

I. DESCRIPTION OF WORK

Positions in this banded class provide leadership, oversight, and support in the execution of the budget to agency head and/or division management. Positions examine budgets and expenditures for compliance with applicable state budget rules, legislative intent, and federal and state laws. Positions provide consultation, technical assistance, and coordination in the preparation and execution of the continuation, operating, and expansion budgets which may utilize multiple funding sources. Positions complete or evaluate methodologies used in the preparation of budget or program spending forecasts and provide technical assistance to improve the accuracy of projections. They evaluate program, policy, and rule changes to determine their fiscal and program impact and to assure compliance with federal and state requirements. Positions are responsible for the coordination and evaluation of legislatively required reports to ensure that they meet statutory and legislative requirements. Positions may review and approve contract recommendations to assure that contracts are consistent with state, federal, and agency guidelines. Positions identify risk and adverse issues generated in budget and program activities, present appropriate issues, and recommend solutions to management. Professional technical knowledge and analytical skills are utilized to assure that agency program goals and outcomes are effectively supported.

II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
<p>Positions at this level assist in the review of program budgets and expenditures. They regularly monitor the budget throughout the year and conduct analysis on discrepancies between estimated and real spending, adherence to budgetary rules, and regulations and accuracy in accounting and calculation. Positions demonstrate knowledge of review and submission of budget revisions and are familiar with or can learn to use the budget systems. Positions conduct analysis of ongoing spending patterns for program budgets and identify potential areas of concern. Positions assist in the provision of technical assistance and guidance to agency staff relative to state budget rules and laws.</p>	<p>Positions at this level review program budgets and expenditures and approve budget revisions for accuracy and program efficiency. They regularly monitor budgets throughout the year and conduct analyses of spending patterns to identify potential strengths and weaknesses. Positions independently troubleshoot errors and inconsistencies within the budget and provide recommendations to management for program improvements. Positions review and assist in developing methodologies used in the preparation of spending forecasts, budgets, or budget projections and provide technical assistance. Positions are highly knowledgeable of current and applicable state budget rules and federal and state laws. They review and interpret laws for budgetary implications and are able to both determine and communicate their impact. They identify risk and adverse issues in budget and program activities, present appropriate issues, and recommend solutions. Positions may review and approve contracts. They serve as a liaison to the Office of State Budget Management</p>	<p>Positions at this level have key responsibility for the most complex budget or program issues. Positions regularly serve as the lead in the design and coordination of advanced level agency-wide projects. Positions review and interpret proposed rule changes for fiscal impact and legislative reports for submission to the General Assembly. Positions possess superior analytical and problem solving skills and demonstrate the ability to apply these attributes in the execution of solutions. Positions have extensive knowledge of the North Carolina budget and administrative structures and the ability to evaluate the best methods for accomplishing agency goals. Positions at this level have acquired and demonstrated expertise in all diverse areas of the role.</p>

III. COMPETENCIES

Competency	Definition
Knowledge - Professional	Professional knowledge and skill in specific area(s). Ability to keep current with developments and trends in area(s) of expertise.
Analytical Thinking	Ability to retrieve, organize, and interpret data. Ability to assess situations and provide recommendations.
Communication	Ability to present information to individuals or groups. Ability to deliver presentations suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely to groups or individuals either verbally or in writing to ensure that they understand the information and the message. Ability to listen and respond appropriately to others.
Consulting/Advising	Ability to provide advice and counsel. Ability to understand client programs, organization and culture.
Client/Customer Service	Ability to develop and maintain strong relationships with clients or customers by listening to the client/customer and understanding and responding to identified needs.
Decision Making	Knowledge of and ability to use effective approaches for choosing a course of action, developing appropriate solutions, and/or reaching conclusions. Ability to take action consistent with available facts, constraints, and anticipated outcomes.
Negotiation	Ability to confer with others to reach resolution. Ability to explore alternatives and positions to reach outcomes that gain the support and acceptance of all parties.
Organizational Sensitivity	Ability to understand the organization's mission, the function of the specific work unit ,and how it interrelates with other work units to serve the customer/client. Ability to understand the impact and implications of decisions on the community and other departments.
Problem Solving	Ability to identify problems, determine possible solutions, and actively work to resolve issues.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

IV. COMPETENCY STATEMENTS BY LEVEL

Knowledge – Professional

Professional knowledge and skill in specific area(s). Ability to keep current with developments and trends in area(s) of expertise.

