

I. DESCRIPTION OF WORK

Positions in this banded class have full responsibility for managing a diverse and/or dynamic business operation. They oversee multiple business components in areas of budget management, financial planning, accounting, purchasing, inventory, payroll, personnel administration and facilities management. Positions in this class provide leadership and administrative direction in the development of processes, procedures, and systems that contribute to successful business operations. Work involves regular monitoring of the quality and quantity of the business functions and service delivery efforts. Positions supervise professional-level employees performing duties in any of the above business functions. This managerial role involves the establishment of short-term and long-term goals and objectives, the formulation of business policies and practices, and the overall direction of business operations and service delivery. Positions in this class are responsible for researching, analyzing, and addressing problems with significant impact. Their role also includes maintaining successful working relationships with colleagues, customers, administrators and administrators affected by the business operations.

The assigned competency level (C, J, A) of the Business Manager is affected and determined by factors such as: the diversity and complexity of business functions/components managed, the operational dynamics, the scope and impact of decision-making, the quantity and level of professional staff supervised, and the placement of position in the agency's/university's organizational structure.

II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
<p>Positions at this level manage an operation with several business functions, although there may be an area of specialization or a primary business component. Positions at this level function with independence and decision-making responsibility for a single organizational unit of limited scope (or possibly one or more small units of limited scope). Positions at this level supervise professional level positions that perform duties in their respective business functions. These managerial positions are also responsible for the development and implementation of operational processes and procedures. They establish goals and objectives for areas over which they exercise management responsibility.</p>	<p>Positions at this level manage a business operation with multiple sub-units or functions. Managerial positions at this level demonstrate a high level of independence, decision-making authority, and problem resolution for other business units/operations within the agency/university organizational structure. These managers establish and monitor processes, procedures and business activities for those operations as well as research and analyze best practices. Positions establish short-term and long-term goals and objectives with broad impact. They are involved in the strategic planning process for various functions and/or units. Supervisory responsibilities include the leadership for a variety of professional and technical staff.</p>	<p>Positions at this level have accountability and oversight of a large, diverse, and dynamic business operation, typically at the highest organizational level within the agency/university. Management responsibility involves decision-making, authority, policies, and procedures that affect the business operations for a diversity of operations, programs, and organizational units. Positions at this level have management responsibility and a strategic role with large-scale impact on the agency/university business operations. Supervisory responsibilities include leadership for numerous and varied professional and technical staff</p>

III. COMPETENCIES

Competency	Definition
Knowledge - Professional	Considerable knowledge of professional fiscal theory, techniques, practices and procedures. Considerable knowledge of the fiscal area of assignment and skills in applying this knowledge in a review. General knowledge of state and federal rules and regulations governing the fiscal program. General knowledge of agency/university practices, procedures and principles.
Program Supervision and Administration	Ability to establish expectations and clear direction to meet goals and objectives. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others and to develop individuals' competencies.
Critical Thinking	Ability to utilize questioning, analysis, synthesis, interpretation, inference, inductive and deductive reasoning, intuition, application and creativity. Ability to assess and interpret work. Ability to develop, evaluate, implement and modify work. Ability to make accurate decisions.
Change Management	Ability to plan and implement change initiatives. Ability to support innovation and creativity by encouraging staff to accept and resolve challenges. Ability to remain flexible to meet constantly changing and sometimes opposing demands.
Communication	Ability to present information effectively in a manner suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely either verbally or in writing to ensure that the intended audience understands the information and the message. Ability to listen and respond appropriately to others.

Note: Competency statements are progressive and not all competencies apply to every position/employee. Evaluate only those that apply.

IV. COMPETENCY STATEMENTS BY LEVEL

Knowledge – Professional

Considerable knowledge of professional fiscal theory, techniques, practices and procedures. Considerable knowledge of the fiscal area of assignment and skill in applying this knowledge in a review. General knowledge of state and federal rules and regulations governing the fiscal program. General knowledge of agency/university practices, procedures and principles.

