

STAFF SERVICES MANAGER

CLASSIFICATION DEFINITION

Under general direction, the Staff Services Manager, manages, supervises and administers one or more department-wide staff services functions; plans, organizes, directs, and controls functional activities pertaining to general, fiscal, and/or personnel services; performs highly advanced and complex analytical duties in support of the assigned function(s); and performs related duties as assigned.

This is the highly advanced/management-level class in the professional Staff Services series. In a small department, incumbents may be responsible for managing and administering several staff services functions. In a larger department, incumbents are typically responsible for managing and administering a single, department-wide staff services function, depending on the size and scope of that function. In addition to managing and administering the assigned function(s), the incumbent also performs highly advanced and complex analytical work. Depending on the department the position may or may not supervise subordinate clerical, technical, and/or professional staff. Instead, positions are primarily characterized by their functional management responsibilities over an administrative area and providing subject-matter expertise based upon a highly specialized knowledge, skills and abilities.

The Staff Services Manager classification is distinguished from the Supervising Staff Services Analyst in that the latter is primarily a first level supervisor over a group of professional analyst staff.

The Staff Services Manager classification is distinguished from the class of Senior Staff Services Manager in that the latter describes a position that has a high level of responsibility for planning, organizing, directing, staffing and controlling the staff and/or operations for an assigned work unit through a subordinate professional staff; e.g., Staff Services Manager, Supervisory Staff Services Analyst.

The Staff Services Manager differs from child support or social service program manager classifications in that incumbents in the former manage administrative rather than program-related functions pertaining to employment, eligibility, social services, or child support.

Assignment as a Staff Services Manager can emphasize one the following options: personnel or fiscal analysis; or, incumbents may be assigned to perform general duties that encompass a broad scope of administrative analytical functions and areas of responsibility that include personnel and/or fiscal analysis. For positions specifically assigned to a specialized option, specific minimum qualifications and recruitments are permitted.

Merit System Services

TYPICAL DUTIES

Duties may include, but are not limited to, the following:

- Plans, directs, and manages the activities of a staff services functional area with department-wide scope and impact
- Provides guidance and technical direction to management, supervisors, and subordinate staff; serves as a highly skilled subject matter expert in areas of assignment
- Plans, directs, and manages the collection and analysis of data; makes recommendations on the formulation of policy and procedures, as well as staffing and organizational changes
- Plans, directs, and manages the implementation of surveys; directs and/or performs research and statistical analysis on complex administrative, fiscal, personnel, and/or programmatic matters
- Plans, directs, and manages the design, analysis, development, and implementation of new and revised programs, systems, software, procedures, methods of operation, and forms
- Plans, directs, and manages the preparation of budgets, reports, manuals, and/or publications
- Supervises the work of clerical, technical, and/or professional analyst staff; assigns work, establishes work priorities and performance standards, and provides feedback to subordinates
- Conducts a variety of analytical and operational studies regarding departmental activities; evaluates alternatives, makes recommendations for improvement; and assists with the implementation of procedural, administrative, and/or operational changes after approval
- Prepares narrative and statistical reports, correspondence, spreadsheets, and graphics
- Assists in the management of the department by evaluating existing and proposed organization, policies and procedures; consulting with and advising department personnel; making recommendations and directing, reviewing, and evaluating the implementation of changes
- Directs the maintenance of complete and accurate fiscal, personnel, payroll and related records, and ensures timely completion
- Participates in the establishment of strategic short-term and long-range program planning
- Coordinates, monitors, and directs the acquisition, allocation, and use of equipment, supplies, telecommunication systems, and forms, conducts research and develops procedures to improve efficiency and cost effectiveness; and monitors expenditures

Merit System Services

- Conducts studies, evaluates, and prepares reports on departmental and assigned division operations including procedures, systems, space requirements, organizational structure, expenditure of funds and types and effectiveness of equipment
- Drafts, reviews, and analyzes existing and proposed policies, rules, regulations, legislation, and ordinances affecting unit area, recommends and implements changes as needed
- Plans, directs, and manages activities to meet department-wide training and development needs
- Plans, directs, and manages the development and/or coordination of resources for department-wide training and staff development including workshops, college coursework, training programs, and on-the-job training sessions
- Evaluates department training needs, designs, and delivers in-service training, evaluates effectiveness
- Coordinates department participation in countywide training program
- Ensures effective coordination of assigned activities with other departments, divisions, units, and outside agencies; represents the department head in committee meetings; responds to the more sensitive and difficult complaints and requests for information
- Interviews, selects, and makes hiring recommendations of assigned staff
- Performs related duties as assigned

