

## EDITED TASK LISTING

**CLASSIFICATION: STAFF SERVICES MANAGER III**

**NOTE: Each position within this classification may perform some or all of these tasks.**

<b>Task Statements</b>	
1.	Delegate work assignments to subordinate staff to ensure work is completed using standard managerial practices as needed.
2.	Conduct interviews to evaluate and recommend candidates for appointment using interview and evaluation techniques as needed and/or directed by management.
3.	Determine the need for appropriate disciplinary action for employees in the work unit to ensure employee performance/behavior is appropriate using management and assessment skills and the disciplinary matrix as needed.
4.	Apply appropriate disciplinary action to employees in the work unit to correct/improve employee performance/behavior or address issues of substandard performance using the progressive discipline process as needed.
5.	Promote the Department's Equal Employment Opportunity (EEO), American's with Disabilities Act (ADA), and other personnel practices and policies to maintain standards that promote a work environment free from discrimination, harassment, retaliation, and unprofessional or disrespectful conduct using knowledge of policies and procedures and communication skills on an on-going basis.
6.	Interpret provisions of collective bargaining agreements to ensure compliance in the course of supervising represented employees using collective bargaining contracts, Labor Relations/Employee Relations Officers, and Department of Personnel Administration (DPA) as needed.
7.	Monitor work of subordinate employees to ensure that it meets quality, quantity, and timeliness standards using monitoring techniques and communication skills on an on-going basis.
8.	Recognize the efforts and accomplishments of staff to create a positive work environment using speeches, recognition awards, etc., as needed.
9.	Complete employee performance evaluations and probationary reports to ensure performance objectives/standards are met using communication and management skills on an on-going basis.
10.	Participate in labor negotiations to resolve employee grievances or other work condition issues using knowledge of collective bargaining agreements and communication skills as needed.

*Tasks highlighted in bold text are not currently on the SPB classification specification*

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11.	Participate in labor negotiations as a program Subject Matter Expert (SME) to negotiate collective bargaining agreements using knowledge of collective bargaining agreements and communication skills as needed.
12.	Establish and communicate expectations to subordinate staff to ensure work is done efficiently and in a timely manner and staff is aware of expectations using management and communication skills as needed.
13.	Provide clear, concise information and direction regarding assignments, Department's mission, staffing changes, etc. to staff in a timely manner on an on-going basis.
14.	Develop policies and procedures to ensure the effective operation of the work unit using existing laws and rules and creative thinking as needed and/or requested by management.
15.	Create/implement an effective organizational structure to maximize program effectiveness using creativity, knowledge of personnel standards, and communication as needed.
16.	Establish goals and objectives for the work unit or division consistent with the Department's strategic plan to provide direction and focus and carry out the mission of the Department using strategic planning tools and the Department's strategic plan as needed.
17.	Shift priorities, staff, and resources to maximize the productivity and/or effectiveness of the work unit using organizational and management techniques as needed.
18.	Promote teamwork among unit or division staff in order to establish and ensure a cohesive and productive staff using team building exercises as needed.
19.	Resolve disagreements and conflicts between staff members in a timely manner at the lowest level possible to achieve a harmonious, productive staff using communication skills as needed.
20.	Evaluate the level of service provided to customers/clients to ensure the work unit is providing service that targets the need and is up to standard using surveys, questionnaires, etc. on an on-going basis.

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21.	Manage the division's budget by approving, monitoring, tracking and prioritizing expenditures to stay within budget using fiscal reports, policies and procedures on an on-going basis.
22.	Provide direction, review, and approve the annual budget to designate where monies will be spent using budget techniques on an annual basis.
23.	Provide direction, review, and approve budget change documents (e.g., Budget Change Proposals (BCP), Budget Concept Statements (BCS), finance letters, deficiency requests, etc.) to acquire additional resources and carry out programs using standard budget change procedure as defined by the Department of Finance as needed.
24.	Review training needs analyses to determine the level and type of training needed by subordinate staff using analytical skills on an on-going basis.
25.	Ensure staff training needs are met, relating to the tasks of the positions in the work unit or division to ensure staff can perform necessary tasks using on-the-job and classroom training on an on-going basis.
26.	Manage projects to ensure that end products or services are delivered on schedule and within the established budget using project management tools on an on-going basis.
27.	Negotiate with vendors and service providers over delivery dates, price, and the resolution of problems to ensure required services are provided on an on-going basis.
28.	Create and implement appropriate management tools to facilitate the monitoring of the performance of contractors, consultants, and vendors to ensure that desired level of service is provided using management skills and observation on an on-going basis.
29.	Monitor contractor invoice auditing procedures to ensure compliance with the provisions of the contract using communication and supervision skills and budget rate sheets on an on-going basis.

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30.	Prepare written documents for various audiences (e.g., management, vendors, and Legislature) to provide information and/or direction on issues related to departmental programs and services using computer software programs as needed.
31.	Review staff recommendations (e.g., reports, memos, manuals, legislation and other written documents) to determine accuracy, clarity and the effect on work unit operations and staff using analytical and communication skills as needed.
32.	Advise management of critical developments (e.g., proposed legislation, emergency operational issues, etc.) to ensure communication responsibilities are met and impact on operations is known using analytical, presentation, and communication skills as needed.
33.	Represent the department in formal or informal settings at meetings, conferences, hearings, etc., to obtain and/or provide information utilizing interpersonal skills, professionalism, and subject matter expertise as needed.
34.	Serve as a liaison between the Department and other entities to resolve or address issues using communication skills, tact, professionalism and expertise as needed.
35.	Develop systems to measure the effectiveness, accountability and quality of the organization using knowledge and computer software as needed.
36.	Identify problems and issues relating to the work unit or division programs, procedures, business processes, and/or policies to ensure a quality of service using analytical skills and observation on an on-going basis.
37.	Analyze problems and issues relating to the work unit programs, procedures, business processes, and/or policies to formulate solutions using analytical skills as needed.
38.	Develop solutions for problems relating to the work unit programs, procedures, business processes, and/or policies to resolve a problem using problem solving skills as needed.
39.	Resolve client complaints or problems related to program issues to achieve client satisfaction using listening, communication, and problem solving skills, as needed.

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40.	Anticipate potential problems to avoid delays in project implementation using management expertise, communication skills, and analytical skills as needed.
41.	<b>Make appropriate decisions from a variety of alternative solutions to ensure the issue is appropriately resolved using decision making and problem solving skills as needed.</b>
42.	<b>Recognize the ramifications and possible impact of decisions and/or actions to determine the least disruptive and most appropriate course of action using decision making and problem solving skills as needed.</b>
43.	Communicate Department goals and priorities to subordinate staff to ensure staff is aware using communication and presentation techniques on an on-going basis.
44.	Apprise management of problems in work unit operations and status of projects to ensure awareness of situations using communication skills on an on-going basis.
45.	Conduct meetings with subordinate employees and peers to communicate information that is necessary for job performance (and/or discuss and resolve issues pertinent to the work unit) using communication and presentation techniques as needed or required.
46.	Make informal presentations to employees and management to share information using presentation techniques as needed.
47.	Make formal presentations to various audiences (e.g. State departments, community, conferences, executives, control agencies, etc.) to represent the program on policy, budgetary issues, etc. using presentation techniques and communication skills as needed.
48.	Actively participate in Executive and Secretary level meetings to convey information, represent the program, and interpret and understand the issue at hand using communication skills, program knowledge, and active listening skills as needed.
49.	<b>Prioritize work assignments and in-basket materials to ensure completion within established timeframes using time management, delegation and analytical skills on an on-going basis.</b>

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