Contributing	Journey	Advanced
<p>Considerable knowledge of professional fiscal theory, techniques, practices and procedures and may require knowledge of generally accepted accounting principles and skill in applying this knowledge.</p> <p>Considerable knowledge of local, state and federal regulations and statutes governing the area of work.</p> <p>Knowledge of applicable information technology and internal controls to meet work needs. Ability to apply general information technologies to meet work needs</p> <p>Basic knowledge of supervisory practices and skill in supervising others including communication skills, how to delegate and assign duties, how to deal effectively with difficult employees, how to evaluate performance and to participate in disciplinary actions. Basic knowledge of state government’s human resources interview policies and procedures.</p>	<p>Full knowledge of professional fiscal theory, techniques, practices and procedures and may require knowledge of generally accepted accounting principles and skill in applying this knowledge.</p> <p>Full knowledge of local, state and federal regulations and statutes governing the area of work.</p> <p>Knowledge of applicable information technology to perform work independently. Ability to ensure integrity of information systems, internal controls and data, including recommending modifications as required. Ability to apply updated information technology to facilitate program goals and program procedures</p> <p>Considerable knowledge of supervisory practices and skill in supervising others including communication skills, how to delegate and assign work, how to deal effectively with difficult employees, how to evaluate performance and may assist or conduct investigations and participate in disciplinary actions. Working knowledge of state government’s human resources policies and procedures.</p> <p>Basic knowledge of strategic planning methodologies and practices.</p>	<p>Extensive knowledge of professional fiscal theory, techniques, practices and procedures and may require knowledge of generally accepted accounting principles and skill in applying this knowledge.</p> <p>Extensive knowledge of local, state and federal regulations and statutes governing the area of work.</p> <p>Thorough knowledge of the reliability of systems and internal controls. Ability to identify problems and changing requirements. May require the ability to research and recommend changes to software.</p> <p>Extensive knowledge of supervisory practices and skill in supervising others, including communication skills, how to delegate and assign work, how to deal effectively with difficult employees, how to evaluate performance and to conduct investigations and participate in disciplinary actions. Ability to mentor new supervisors. Full knowledge of state government’s human resources policies and procedures.</p> <p>Considerable knowledge of strategic planning methodologies and practices.</p>

Definitions:

Basic knowledge - The span of knowledge minimally necessary to complete defined assignments.

Full/Considerable knowledge - The span of knowledge necessary to independently complete defined assignments to produce an effort or activity directed toward the production or accomplishment of the research objective.

Extensive knowledge - The broad scope of knowledge demonstrated on the job that is beyond journey competencies.

Program Supervision and Administration

Ability to establish expectations and clear direction to meet goals and objectives. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate the performance of others and to develop individuals' competencies.

Contributing	Journey	Advanced
<p>Ability to assess employee competencies and conduct/participate in performance management reviews. Ability to coach and mentor staff</p> <p>Ability to plan and assign work tasks. Ability to motivate employees and develop team commitment toward meeting the operational goals and objectives.</p> <p>Ability to identify and address quality of work and performance improvement issues for the unit.</p> <p>Ability to review work and written reports to ensure compliance with standards and requirements. Ability to guide staff in providing appropriate documentation to support conclusions. Ability to conduct and prepare work and written reports.</p>	<p>Ability to coach and facilitate the enhancement of employee competencies as appropriate to the needs of the work unit.</p> <p>Ability to manage resources effectively to provide for employee training and growth and to meet the operational goals and objectives.</p> <p>Ability to address quality monitoring and performance improvement issues for the program or area of responsibility.</p> <p>Ability to review and approve work findings /written reports often of moderate complexity. Ensure that fiscal rules and regulations are interpreted correctly.</p>	<p>Ability to mentor, coach and manage the total competencies of staff in multiple organizational units or region. Ability to seek sources and opportunities for employee training and growth.</p> <p>Ability to direct the management of program and staff resources.</p> <p>Ability to involve employees in strategic planning and implementation and in the development of policies and procedures.</p> <p>Ability to identify and address quality monitoring and performance improvement issues for fiscal services for the program or area of responsibility for multiple units or region.</p> <p>Ability to review and approve documents and report more complex or unique issues and effectively articulate written conclusions. Ability to ensure that fiscal rules and regulations are interpreted correctly internal and external to the organization.</p>

