

POSITION DESCRIPTION A

Employee Name: _____
Agency: **Board of Water and Soil Resources (BWSR)**
Classification Title: **State Program Administrator Coordinator**
Working Title: **Performance Review and Assistance Program Coordinator**
PCN: 01095125
Prepared By: Jenny Gieseke, Manager of Organizational Effectiveness

Acknowledgement that Position Description accurately reflects current job:

Employee	Date	Supervisor	Date
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POSITION PURPOSE:

This position is responsible for leadership and coordination of the Performance Review and Assistance Program (PRAP) initiative, which assesses the performance of the units of government that constitute Minnesota's local delivery system for the conservation of water and related land resources. The position ensures compliance with state statutes, rules and legislative directives and focuses on four key aspects of local government units' (LGUs) performance including: 1) administration, 2) planning, 3) execution, and 4) communications and coordination. LGUs include soil and water conservation districts, watershed districts, watershed management organizations, and the water management function of counties – a total of 241 distinct organizations. The PRAP initiative has three operational components: performance review, assistance, and reporting. This position provides coordination, management, training, planning, implementation, and evaluation of all components via direction and interaction with the Board of Water and Soil Resources (BWSR) staff, BWSR Board members, local government unit boards and staff, and state legislators and staff.

REPORTABILITY:

Reports to: Manager of Organizational Effectiveness

Supervises: No direct supervisory responsibilities, but substantially responsible for leadership and direction to boards and staff of local government unit and other BWSR staff.

DIMENSIONS:

Budget: Works with BWSR Senior Management Team and clientele to develop and implement PRAP into Section, Region and clientele work plans. The associated budget impacts are potentially significant, as illustrated by the local government unit budget information:

Soil and Water Conservation Districts		
FY2011 Statement of Revenues and Expenditures		
	Total Revenue	\$40,583,640
	Total Expenditures	40,039,736
FY2011 Combined Balance Sheet		
	Total Assets	\$37,901,659
	Total Liabilities	19,103,204
	Fund Equity	18,798,455
Watershed Districts and Water Management Organizations (2009)		\$70M
Metro WD/WMO		\$44.4M
Outstate WD (2006)		\$25.3M
County Water Organization		\$5M

Clientele: *Local government units (LGUS) including: soil and water conservation districts, watershed districts, water management organizations, and counties; and BWSR staff involved in program development and delivery.*

POSITION DESCRIPTION B

Principal Responsibilities, Tasks and Performance Indicators

1. Administer and Direct the Performance Review and Assistance Program

Priority	% of Time	Discretion
A	25	A

Tasks:

- a) Develop annual timetable and work plan for implementation of the program so that all elements of the legislative mandate are included in the program, including establishment of all program goals and objectives.
- b) Provide feedback to agency management of LGU comments on the program and the implementation schedule.
- c) Direct and manage activities of any consultants, contractors, or BWSR staff used in program development.
- d) Coordinate with regional staff to schedule assessments on a systematic basis.
- e) Conduct training and/or coaching for BWSR staff and LGU staff.
- f) Ensure compliance with state statutes, rules and legislative directives, including MS103B.102.
- g) Develop legislative reports, BWSR board reports and presentations, BWSR senior management team reports and presentations as need to gather agency feedback and to keep appropriate parties informed.
- h) Coordinate with BWSR managers, communications staff, and MN.IT staff to integrate regular updating of LGUs status on a systematic basis.
- i) Serve as technical expert for the oversight function before legislative committees and at other public forums and report program results to the legislature as required.
- j) Facilitate and coordinate the planning effort among participating LGU groups and BWSR staff.

Performance Indicators:

- a) The PRAP program is well coordinated and appropriately comprehensive to meet legislative mandates.
- b) A plan and schedule for the program is well-coordinated, clear and achievable, addresses annual evaluation needs and recommendations, identifies key opportunities, and provides the necessary direction for an effective annual program.

- c) BWSR perspectives and services (including limitations) for the program are well represented and coordinated with clientele.

