

10700 #00140 ERICKSON, KAY L

OR0137246 H6DTKB

Position Description Questionnaire

Agency Number: 10700

Agency Name: ADMINISTRATIVE SRVCS, DEPT OF

Position Number #0014005

Name of Employee: ERICKSON, KAY L

Employee Number: OR0137246

Class: Z7012

Class Description: PRINCIPAL EXECUTIVE/MANAGER G

Representation Code: MESN

Salary Range: 38X

RDC: 310

PR-DIST-CODE: 1300

Position Class: Z7012

Position Description: PRINCIPAL EXECUTIVE/MANAGER G

Position Representation Code: MESN

Position Salary Range: 38X

Working Title: State Policy and Budget Manager

Division Name: Chief Financial Office

Section Name: State Policy and Budget (aka Budget and Management)

Immediate Manager's Name: George Naughton

Length of time in current position (Years) 1

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Purpose of Position

Why does this position exist?

As a member of the DAS Chief Financial Office, this position leads state government to implement the policy and budget decisions of the Governor and Oregon Legislature. This position supports the efforts of the state's Chief Financial Officer and works closely with the Office of the Chief Operating Officer and state agency leaders. This position provides leadership and administration of statewide budget policy; conducts analysis of state programs and finances; advises and supports the Governor and Governor's staff; coordinates with the Legislative Fiscal Office; acts as a liaison between Judicial Branch agencies and the executive branch regarding budgetary practices and policies; and provides state government-wide communication regarding federal fiscal operations (as needed). The position participates in statewide and agency decision making and policy setting through membership on the DAS Executive Team (in the absence of the CFO), the DAS Executive Policy Team, and the CFO Management Team. This position directs the Budget and Management section of the DAS Chief Financial Office, responsible for the planning, analysis, development and execution of the state's \$60 billion per biennium budget, through oversight of budget requests and monitoring of financial performance of 90+ state agencies. The section administers the development and execution of Oregon's budget in accordance with the Governor's policies, state laws, and legislative appropriations and represents the Governor in legislative hearings. The State Policy and Budget Manager determines and recommends program policies and processes; establishes and monitors operational priorities, goals and objectives; and reviews and evaluates work product of the section.

Principle Accountabilities**Accountability 1**

Prepare the state budget. The Chief Financial Office 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. The State Policy and Budget Manager supports the Chief Financial Officer by assisting in the development of statewide budget policy and processes; interpreting the Governor's policy and representing the Governor's position to state agencies, the Judicial branch and the 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%		
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Accountability 2

Monitor the execution of the state budget. The Chief Financial Office 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 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 necessary, corrective action is taken to improve agency performance and/or public confidence.

% of time	10%		
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Accountability 3

Lead the State Policy and Budget team. Provide leadership and administration of statewide budget and policy planning and analysis in support of the Governor, CFO and COO. Support and advise the Governor and staff; assist the CFO in the development, communication, and implementation of statewide budget policy and processes; ensure compliance with Oregon statutes, chapter laws, budget and state finance administrative rules, federal laws and rules, Governor's policies, legislative procedures, and direction in budget reports; support the efforts of the COO and Executive Leadership Team's budget-related initiatives; recommend and implement process improvements for CFO core functions; set operational priorities for the State Policy and Budget section; and evaluate the quality of the team's work product. Provide leadership and direction to eleven staff members. Assign and plan work; supervise, hire, monitor performance, develop, coach, and discipline employees.

Expected outcomes

Effective alignment of state resources with the priorities of the Governor, CFO and COO. Effective and efficient service delivery. Sound and defensible budget processes.