Contributing	Journey	Advanced
<p>Knowledge to perform a limited variety of recurring and related tasks/functions using steps/processes/applications that are readily understood.</p> <p>Ability to provide assistance to others by troubleshooting simple technical problems.</p> <p>Ability to take requests from others to solve problems of limited complexity.</p> <p>Ability to keep current with developments and trends in area(s) of expertise</p>	<p>Full professional knowledge to complete tasks.</p> <p>Ability to perform a variety of tasks and functions that involve related or varying processes.</p> <p>Ability to analyze and determine various courses of actions and appropriate services.</p> <p>Ability to solve a variety of problems that require the examination of data and processes to determine the best course(s) of action.</p>	<p>Technical, professional, and regulatory knowledge to resolve unique or highly complex situations.</p> <p>Ability to perform a large number of widely varying and functionally diverse assignments that require in-depth analysis and problem solving.</p> <p>Ability to develop work concepts, policies, and procedures using broad guidelines, methods, and procedures.</p> <p>Ability to serve as a “technical expert”. Ability to guide, direct, and coach others regarding application and interpretation of complex issues.</p> <p>Thorough and extensive knowledge of programs, concepts, and practices within assigned division(s) as well as a general understanding of other departmental programs.</p>

Analytical Thinking

Ability to retrieve, organize, and interpret data. Ability to assess situations and provide recommendations.

Contributing	Journey	Advanced
<p>Ability to identify, understand and determine the significance of issues, causes, problems, and opportunities.</p> <p>Ability to utilize available resources to correctly determine the issues and problems.</p> <p>Ability to implement standard course(s) of action to resolve issues within established timeframes and administrative and technical requirements.</p> <p>Ability to involve supervisor as necessary when dealing with issues to determine the most appropriate course of action.</p>	<p>Ability to analyze issues and problems and propose solutions which are consistent with the agency's priorities and financial resources.</p> <p>Ability to use tools to identify meaningful patterns or relationships and draw conclusions about the meaning of the data.</p> <p>Ability to ask clarifying questions and probe for relevant information.</p> <p>Ability to identify cause and effect of problems. Ability to look at underlying problems for solution.</p> <p>Ability to collect, relate, associate, or compare data to identify options/alternatives.</p> <p>Ability to approach a complex task or problem by breaking it down into its component parts and considering each part in detail.</p>	<p>Ability to identify the impact of events or decisions on stakeholders/customers.</p> <p>Ability to weigh and prioritize the costs, benefits, risks, or chances for success.</p> <p>Ability to identify parameters, limitations, or boundaries that impact programs.</p> <p>Ability to measure outcomes of problem resolution and take further action as needed.</p>

Communication

Ability to present information to individuals or groups. Ability to deliver presentations suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely to groups or individuals either verbally or in writing to ensure that they understand the information and the message. Ability to listen and respond appropriately to others.

Contributing	Journey	Advanced
<p>Ability to state information in a clear and concise manner, in both written and oral form.</p> <p>Ability to communicate information to the appropriate staff in a timely manner.</p> <p>Ability to listen for content and understanding.</p>	<p>Ability to clarify the purpose and importance of information.</p> <p>Ability to explain information in understandable terms for non-technical staff.</p> <p>Ability to ensure that major points follow a logical sequence.</p> <p>Ability to seek input, listen, and check for mutual understanding. Ability to ask for clarification as needed.</p> <p>Ability to present information, considering the impact of the information on procedures, policies, organizational objectives, and the agency.</p> <p>Ability to advise and consult with others to ensure accuracy and appropriateness of communications.</p>	<p>Ability to structure information in keeping with listener's experience, background, and expectations. Ability to use terms, examples, and analogies that are meaningful to the listener.</p> <p>Ability to use an effective and approachable style that engages others and builds credibility.</p> <p>Ability to provide rationale when delivering complex or challenging information.</p> <p>Ability to select most appropriate medium when conveying information and reinforcing message.</p> <p>Ability to assess and weigh the impact of information on the agency, including legal/regulatory implications.</p>

Consulting/Advising

Ability to provide advice and counsel. Ability to understand client programs, organization and culture.