For Personnel Option (in addition to the general duties):

- Serves as the personnel officer with department-wide responsibility for administering personnel and payroll functions
- Plans, directs, and manages labor relations activities including handling grievances
- Confers with employee representatives on matters of salary, labor practices, and working conditions
- Plans, directs, manages, and performs investigations into a variety of employee and/or consumer complaints, which may include civil rights complaints
- Participates in appropriate recruitment and selection programs
- Performs a variety of recruitment efforts and advises departmental managers and supervisors on selection and placement of employees
- Prepares forecasts of departmental staff needs and provides advice, direction, and information to department managers and supervisors on a variety of human resource related matters
- Supervises the maintenance of personnel records, including hires, terminations, promotions, and other personnel data
- Oversees the process and record keeping for Workers' Compensation claims

For Fiscal Option (in addition to the general duties):

- Serves as the fiscal officer with department-wide responsibility for administering fiscal functions
- Directs and oversees staff in performing various fiscal analyses, preparation of recommendations relating to the status of various fund balance projections, fiscal transactions, and related financial activities; analyzes findings and prepares recommendations for department management
- Plans, directs, manages, and participates in the development of the departmental budget including proper expenditure coding; analysis of estimates of expenditures; analysis and projections of revenue; review of intra-department requests and sub-budgets; recommendations on allocations of funds and personnel; review and consultation with department management staff; review with the County Executive's staff; final budget preparation and presentation
- Develops policy and procedure recommendations for the preparation and maintenance of the department budget
- Ensures revenues are maximized by ensuring proper use of time study codes, understanding the nature of allocations (i.e., capped vs. uncapped allocations, grant requirements, etc.)
- Oversees the fiscal administration of specified grant-funded programs, including developing fiscal reporting systems, ensuring that funding requirements are met, and coordinating preparation and response to funding agency audits
- Analyzes and evaluates requests from department personnel for changes in budget allocations throughout the fiscal year in such areas as staffing levels, facilities, systems, and equipment; coordinates and consults with other department personnel and other departments; and obtains final approval for changes
- Monitors and evaluates departmental budgets, budget change proposals, and related expenditures and revenues; monitors expenditure of funds to ensure compliance with legal restrictions and conditions set by funding agency or control of expenditures within authorized budgets
- Formulates or assists in formulating fiscal policy for the department in consultation with program administrators and other management staff. Leads or assists in planning, coordinating, and implementing fiscal goals, objectives, policies and procedures, and internal financial control systems within assigned department
- Recommends strategies to maintain the fiscal integrity of the department
- Oversees or participates in consulting, researching, negotiating, and monitoring contracts and agreements with outside suppliers, service providers, leasing agents, and others

EMPLOYMENT STANDARDS

Knowledge of:

- Principles and practices of management in a public agency departmental setting
- Principles and practices of employee supervision, including selection, work planning, organization, performance review and evaluation, and employee training and discipline
- Principles of management analysis and organizational design necessary to formulate administrative policies and procedures
- Basic county government rules and responsibilities and functions, terminology and practices of the department to which assigned
- Principles of organization, administrative, and fiscal management
- Principles of program planning and evaluation
- Principles, problems, and methods of public and business administration, including organization, personnel, fiscal, management, and budgetary control
- Data analysis and statistical representation techniques
- Computer applications related to the work, including spreadsheets and basic methods of graphic presentation, word processing, and electronic mail
- Techniques and methods of organizing and motivating groups
- Principles and methods of strategic planning
- Governmental functions and organization
- Effective leadership and team building principles
- Effective communication, facilitation methods, and aids used for training programs and presentations
- Long range financial projecting and forecasting techniques and public financing methods

Ability to:

- Plan, organize, direct, control, and review the work of staff and activities of a department-wide staff services function
- Administer and perform highly complex activities associated with department-wide fiscal, personnel, or general analysis
- Analyze data and present ideas and information effectively
- Identify problems and central issues and develop workable solutions
- Consult with and advise executive staff, managers, and supervisors on a wide variety of matters
- Participate in strategic planning activities to recommend and implement organizational changes and improvements