% of time	35%		

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Accountability 4

Quality control. Set standards and review performance of CFO and State Policy and Budget section core functions. These activities affect all state agencies. Core functions include: analyses of legislative concepts; analyses of agency biennial revenues and expenditures and their requested budgets for the upcoming biennium; facilitation of budget stakeholder input groups (Program Funding Teams); analyst recommendations in preparation of the Governor's budget; application of statewide budget factors or reductions; the Governor's printed budget; drafts of appropriation and budget bills on behalf of the Governor; written policy analyses; presentations of the Governor's Budget for the Legislature; reports describing the impact of budget bills; review of agency fiscal analyses of proposed legislation; analyses of enrolled bills for Governor's review before signing; quarterly review and approval to allot agency budgets; analyses of agency requests for new budget authority; analyses of agency requests for reallocation of positions within approved budgeted authority; analyses of agency requests for establishment of limited duration positions; analyses of agency requests to establish or adjust fees; and recommendations and appearances before legislative bodies (Joint Ways and Means, Emergency Board).

Expected outcomes

Clear expectations for staff and agencies. Maximum efficiency. Professional work product.

% of time	15%		

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Accountability 5

Coordinate activities related to the Financial Estimates Committee. The initiative process gives direct legislative power to the voters to enact new laws, change existing laws or amend the Oregon Constitution. Oregon's referendum process allows voters to approve or reject legislation adopted by the Oregon Legislature. The Financial Estimates Committee must determine the financial effect of each measure's passage on state revenues and expenditures, and on city, county, or district finances. The Financial Estimate Committee consists of the Secretary of State, the State Treasurer, the Director of the Oregon Department of Administrative Services, the Director of the Department of Revenue, and a representative of a city, county, or district with expertise in local government finance. The State Policy and Budget section is responsible for estimating the financial effect, the initial statement for the ballot and, if requested, the initial draft of the impartial, simple, and understandable 500-word statement for the voter's pamphlet. The State Policy and Budget Manager assigns work to analysts; coordinates with Secretary of State and Legislative Administration to determine the overall approach to staffing the Committee, design of the work product, and prepare timelines and agenda; collaborates with analysts, affected agency, Legislative Revenue Office, and Office of Economic Analysis staffs to coordinate analyses, determine impact, testify before committee meetings, and prepare statements for publication.

Expected outcomes

Voters have a clear, concise, impartial, and accurate understanding of the financial impact of measures prior to casting their votes.

% of time	5%		

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Accountability 6

Coordinate responses to statewide budget requests. Support of ad hoc requests from various stakeholders: citizens, legislators, National Science Foundation/US Census State Government Research and Development annual survey, National Association of State Budget Officers (NASBO) and other national associations, Legislative Fiscal Office, media, federal Budget and Management, etc. These can be one-time or ongoing reporting efforts that require report format design, communication and coordination across state agencies.

Expected outcomes

Oregon is represented in a professional and responsive manner. Accurate information is available to policy makers and the public. Effective analysis of national issues can occur. Government transparency.

% of time	5%		
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Accountability 7

Act as the budget liaison to the Judicial Branch. Although the judicial branch agencies are not subject to executive branch budgetary authority, they often follow the processes established by the CFO to submit materials to the Legislature. The State Policy and Budget Manager informs, consults and advises judicial branch agencies on state budget policy and processes.

Expected outcomes

Standardized statewide approach to building and presenting state agency budgets to the Legislature.

% of time	5%		
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Accountability 8

Expected outcomes

% of time

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Accountability 9

Expected outcomes

% of time

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Accountability 10

Expected outcomes

% of time

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Span of Control

How many employees are directly managed by this position? 11

List the positions

- 9 Policy and Budget Analyst
- 2 Public Administrative Trainee (Assistant Policy and Budget Analyst)

How many employees are managed through a subordinate position? 0

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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 assists in the tracking, monitoring and management of the total statewide 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 Budget as of October 2013); 40,270 positions, 37,836.75 full-time equivalent positions. This includes monitoring for all 90+ state agencies. The position is responsible for assigning, coordinating, reviewing, and approving the work product and recommendations of nine Policy and Budget Analysts and two Assistant Policy and Budget Analysts in the preparation of state government's budget working in conjunction with The Chief Financial Officer, the Governor, Governor's staff, Legislative Fiscal Officer, Legislative Fiscal Office staff, the Chief Operating Officer, the Chief Operating Officer's staff, Agency Directors, agency budget directors and administrative and business services directors.