2. Coordinate and implement PRAP activities with local government units

Priority	% of Time	Discretion
A	50	A

Tasks:

- a) Strategically engage agency staff to gain multi-perspective of LGU performance.
- b) Consult with LGU lead staff and boards to secure their commitment to participation.
- c) Conduct performance reviews of LGUs at appropriate designated level (I, II, III, IV).
- d) Develop highly strategic and focused tools (surveys, interviews, etc.) to obtain LGU performance information.
- e) Analyze and synthesize data gathered.
- f) Develop the best ways to share data and analysis with BWSR staff and LGUs – including map-based, spreadsheets, and other data.
- g) Facilitate meetings amongst LGU staff and boards, task forces, and BWSR staff to understand current performance issues and opportunities.
- h) Develop recommendations for maintained and improved performance.
- i) Present and facilitate individual LGU report findings and recommendations.
- j) Mediate potential conflicts and issues.
- k) Create feedback loops so low performers are re-visited to see how they have executed recovery plan
 - a) Ensure evaluations lead to follow up assistance as appropriate.
 - b) Facilitate governance discussions upon request of regions

Performance Indicators:

- a) LGUs are empowered to improve performance with clear and practical information and data.
- b) BWSR understands how and to what extent LGUs are meeting performance expectations.

3. Assist in building organizational development capacity for BWSR staff and clientele.

Priority:	Percent of Time:	Discretion:
A	25%	B

Tasks:

- a) Manage the agency's Organizational Capacity grant program to LGUs, including developing and maintaining program criteria, reviewing grant applications, and recommending action to the agency leadership.
- b) Provide assistance in planning, mediating, and/or facilitating internal BWSR staff team meetings, specific internal or external processes, and/or events to foster effective/efficient work products or outcomes, as appropriate.
- c) Work under guidance of the Organization Effectiveness Manager to lead and assist in coaching and providing input to build BWSR and/or LGU organizational effectiveness, including goal setting/planning, surveys, benchmarking, staff meetings, staff development, and/or other topics as appropriate.
- d) Sever as a member of the Organizational Effectiveness Division team.

Performance Indicators:

- a) Effective strategic engagement and facilitation is provided to senior management, team leads, and/or other staff to achieve increased organizational effectiveness.
- b) Effective coaching and facilitation is provided to clientele that improves conservation delivery or conservation partnerships.
- c) BWSR staff or clientele value increased organizational effectiveness.

POSITION DESCRIPTION C

Nature and Scope:

RELATIONSHIPS

This position reports directly to the Manager of Organizational Effectiveness. This position will be required to establish and maintain productive working relationships with the clientele listed, including state legislators and staff.

Building and maintaining effective relationships will be an important part of this position. BWSR has a unique model of delivering state programs to and through the local government level, and the addition of the PRAP must enhance rather than be a detriment to that model and the relationships with BWSR.

KNOWLEDGE, SKILLS AND ABILITIES

The employee must have advanced-level knowledge of planning methodologies, program subject matter, and inter-governmental relationships. The position requires strong technical and planning skills. The employee should also have training and experience in facilitation and organizational assessment and possess the ability to apply that knowledge in varied political and geographic settings. The employee must also have knowledge and experience with the structure of state and local governments and must understand their roles and relationships in the management of natural resources, and preferably in specific water and soil resources issues. The employee must have excellent oral and written communication skills which include the ability to explain complex technical, political, and fiscal matters to the public, the ability to present, discuss and explain controversial matters in a professional manner, and the ability to conduct public speaking engagements in an interesting and informative presentation. “Facilitation of groups” must be a part work history. It is essential that the employee is able to work independently without close supervision and have good human relations skills in order to work with divergent groups; this includes the ability to work with a number of entities in the development and coordination of this program. The incumbent must possess strong negotiation skills and the ability to develop consensus.

PROBLEM SOLVING

This is a program that has a high visibility and accountability level. Challenges will include working closely with agency staff and LGU members who may have varying opinions about priorities of the PRAP initiative, as well as different philosophies. The incumbent must solve problems related to: (1) amount of oversight that can be attempted given the level of financial resources provided, (2) how the program will be delivered, for example use of internal or external staff, and (3) how to work with any resistance to the program or resulting recommendations. The employee will largely be responsible for the “how” decisions for implementation of the PRAP initiative.

FREEDOM TO ACT

Within established policy guidelines the position has considerable independence and freedom to act in areas related to the fulfillment of job responsibilities. This position regularly needs to make policy interpretations. This position has the authority to work directly with clientele and to independently solicit input from BWSR, state and local agency officials, and private or academic expertise as needed. This position will, however, 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.