Merit System Services

- Analyze complex organizational problems, evaluate and select alternatives, identify potential consequences of proposed actions, and implement recommendations in support of departmental objectives
- Collect, analyze, interpret, and evaluate a variety of financial and statistical data and prepare persuasive verbal and written reports and recommendations
- Analyze system requirements, design solutions and implement processes and communicate with users who have no technical data processing background
- Analyze situations accurately and initiate appropriate action
- Supervise subordinate staff, including planning, organizing, coordinating, and reviewing all work
- Select, train, evaluate, and manage the performance of subordinate staff
- Consult with and coordinate the administrative requirements of different department staff members
- Effectively counsel employees on work errors or deficiencies and take appropriate disciplinary actions as necessary
- Prepare clear, concise, accurate, and effective correspondence, presentations; financial, statistical, and narrative reports; policies, procedures, and other written materials
- Speak effectively and convey ideas clearly while facilitating group discussions and training sessions
- Understand, interpret, apply, and explain complex laws, rules, and regulations as they relate to assigned areas of responsibility
- Assess the customer's immediate needs and ensure customer's receipt of needed services through personal service or making appropriate referral
- Effectively represent the department to other departments and agencies and before public bodies; and to secure willing cooperation of operating officials in accepting and carrying out sound personnel management practices
- Establish and maintain effective working relationships with a variety of department staff
- Exercise judgment, tact, and diplomacy with a variety of political, social, economic groups in a variety of situations relative to a variety of issues
- Work independently in identifying the need for and developing proposed changes to operating practices, programs, and policies

For Personnel Option (in addition to general KSAs)

Knowledge of:

- Personnel management principles and techniques, including interviewing, selection, training, supervision, evaluation, motivation, discipline, and staff development
- Principles and methods for investigating and resolving grievances and complaints
- Principles and practices of public sector labor relations administration including interpretation and application of negotiated agreements, collective bargaining, employer-employee relations practices, meet and confer obligations, and progressive discipline
- Principles and practices of public administration and human resources as applied to departmental administration, including payroll and personnel processing and basic labor relations concepts

For Fiscal Option (in addition to general KSAs):

Knowledge of:

- Advanced principles, methods, and procedures of budget preparation and control; general accounting principles
- Financial statement preparation
- Economic analysis and forecasting techniques
- Methods and techniques of public financing
- Principles and practices of auditing and reconciling financial documents and records related to the functions of the department to which assigned Principles and practices of governmental accounting, auditing, budget analysis, formulation and control, and complex financial systems development and operations
- Principles and practices of various budgeting processes, including performance-based budgeting, zero-based budgeting, and incremental budgeting
- Payroll systems and legal requirements
- Automated systems and applications including word processing, spreadsheet and database applications
- Principles and practices of budgeting and fiscal administration including financial and actuarial forecasting and financial analysis in a public agency

Ability to:

- Manage and perform various aspects of budget analysis, preparation, and monitoring
- Analyze and make effective recommendations regarding financial and accounting procedures
- Develop, implement, and administer a multiple accounting control, fund disbursement, and fiscal reporting system

Merit System Services

- Develop, monitor, and implement a complex annual budget for a moderate-sized public agency, including policy development
- Monitor proposed state and federal budgetary or legislative actions to identify potential impact to the department's fiscal condition
- Plan and carry out various analytical studies in the area of budget administration and complete tasks that include high level inter-departmental coordination and cooperation
- Recommend new and revised policies and procedures necessary for budget program administration

MINIMUM QUALIFICATIONS (Education and/or Experience)

Pattern 1: One (1) year of full-time experience as a Supervising Staff Services Analyst;

OR

Pattern 2: Two (2) years of full-time experience as a Staff Services Analyst III;

OR

Pattern 3: Three (3) years of full-time experience as a Staff Services Analyst II;

OR

Pattern 4: Graduation from an accredited college or university with a bachelor's degree; **AND** Depending upon the option recruited for, four (4) years of full-time professional experience performing general administration, personnel, and/or fiscal work.

Substitution: Additional progressively responsible professional experience performing analytical duties (which require considerable independence performing, compiling, organizing and evaluating information and prepared reports) in any of the functional areas noted above may be substituted for the required education on a year-for-year basis.

DRIVER LICENSE REQUIREMENT

Some positions in this classification may require possession of a valid California driver license. Employees who drive on county business to carry out job-related duties must possess a valid California driver license for the class of vehicle driven and meet automobile insurability requirements of the county. Eligibility for employment for those who do not meet this requirement due to disability will be reviewed on a case-by-case basis by the appointing authority.

History

Date Established: June 2013

Date Revised: 11/18/2016