee must have the ability to implement creative problem solving, facilitation, and team building solutions or develop new approaches to solve organizational capacity and management issues. Establishing and maintaining strong communication, both internally and externally, are essential elements of this position. Employee must be able to recognize conflict and apply appropriate dispute resolution techniques to resolve the situation and achieve

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program mandates and objectives. Where problems are unique or require policy change, the incumbent will seek direction from the supervisor.

**FREEDOM TO ACT**

Within established policy guidelines, the position has a high level of independence and freedom to act in areas related to the fulfillment of job responsibilities. This position has the authority to work directly with clientele and to independently solicit input from BWSR staff, state and local agency officials, and private sector or academic expertise as needed. This position will be expected to advise the supervisor of emerging issues and work activities and discuss policy implications of work activities with the supervisor and/or other managers as necessary.