

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Position Description Questionnaire

Agency Number: 10700

Agency Name: ADMINISTRATIVE SRVCS, DEPT OF

Position Number #0014001

Name of Employee: NAUGHTON, GEORGE

Employee Number: OR0073979

Class: Z7016

Class Description: PRINCIPAL EXECUTIVE/MANAGER I

Representation Code: MESN

Salary Range: 42X

RDC: 300

PR-DIST-CODE: 1000

Position Class: Z7016

Position Description: PRINCIPAL EXECUTIVE/MANAGER I

Position Representation Code: MESN

Position Salary Range: 42X

Working Title: Chief Financial Officer for the state of Oregon

Division Name: Chief Financial Office

Section Name: Administration

Immediate Manager's Name: Michael Jordan

Length of time in current position (Years) 7

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Purpose of Position

Why does this position exist?

Manages the financial affairs of the state of Oregon, a \$60 billion per biennium entity which operates through 90+ agencies and employs over 40,000 people. The Chief Financial Officer is responsible for all aspects of financial planning, implementation, monitoring, corrective action necessary to maintain the fiscal integrity of the state of Oregon.

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Principle Accountabilities

Accountability 1

Financial Planning. The Chief Financial Officer is responsible for all aspects of building the Governor's Budget for the coming biennial budget period. This includes projecting future costs and anticipating changes that may impact the finances of the state of Oregon for the next two to ten years. It also includes structuring the budget to invest the state's resources to best achieve the long term vision and outcomes established by the Governor and Legislature.

Expected outcomes

Thoughtful investment of the state's resources enable the Governor and Legislature to achieve their short term and long term goals in the most efficient and effective means possible. It also maintains a level of credibility between the state's elected officials and the public.

% of time	25%		
-----------	-----	--	--

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Accountability 2

Implementation of the state biennial budget. The Chief Financial Officer is responsible for monitoring the implementation of the state budget, working with agencies to ensure the objectives laid out by the Governor and Legislature are accomplished over the course of the biennium. The Chief Financial Office allocates resources to state agencies on a quarterly basis and monitors agency programs for changes that may occur. When agency implementation begins to fall short of expected objectives, the Chief Financial Office works with the agency to develop options for corrective action.

Expected outcomes

By monitoring agency performance, the goals and objectives of the Governor and Legislature are achieved over the course of the biennium. As appropriate, where performance is lagging, the Chief Financial Office works with the agency, the Governor's Office, and legislative staff to determine the appropriate course of action.

% of time	15%		
-----------	-----	--	--

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Accountability 3

Corrective Action. The Chief Financial Officer is responsible for developing corrective action plans when the state budget begins to go out of balance from either inadequate revenues, or increasing expenditures. The Chief Financial Officer develops the plan to correct the deficiency for both the Governor and the Chief Operations Officer. In addition, the Chief Financial Office works with specific agencies when their individual financial situation may require intervention to ensure fiscal solvency of the organization.

Expected outcomes

Maintaining the financial soundness of the state of Oregon, both at the state-wide level and the individual agency level. Must work with state agencies, the Governor, and the Legislature to develop a plan that will work for all parties.

% of time	10%		
-----------	-----	--	--

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Accountability 4

Financial reporting and accounting policy. The Chief Financial Officer is responsible for developing the annual financial reports of the state of Oregon that are used by external rating agencies and investors to make investment decisions about the state of Oregon. These reports and the investment decisions that rely on them have the ability to significantly increase or decrease the costs incurred by the state. In addition to financial reporting, the Chief Financial Officer is responsible for establishing and maintaining the state accounting policies to ensure the integrity of state financial information.

Expected outcomes

Highly reliable financial information that can be used to make accurate decisions. The loss of financial integrity would have significant ramifications on the state's credibility, and ultimately costs.

% of time	10%		
-----------	-----	--	--

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Accountability 5

Facility Planning. The Chief Financial Officer is responsible for developing the long range facility plan for the state of Oregon. Twenty-one separate state agencies own real property, and there are approximately 4,700 state-owned buildings and structures throughout Oregon. The estimated replacement value of state-owned facilities is greater than \$3 billion. State facilities total approximately 22 million square feet and another 4.5 million square feet is currently leased. The Chief Financial Officer is responsible for developing the plan that will best utilize these assets to achieve the long term objectives of the state.

Expected outcomes

The efficient use of the state's physical assets ensure the state's services can be provided now and into the future by the most effective means possible.

% of time	10%		
-----------	-----	--	--

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Accountability 6

Procurement Policy. The Chief Financial Officer is responsible for developing statewide procurement policies. That includes managing the policies that guide state purchases and working with the Governor's Office and Legislature to implement changes to these policies.

Expected outcomes

Effective strategic purchasing decisions allow the elected leadership to effectively and efficiently use the state's resources to the greatest extent possible. This includes makes the best purchases for the available resources, but also leveraging state purchasing power to acheive long term state objectives.

% of time

10%

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Accountability 7

Debt Management. The Chief Fincial Office is responsible for maintaining the state's debt management programs, which include the long term liabilities of the state of Oregon. Through a variety of bonding and debt instruments, the Chief Finacial Office manages the state's debt. Work is delivered collaboratively between the Chief Financial Office and the state Treasury.

