



State of Minnesota Position Description

Board of Water and Soil Resources

Position Description A

Employee's Name:

Position Control Number:

Agency/Division: BWSR/Program and Policy Dev.

Activity:

Classification Title: State Prog. Admin. Mgr. Prin.

Working Title: Assistant Director for Program and Policy Development

Prepared by: Andrea Fish, John Jaschke

Appraisal Period:

Signatures

Employee Signature _____ Date signed _____
(this position description accurately reflects my current job)

Supervisor Signature: _____ Date signed _____
(this position description reflects the employee's current job)

Position purpose

This position exists to achieve the agency's mission: to work with partners to improve and protect Minnesota's land and water resources. Core functions include implementing the state's soil and water conservation policy, easement and land protection efforts, engineering services, landscape ecology, regulatory programs and related programs and activities all in coordination with the other two agency divisions. The assistant director for program and policy development oversees the conservation and protection efforts of Minnesota's water and soil resources for present and future generations by engaging in effective staff planning, program development, enforcement of state law and rules, coordination and evaluation, research and study, policy development, fiscal control, federal coordination, and state legislation development.

Reportability

Reports to: Executive Director, Board of Water and Soil Resources



Supervises: Agency Senior Managers who oversee wetland conservation, resource conservation, easements, engineering and specific areas of program implementation. May also supervisor program coordinators directly.

Dimensions:

Budget: Position has direct control over agency budgets and indirect control over local government revenue resources. Oversees budgets from multiple state and federal sources; guides budget use through staffing, grant-making and contract management authority, program implementation, contracts, etc.

Clientele: Local government units including soil and water conservation districts, watershed districts, and counties; other state agencies, boards, and councils; Minnesota’s tribal governments; federal agencies such as the USDA; media; private stakeholder groups and other nongovernmental organizations.

Position Description B

Employee’s Name: Dave Weirens

PCN: 01110608

1. Principal Responsibility

Agency Program Oversight: As a member of the agency’s Executive Leadership Team, provide leadership that assures effective, efficient and timely accomplishment of all division programs.

Priority: A

% of time: 40

Discretion: A

Task Statements

- A. Direct the administration and implementation of the agency water and soil resource management programs carried out by the Easements, Engineering, Resource Conservation and Wetlands Sections.
- B. Ensure coordination of all related state and federal programs; working in direct consultation with federal departments such as NRCS, FEMA, FSA, US Army Corps of Engineers, USFWS.
- C. Oversee special statewide programs that require staff direction and management as delegated by the Executive Director.
- D. Direct related statewide research programs.
- E. Direct the development and assure implementation of evaluation processes for soil and water resource management programs.

- F. Monitor and evaluate effectiveness of soil and water resource management programs.
- G. Assign personnel to develop policies, goals and objectives, priorities, rules and regulations, and recommendations based on plans, legislation, national, state or local issues, program reviews, and predicted or projected needs and trends.
- H. Present these recommendations to the Executive Director with appropriate substantiating data and/or information.
- I. Establish agency operational and program practices.
- J. Resolve inter- and intra-agency conflicts in an expedient manner and resolve resource conflicts involving the public that cannot be resolved at a lower level.
- K. Oversee proceedings for administrative penalty orders
- L. Approval of sanctions against LGU's for non-implementation of the Wetland Conservation Act and Riparian Buffers Program.
- M. Direct agency staff participation in appeal of agency and LGU decisions and orders; direct agency participation in assisting in investigative audits of LGUs or ethical complaints against local government members.

Performance Indicators

- 1. State and federal programs are accomplished within the requirements of legislation and meet necessary budget targets.

2. Principal Responsibility

Policy Development and Relationship Building: Direct agency state and federal legislative policy and financing initiatives so that appropriate resources are available for the agency and local government to enact programs, policies and procedures.

Priority: A

% of time: 25

Discretion: A

Task Statements

- A. As part of agency Executive Leadership, develop and pursue state legislative initiatives in concert with the Governor's Office. Present initiatives to appropriate parties to approve proceeding with the agency initiative. Direct the drafting of language and consultation or expertise to legislators and the Governor's Office.

- B. Direct the development of budget proposals for the agency to be submitted to the legislature and Governor's Office for consideration. Present the budget request to Minnesota Management and Budget and the Governor's Executive Budget Team. Follow requests from development to approval through processes established by MMB and the Governor's Office.
- C. Present the budget and provide information and testimony to inform and educate finance committee members on agency budget initiatives, financing plans, and funding for local units of government implementing state programs on behalf of the agency.
- D. Direct the development of requests for Outdoor Heritage Fund, Clean Water Fund, Legislative-Citizen Commission on Minnesota Resources (LCCMR), Capital Budget and federal sources to fund agency programs Present budget proposals and provide information and testimony to inform and educate commission and committee members on budget requests on behalf of the agency. Follow requests from development to approval
- E. Represent the agency or Executive Director at legislative hearings and meetings; present proposals and provide information and testimony to inform and educate committee members and staff.
- F. Work with local government partners, lobbying groups (individuals, organizations, and coalitions) to advance initiatives for natural resource protection and resource conservation that are in the best interest of the agency, local government, Tribal Nations, private landowners, and citizens of the state.
- G. Work with Minnesota's congressional delegation to assure Minnesota interests are included in federal Farm Bill and Water Resource programs enacted by Congress. Provide information and testimony for congressional committees on soil and water resource conservation and protection, water quality or other issues of interest to the agency or state; represent the agency or Executive Director at congressional hearings related to federal legislation.

