

BUSINESS MANAGER COMPETENCY PROFILE

Description of Work:

Positions assigned to 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. Business Managers 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. Business Managers 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 also the overall direction of business operations and service delivery. Business Managers 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.

ROLE DESCRIPTIONS BY COMPETENCY LEVEL		
Contributing	Journey	Advanced
<p>Responsible for the management of an operation with several business functions although there may be an area of specialization or a primary business component. Employees 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). Employees at this level supervise professional level positions that perform duties in their respective business functions. These managerial employees 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>Management of a business operation with multiple sub-units or functions. Managerial employees 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. Employees 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>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. Business managers 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>

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Competency	Definition
Professional Knowledge	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	Critical thinking includes 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.

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Professional Knowledge

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>Apply considerable knowledge of local, state and federal regulations and statutes governing the area of work.</p> <p>Apply knowledge of applicable information technology and internal controls to meet work needs. 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>Apply full knowledge of local, state and federal regulations and statutes governing the area of work.</p> <p>Independently use applicable information technology to perform. Ensure integrity of information systems, internal controls and data, including recommending modifications as required. 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>Apply extensive knowledge of local, state and federal regulations and statutes governing the area of work.</p> <p>Assess and apply thorough knowledge of the reliability of systems and internal controls; identify problems and changing requirements. May researches and recommends 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>

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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>Assess employee competencies and conduct/participate in performance management reviews. Coach and mentor staff</p> <p>Plan and assign work tasks. Motivate employees and develop team commitment toward meeting the operational goals and objectives.</p> <p>Identify and address quality of work and performance improvement issues for the unit.</p> <p>Review work and written reports to ensure compliance with standards and requirements. Guide staff in providing appropriate documentation to support conclusions. May conduct and prepare work and written reports.</p>	<p>Coach and facilitate the enhancement of employee competencies as appropriate to the needs of the work unit.</p> <p>Manage resources effectively to provide for employee training and growth and to meet the operational goals and objectives.</p> <p>Address quality monitoring and performance improvement issues for the program or area of responsibility.</p> <p>Review and approve work findings /written reports often of moderate complexity. Ensure that fiscal rules and regulations are interpreted correctly.</p>	<p>Mentor, coach and manage the total competencies of staff in multiple organizational units or region. Seek sources and opportunities for employee training and growth.</p> <p>Direct the management of program and staff resources.</p> <p>Involve employees in strategic planning and implementation and in the development of policies and procedures.</p> <p>Identify and addresses quality monitoring and performance improvement issues for fiscal services for the program or area of responsibility for multiple units or region.</p> <p>Review and approve documents and report more complex or unique issues and effectively articulate written conclusions. Ensure that fiscal rules and regulations are interpreted correctly internal and external to the organization.</p>

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Critical Thinking

Critical thinking includes 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>Make determinations based on facts. Identify problems, reports potential problems and assess options.</p> <p>Interpret delivery of service and compliance with local, state and federal regulations and standards.</p> <p>Identify risk impact on program policy and procedure issues.</p>	<p>Analyze moderately complex situations. Recommend solutions and options and alert leadership to impact on program.</p> <p>Recommend response to a moderately complex situation based on interpretation of local state and federal regulations and standards.</p> <p>Recommend modifications to program policy and procedures to minimize risk.</p>	<p>Manage complex work situations. Anticipate and remain alert to potentially problematic situations. Resolve unusual problems.</p> <p>Implement response to a situation based on interpretation of local state and federal regulations and standards.</p> <p>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>Understand change management strategies and principles.</p> <p>Communicate and implement new policies and procedures.</p>	<p>Lead a transition from old to new programs at the unit level.</p> <p>Participate in the development and implementation of goals and objectives.</p>	<p>Lead the development and implementation of vision and mission statements. Lead and direct the development and implementation of goals and objectives.</p>

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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>Communicate with individual work units or entire organization on fiscal program elements. Update existing communications.</p> <p>Disseminate information on changes in policies, procedures and protocols.</p> <p>Prepare, organize and may review written reports according to documentation standards and requirements and guides staff in providing appropriate documentation to support conclusions.</p> <p>Acquire basic understanding of working relationships with fiscal co-workers and others in order to achieve work goals.</p>	<p>Communicate moderately complex fiscal/programmatic information outside of the organization. Interpret fiscal rules and regulations internal to the organization.</p> <p>Review and approve written reports often of moderate complexity. Ensure that fiscal rules and regulations are interpreted correctly.</p> <p>Review and approve written reports often of moderate complexity. Ensure that fiscal rules and regulations are interpreted correctly.</p> <p>Develop contacts and relationships with interested parties in achieving division/organizational goals.</p>	<p>Communicate major and/or complex situations and actions internal and external to the organization. Interpret rules and regulations internal and external to the organization and serves as a technical resource in developing response to the media.</p> <p>Document and report more complex or unique issues and effectively articulate written conclusions. Ensure that fiscal rules and regulations are interpreted correctly internal and external to the organization.</p> <p>Develop and maintain professional working relationships in complex and/or difficult situations in order to achieve organizational goals.</p>

Minimum Training and Experience Guidelines:

Graduation from a four-year college or university with a degree in Accounting, Business, Finance or a degree closely related to the area of assignment and three years of professional accounting experience of which at least one is supervisory; or an equivalent combination of training and experience.

All degrees must be received from appropriately accredited institutions.

Special 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.