

ADMINISTRATIVE SERVICES MANAGER I/II/III

JOB PURPOSE AND SUMMARY

Manages a department's administrative, fiscal, and human resources activities. Assists, represents and advises the department head and may supervise all or some staff in each of these areas.

This classification is for persons employed essentially as the "business managers" of larger county departments, elected and appointed. The position's key role is to ensure that the department functions smoothly and effectively in these and other areas and, in particular, to enable the department director to focus on higher-level service delivery matters. Positions in this class may function as "assistant directors" for finance, administration and human resources.

I, II and III levels are determined based on the scope of responsibilities and the size of the department.

CLASSIFICATION DISTINCTIONS

This is a mid-management classification with a focus on support functions rather than direct service areas. As indicated above, its focus is to relieve the department head having to denote extensive personal attention to these areas and enable him or her to attend to direct services. The classification is distinguished from Office Manager positions in that the latter operates at a lower level and may focus on supervision of clerical staff and office administration functions. ASM's are generally responsible for those functions plus financial management, personnel, facilities, contracts and other administrative matters.

KEY OR TYPICAL TASKS AND RESPONSIBILITIES:

The depth and breadth of the ASM role will vary greatly from department to department and will serve as one basis for determining the proper level (I/II/III) of the position. The following is a range of tasks within each functional area that might be assigned:

Budget/fiscal: determines long and short term budgetary needs; develops, documents and presents budgetary and expenditure proposals; monitors expenditures and department performance against the approved budget and general cost-effectiveness standards; ensures that fiscal policies, procedures and records are consistent with county requirements and contemporary accounting standards.

Staffing and Organization: plays a strong role in determining number and types of positions needed; assists in determining proper organizational structure and defining roles of divisions, work units and positions/employees in the department; monitors effectiveness, resolves intra-

department issues, adapts or modifies structure as necessary; assists in developing and defending proposals for additional or new structures and staffing levels.

Human Resources: plays a strong role in developing and determining the departments human resource policies and practices; oversees recruitment and hiring processes and decisions; serves as liaison and primary point of contact with county Human Resources Department on job classification and compensation; Oversees department processes in all aspects of performance management -- determining expectations, performance appraisal, corrective action, termination; handles labor relations activities and the department-level including administration of labor contracts, prevention and resolution of grievances and general monitoring and management of employee morale.

Administration: Develops, oversees and may supervise department administrative operations including administrative support staff, files and records, paperwork processing, purchasing and supplies, contracts, customer service activities and others; likely to handle facilities and logistics issues.

Technology: May serve as overall manager of department's use of technology; assess need for and purchase appropriate hardware and software resources, oversee staff use and capability of PC and microcomputer resources; act as liaison with Information Technology staff.

Operations/direct services: May, more likely on a "project" than continuing basis, oversee or participate in the development and management of various direct-service program areas within the department.

QUALIFICATIONS

Education and Experience:

A bachelors degree or equivalent experience in business administration, public administration or a related field and a minimum or 2 to 4 years of responsible experience in office management and administration. Experience should demonstrate considerable knowledge and ability in each of the functional disciplines involved (finance, personnel, technology, etc.) as well as professional-level decision making and supervisory expertise and skill. Experience exclusively in administrative support roles will be considered provided the candidate demonstrates the analytical and supervisory skills required.

Knowledge of: contemporary management theories, practices and techniques in each of the functional areas above which falls within current or potential responsibilities of the position; Relevant financial and legal requirements; the mission, services and challenges of the department to which assigned.

Ability to: plan, direct and effectively supervise the work of professional, technical and support staff; develop and maintain effective working relationships at all levels within and outside of the

department; prepare effective correspondence and reports; and communicate effectively verbally and in sensitive interpersonal situations.

WORK ENVIRONMENT & PHYSICAL DEMANDS:

Incumbents typically work in an office setting. Work involves management of multiple priorities and can involve face-to-face interactions in stressful or sensitive situations.

Essential tasks include use of the telephone and personal computer, writing, driving a county or personal vehicle and traveling to conferences, meetings and seminars.

Office use 06/19/00