Contributing	Journey	Advanced
<p>Ability to listen to customers to identify needs or problems.</p> <p>Ability to convey customer needs to others involved.</p> <p>Ability to offer suggestions to resolve problems or issues.</p> <p>Ability to present appropriate issues to internal management.</p>	<p>Ability to determine customer expectations.</p> <p>Ability to determine who should be involved in project or solution.</p> <p>Ability to work together with customer to discuss alternative solutions.</p> <p>Ability to work with customer to resolve issues by applying expert knowledge.</p> <p>Ability to conduct research as needed to assist customer in problem resolution.</p> <p>Ability to identify and use relevant tools to collect and analyze data.</p> <p>Ability to share results of research or expertise to gain agreement on next steps.</p> <p>Ability to build support for planned outcomes.</p> <p>Ability to provide guidance to customer during implementation of program, project, or service.</p> <p>Ability to conduct evaluation of program, project, or service to determine if customer needs were met.</p>	<p>Ability to regularly provide expertise and counsel to internal/external customers (e.g. divisions, department management, others).</p> <p>Ability to interpret and synthesize data based on professional expertise and broad understanding of organizational impact.</p> <p>Ability to understand relationships and dynamics of program areas as they impact service delivery or project.</p> <p>Ability to project or forecast trends or outcomes from review of data, knowledge of field, and organizational systems impact.</p> <p>Ability to advise senior level management on an on-going basis to develop long-range strategic goals and alternatives</p>

Client/Customer Service

Ability to develop and maintain strong relationships with clients or customers by listening to the client/customer and understanding and responding to identified needs.

Contributing	Journey	Advanced
<p>Ability to identify both internal and external customers.</p> <p>Ability to respond to customer needs within established parameters.</p> <p>Ability to be accessible to the customer and to provide prompt, attentive service.</p> <p>Ability to listen carefully and check for understanding of customer needs.</p> <p>Ability to demonstrate courteous actions and follow the organization’s established protocol for customer service.</p>	<p>Ability to anticipate, identify, and understand customer’s service needs.</p> <p>Ability to identify options, develop solutions, and take action when responding to customer needs.</p> <p>Ability to keep customers informed of progress. Ability to remain accessible when balancing multiple priorities.</p> <p>Ability to assess or check with customer to ensure solution meets needs.</p> <p>Ability to develop relationships/partnerships with internal/external customers.</p>	<p>Ability to identify trends that impact service delivery to groups or individual customers.</p> <p>Ability to develop plans to improve service delivery based on customer feedback.</p> <p>Ability to look for ways to remove barriers to optimize service delivery.</p> <p>Ability to proactively seek to determine customer needs.</p> <p>Ability to identify ways to streamline processes/procedures and link resources for efficient and effective customer service.</p> <p>Ability to develop creative solutions to respond to service needs.</p>

Decision-Making

Knowledge of and ability to use effective approaches for choosing a course of action, developing appropriate solutions, and/or reaching conclusions. Ability to take action consistent with available facts, constraints, and anticipated outcomes.

Contributing	Journey	Advanced
<p>Ability to make determinations by following specific guidelines, standard operating procedures, laws, rules, and/or regulations.</p> <p>Ability to consult supervisor as necessary prior to making determinations or conclusions.</p> <p>Ability to commit to action and implement decisions within agreed/reasonable time.</p>	<p>Ability to recognize issues, problems, or opportunities and determine what action is needed.</p> <p>Ability to gather available information and select option best suited to the situation.</p> <p>Ability to make determinations by interpreting and/or incorporating federal/state laws and regulations and Administrative Procedure Act (APA) rules that impact programs/activities, local government, or the public.</p> <p>Ability to consult with management if decisions have organizational and/or public impact.</p> <p>Ability to consider impact on productivity and service delivery.</p> <p>Ability to consider short and long term impact of decisions.</p>	<p>Ability to make independent decisions without supervisory input, by interpreting and incorporating federal/state laws and regulations and APA rules that impact programs/activities, local government, or the public.</p> <p>Ability to recommend changes to federal/state laws and regulations and APA rules that impact programs/activities, local government, or the public.</p> <p>Ability to evaluate past decisions to prevent reoccurrence of problems.</p> <p>Ability to interpret trends and use data to improve decisions.</p>

Negotiation

Ability to confer with others to reach resolution. Ability to explore alternatives and positions to reach outcomes that gain the support and acceptance of all parties.