Critical Thinking

Ability to utilize questioning, analysis, interpretation, inductive and deductive reasoning. Ability to assess and interpret work. Ability to develop, evaluate, implement and modify work. Ability to make accurate decisions.

Contributing	Journey	Advanced
<p>Ability to make determinations based on facts. Ability to identify problems, report potential problems and assess options.</p> <p>Ability to interpret delivery of service and compliance with local, state and federal regulations and standards.</p> <p>Ability to identify risk impact on program policy and procedure issues.</p>	<p>Ability to analyze moderately complex situations. Ability to recommend solutions and options and alert leadership to impact on program.</p> <p>Ability to recommend response to a moderately complex situation based on interpretation of local state and federal regulations and standards.</p> <p>Ability to recommend modifications to program policy and procedures to minimize risk.</p>	<p>Ability to manage complex work situations. Ability to anticipate and remain alert to potentially problematic situations. Ability to resolve unusual problems.</p> <p>Ability to implement response to a situation based on interpretation of local state and federal regulations and standards.</p> <p>Ability to ensure implementation of program policy and procedure changes.</p>

Change Management

Ability to plan and implement change initiatives. Ability to support innovation and creativity by encouraging staff to accept and resolve challenges. Ability to remain flexible to meet constantly changing and sometimes opposing demands.

Contributing	Journey	Advanced
<p>Basic knowledge of change management strategies and principles.</p> <p>Ability to communicate and implement new policies and procedures.</p>	<p>Ability to lead a transition from old to new programs at the unit level.</p> <p>Ability to participate in the development and implementation of goals and objectives.</p>	<p>Ability to lead the development and implementation of vision and mission statements. Ability to lead and direct the development and implementation of goals and objectives.</p>

Communication

Ability to present information effectively in a manner suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely either verbally or in writing to ensure that the intended audience understands the information and the message. Ability to listen and respond appropriately to others.

Contributing	Journey	Advanced
<p>Ability to communicate with individual work units or entire organization on fiscal program elements. Ability to update existing communications.</p> <p>Ability to disseminate information on changes in policies, procedures and protocols.</p> <p>Ability to prepare, organize, and review written reports according to documentation standards and requirements. Ability to guide staff in providing appropriate documentation to support conclusions.</p> <p>Basic knowledge of working relationships with fiscal co-workers and others in order to achieve work goals.</p>	<p>Ability to communicate moderately complex fiscal/programmatic information outside of the organization. Ability to interpret fiscal rules and regulations internal to the organization.</p> <p>Ability to review and approve written reports often of moderate complexity. Ability to ensure that fiscal rules and regulations are interpreted correctly.</p> <p>Ability to develop contacts and relationships with interested parties in achieving division/organizational goals.</p>	<p>Ability to communicate major and/or complex situations and actions internal and external to the organization. Ability to interpret rules and regulations internal and external to the organization. Ability to serve as a technical resource in developing response to the media.</p> <p>Ability to document and report more complex or unique issues and effectively articulate written conclusions. Ability to ensure that fiscal rules and regulations are interpreted correctly, internal and external to the organization.</p> <p>Ability to develop and maintain professional working relationships in complex and/or difficult situations in order to achieve organizational goals.</p>

V. MINIMUM TRAINING & EXPERIENCE

Bachelor’s degree in business administration, public administration, or related business area and three years of professional accounting experience, of which at least one is supervisory; 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.