Expected outcomes

Sound financial management of the state's long term assets and liabilites.

% of time	5%		
-----------	----	--	--

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Accountability 8

Crisis management - Troubleshooting. Be available as a resource for DAS and other state agencies that need counseling assistance and/or are in a crisis mode and need immediate intervention. This position often directs a team into an organization that needs anything from advice and counseling to a full blown intervention. This position must have a working knowledge of state operations regardless of the agency mission or goals. The position should also have a network of contacts within and without state government that can be called on for information, advice and assistance.

Expected outcomes

In a worst case scenario where an agency requires immediate intervention, the Chief Financial Officer will provide immediate leadership and guidance to agency staff. This will have a calming effect for agency staff and provide assurance to key stakeholders, including the Governor and legislative members, that the agency is being put back onto the right track. Depending on the particular situation, and effective crisis management team will evaluate (and take corrective actions if nesseary) personnel practices, data integrity, program integrity and stewardship of public resources. If necessary, the mangement team will evaluate any potential legal issues and take corrective actions to mitigate risk and potential losses. Bad decisions, poor communications or untimely actions can result in wrongful terminations, poor stewardship of public resources and deterioration of relationships between the Governor, agency staff, affected stakeholders and the general public.

% of time	5%		
-----------	----	--	--

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Accountability 9

Support and promote shared enterprise leadership through working in a collaborative manner with the Enterprise Leadership Team, the DAS Executive Team and the DAS Policy Team.

Expected outcomes

Oregon State government will be managed in a cohesive and coordinated way to provide the optimum service to Oregonians.

% of time

10%

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Accountability 10

Expected outcomes

% of time

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Span of Control

How many employees are directly managed by this position? 6

List the positions

- 3 Principle Executive Manager G
- 2 Principle Executive Manager F
- 1 Principle Executive Manager A

How many employees are managed through a subordinate position? 41

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Budget Authority

Operational: 13842445199

Non-Operational: 46166919514

Total Biennial: 60009364713

Other indicators of scope - list below measures other than budget which indicate the scope of this position:

This position tracks, monitors and manages the total state-wide, all funds budget (2013-15 biennium): \$60 billion Total Funds, \$15.8 billion General Fund, \$0.8 billion Lottery Funds (at 2013 15 Legislatively Approved as of Oct. 2013); 40,270 positions, 37,836.75 full-time equivalent positions. The full cycle includes budget preparation and monitoring/modifications during the biennial operation period (called budget execution). This includes monitoring for all 90+ state agencies.

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Decision Making Authority

Describe the typical decisions made by this position without prior approval.

The Chief Financial Officer always makes significant statewide decisions in consultation with the Governor and the Chief Operations Officer. With that that said, the Chief Financial Officer is responsible for developing the financial plans that will eventually be adopted by the Governor and the COO. Routine decisions of the Chief Financial Officer can still have multi-million impacts on state agency operations and decisions.

Describe the typical decisions referred to others and/or controlled by policy and other controlling regulations.

Most significant decisions are made in consultation between the highest levels of Executive and Legislative leadership. The Chief Financial Officer makes those recommendations on behalf of the Governor and negotiates those recommendations with the Legislative Fiscal Officer.

Describe the way in which the work of this position is assigned and reviewed. Identify the type (general, direct, indirect) and frequency of guidance provided by this position's manager.

Work of the Chief Financial Officer is generally done independent of direct oversight, but is almost always done in close collaboration with the objectives of the Governor and the Chief Operations Officer. Work product prepared by the Chief Financial Officer is generally consumed by the public or the Legislature without prior review by the Governor or the Chief Operations Officer, as there is a high expectation that the Chief Financial Officer will represent the interests of the Governor in the best possible manner.

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

Knowledge and Experience

Education: List any academic or technical knowledge required for the position.

Minimum 4-year (bachelor's) degree in analytical fields of study. Prefer advanced degree. Knowledge of technical budget processes and public budget statutes and policies. Working knowledge of the ORBITS budget system, PICS position control system and the state-wide accounting system, SFMA, are preferred.

Experience: Describe how much and what type of relevant position-related experience is required for this position.

Deep knowledge of the state's finances, and the pressures that drive the state's revenues and expenditures. Strong knowledge about the state's operational and management processes. Must have strong integrity and professional respect by the executive and legislative branches. Knowledge of technical budget processes, budget technology systems, public budget statutes and policies is essential. Prefer experience to include time within the central budget agency. Experience in mid- to upper-level management is strongly recommended; prefer experience in state government. Experience with senior level policy makers is preferred. Experience with agency directors, agency budget managers and information officers highly recommended.

Other (e.g. licenses, registrations, or certifications required for this position).

Other Relevant Information

Provide any additional information on the nature and scope of this position.

The Chief Financial Officer has primary responsibility for ensuring the state of Oregon remains financially sound. The position also represents the Governor and the state of Oregon to external entities, such as the federal government, national organizations, rating organizations, the media and the public. All of these interactions carry the potential to improve or degrade the status of the state of Oregon, with the financial implications that follow.

Agency Number / Position Number / Name of Employee / Employee Number / Authenticatio

10700 #00140 NAUGHTON, GEORGE OR0073979 NGFUY2