Decision Making Authority

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

Planning and assigning work, approving work product and work schedules, and hiring for State Policy and Budget section. Responding to budget inquiries, communicating with various stakeholders. This position acts as a decision-maker for most division matters in the absence of the CFO and Deputy CFO.

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

In general, the decision making process for the division is done by consensus with input from the CFO, Deputy CFO, State Policy and Budget Manager and the rest of the senior management team. This position makes decisions on behalf of the CFO. This position ensures that recommendations adhere to budget and accounting policies and statutes. However, the incumbent in the position may also recommend changes to existing policies and statutes when they find it necessary for process improvement or to the benefit of the enterprise.

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 assignments are often general or conceptual in nature and typically come from the CFO. However, assignments can also come directly from the Governor, the Governor's Chief of Staff, the State Chief Operating Officer or the Deputy COO. Discussion of assignments and agency and division activities occurs at Executive Policy Team meetings (held twice per week), CFO Manager meetings (held weekly) and as needed.

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 or several years of management experience. Knowledge of technical budget processes and public budget statutes and policies. Working knowledge of state financial systems: ORegon Budget Information Tracking System (ORBITS), Position Information Control system (PICS) and the State Financial Management Application (SFMA).

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

Knowledge of technical budget processes, public budget statutes and policies is essential. Prefer experience to include time within the central budget agency (DAS-CFO) or a state agency's central administrative section. Experience in mid- to upper-level management is essential (5-7 years); prefer experience in state government. Experience interacting with senior level policy makers is preferred. Experience interacting with agency directors, agency budget managers and information officers highly recommended. Several years of management and leadership experience, including: extensive knowledge of principles and practices of financial management; extensive knowledge of the principles and practices of budgeting as it relates to program management; extensive knowledge of the principles and practices of management, including planning, organizing, directing, motivating, controlling and decision making; general knowledge of the principles and practices of organizational behavior; basic knowledge of the theory and techniques of organization development; skill in communicating effectively in writing and in oral expression; and skill in analyzing general, statistical and technical reports. This position requires skill in supervising, including planning and assigning work according to the nature of the job to be accomplished, the capabilities of subordinates and available resources; controlling work through periodic reviews and/or evaluations, determining subordinates' training needs and arranging for such training; motivating subordinates to work effectively; determining the need for disciplinary action and either recommending or initiating disciplinary action.

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.

It is essential that the Policy and Budget Manager understands the value of creating and maintaining professional relationships and networks and is effective in encouraging section staff to develop this skill, as well. In order to effectively produce the state budget and maintain the reputation and integrity of the division and its processes, it is paramount that team members manage expectations, hold confidences, elicit trust, and earn and maintain the respect of many diverse groups. The scope of stakeholder groups is large and the members are powerful individuals. Throughout the development of the Governor's budget, team members must be able to effectively shift their relationship to individual stakeholders several times. For example: during the development of agency budgets, an analyst is initially working in collaboration with the agency head and budget staff and their LFO counterpart to agree upon the starting point for building the budget (typically known as current service level); then the analyst becomes somewhat adversarial as she/he analyzes requests for new resources, prioritizes scarce resource across agencies, and aligns budgets to the Governor's priorities. The focus switches to one of support for Governor's staff (often without communication to the agency) until final recommendations are made to the Governor. Once the Governor's Budget is published, analysts again support agencies in the presentation and defense of the budget to the Legislature. Once presentations are complete, the analyst reconciles her/his defensive posture and works in conjunction with the LFO analyst to ensure the final passage of budget bills. This cycle repeats itself each biennium. Communication is another key component of this position. Analyzing the impact of policy and budget decisions on various stakeholders and understanding how and when to inform those affected can determine whether an initiative succeeds or fails.

Agency Number / Position Number / Name of Employee / Employee Number / Authentication

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