Contributing	Journey	Advanced
<p>Ability to clarify the current situation, share information openly, and identify issues and concerns of appropriate parties.</p> <p>Ability to identify points of agreement/ disagreement and consider the needs and viewpoints of appropriate parties.</p>	<p>Ability to work to keep the discussion focused on key issues.</p> <p>Ability to handle differing points of view in a positive way.</p> <p>Ability to examine relevant viewpoints and explores alternative approaches. Ability to review pros and cons.</p> <p>Ability to consider the needs, concerns, and initial position of all parties.</p> <p>Ability to evaluate options or solutions openly and fairly and engage in mutual problem solving.</p> <p>Ability to facilitate agreement through a give and take process that considers each party's needs.</p>	<p>Ability to challenge participants to reach consensus.</p> <p>Ability to build support for negotiated solution.</p> <p>Ability to respond to objections by emphasizing value of alternatives.</p> <p>Ability to provide follow-up to involved parties to ensure solution meets needs.</p>

Organizational Sensitivity

Ability to understand the organization’s mission, the function of the specific work unit ,and how it interrelates with other work units to serve the customer/client. Ability to understand the impact and implications of decisions on the community and other departments.

Contributing	Journey	Advanced
<p>Basic knowledge of duties and purpose of own position.</p> <p>Ability to recognize how work units interrelate.</p> <p>Basic knowledge of how primary duties/purpose of the position contribute to accomplishing the goals of the work unit.</p> <p>Ability to recognize the customer and understand his/her role in meeting their needs.</p>	<p>Knowledge of the primary duties/purpose of the work unit and how the unit contributes to accomplishing the goals of the organization.</p> <p>Knowledge of how individual decisions impact the achievement of the organization’s goals.</p> <p>Ability to consider how one’s actions affect the public view of the organization.</p> <p>Ability to consider how one’s interactions with customers reflect the organization’s goals.</p>	<p>Ability to consider the impact of recommendations, outcomes, and organizational changes on the public.</p> <p>Ability to communicate goals, mission, and priorities of the organization when interacting with organizational stakeholders.</p> <p>Ability to identify various customers’ changing needs and adapt organizational service delivery system accordingly.</p>

Problem-Solving

Ability to identify problems, determine possible solutions, and actively work to resolve issues.

Contributing	Journey	Advanced
<p>Ability to identify and acknowledge basic components of delivery systems.</p> <p>Ability to seek resolution to problems.</p> <p>Ability to implement standard course(s) of action to resolve a problem within established timeframes and administrative and technical requirements.</p> <p>Ability to involve supervisor as necessary when dealing with issues to determine most appropriate course of action.</p>	<p>Ability to identify problems that require in-depth analysis.</p> <p>Ability to gather, analyze, and interpret information to better understand problems.</p> <p>Ability to create relevant options for solving problems.</p> <p>Ability to choose appropriate action by considering implications and consequences.</p> <p>Ability to seek input from stakeholders (e.g., subordinates, peers, management, customers.)</p> <p>Ability to check outcome of problem resolution.</p>	<p>Ability to anticipate and proactively pursue issues or problems.</p> <p>Ability to recognize inherent problems and issues caused by ineffective and/or overlooked policies, procedures, rules, regulations, and laws.</p> <p>Ability to detect trends, associations, and cause-effect relationships.</p> <p>Ability to include key policy makers and other stakeholders in the decision-making process to ensure buy-in and understanding of issues, problems, and resolutions.</p> <p>Ability to measure outcome of problem resolution and take further action as needed.</p>

V. MINIMUM TRAINING & EXPERIENCE

Bachelor's degree in public administration, business administration, accounting, or related discipline; or equivalent combination of training and experience. All degrees must be received from appropriately accredited institutions.

Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.