Performance Indicators

- 1. Agency budget proposals are well-informed and accurate for the needs of agency program implementation and oversight.
- 2. State budget policymakers are annually informed of agency cost of doing business, and outcomes of other state expenditures.

3. Principal Responsibility

Human Resource and Fiscal Management: Manage the human resource element of the division so that agency goals and objectives are achieved in accordance with state statutes, rules and collective bargaining agreements.

Priority: A

% of time: 25

Discretion: A

Task Statements

- A. Analyze the division staffing needs to provide sufficient resources for optimal efficiency.
- B. Manage candidate selection process for managerial and other direct report positions. Recruit candidates, review applications, interview and select qualified individuals within the guidelines set forth in state personnel policy and collective bargaining agreements.
- C. Approve annual work plans for division managers and other direct reports.
- D. Manage the employee performance evaluation process. Conduct performance evaluations, recommend employees for achievement awards, recommend corrective action for employees not meeting performance standards, determine eligibility for pay increases based on performance, recommend change when appropriate. Review position descriptions and approve changes.
- E. Provide employee motivation to achieve goals and strive toward excellence. Evaluate and recommend training opportunities for employee growth and development.
- F. Provide employees with a workplace that is free from harassment and discrimination, where the norm is mutual respect; promote and model ethical behavior.
- G. Meet with division managers and other direct reports to regularly to discuss work assignments, assess progress, and determine their ability to manage workloads.
- H. Serve as counsel to employees on job related matters.
- I. Discipline employees as needed in accordance with collective bargaining agreements and salary plans.
- J. Review and approve/deny time sheets, leave requests, expense reports, overtime compensatory time for staff.

Performance Indicators

- 1. Employee position descriptions are reviewed for accuracy every three years and updated as necessary.
- 2. Employee Individual Development Plans are created annually.
- 3. Hiring and employee development decisions are accounted for in budgeting and fiscal oversight.

4. Principal Responsibility

Planning, Communications and Relationship-Building: To provide information and engage the general public, private landowners, legislature, media, and multiple levels of government, Tribal Nations, and nongovernmental organizations. Assure broad understanding of agency programs and input into agency programs and activities. Provide leadership and direction in the preparation of agency and section communications, strategic, long-range and short-term planning processes.

Priority: A

% of time: 10

Discretion: A

Task Statements

- A. Present lectures, programs, and educational information to all interested entities (local government units, educational facilities, conservation groups, national organizations, etc.)
- B. Coordinate with and provide information to other areas of the agency to assist with carrying out all functions of the agency.
- C. Oversee section planning efforts, ensuring they are connected to the agency mission and strategic plan.
- D. From the standpoint of program responsibility areas, ensure all agency external communications are consistent with agency information management policies.
- E. Attend meetings with public, local government units, and landowners whenever required and serve as agency representative.
- F. Respond to the legislature, news media, and public requests for information.
- G. Consult with the Executive Director, Assistant Directors, regional managers, section managers, and other state and federal agencies with soil and water resource concerns to coordinate planning efforts.
- H. Consult with local government units charged with distribution of agency programs and services for input and feedback on agency planning efforts, program implementation, and service delivery.
- I. Represent the agency on statewide, federal, and local government planning committees to develop statewide plans for soil and water resource conservation and protection.

Performance Indicators

- 1. Agency strategic planning efforts are undertaken with broad input.
- 2. Agency strategic planning efforts are reviewed at least once annually for progress.

Position Description C

Employee's Name:

PCN:

Nature and Scope

RELATIONSHIPS

This position has responsibility and authority for managing the diverse elements of the agency's activities. Program administration is accomplished through direct and indirect supervision of key management and personnel. Communication with personnel shall be both written and verbal. The incumbent represents the Executive Director on inter-agency matters with state, federal, and local government agencies.

Minnesota water and soil resources are impacted by a complicated set of economic, social, and environmental factors and water and soil resource management and protection activities are carried out by a variety of local, state, and federal agencies. Therefore, the incumbent must encourage and foster close interdivisional and interagency cooperation to ensure that interdisciplinary expertise is focused on land and water management

issues. Of concern is the need for the division to take an active role in soil and water resource conservation and protection on predominately privately-owned lands. This requires a close and credible working relationship with local governments, other state agencies, and federal government agencies involved in water and soil resource issues.

The incumbent of this position provides statewide management, leadership, and direction to local government units in the implementation of statewide public policy. The delivery system used by BWSR for state and public policy relating to soil and water resources is to provide statewide leadership to local government units and provide them with the technical, financial, and administrative resources necessary to implement public policy. Trust and confidence are critical components of that relationship. To effectively administer the agency program, the incumbent must be able to communicate with authority, have a thorough and complete understanding of the complex subject matter, and be able to translate that information to a variety of levels of public and private sector affected parties.

Significant emphasis is placed on coalition building to deliver essential services. The incumbent is often put in the position of having to “lead from behind” where they are recognized as the expert in the area, but they are working with local government elected officials that have the recognized leadership position but do not have the technical ability to deliver the program or service.

The position requires day-to-day communication with the Executive Director and regular communication with the agency Board, and Attorney General’s staff on specific issues and projects. The position requires close coordination with all areas of the agency and with other state agencies. The position must also coordinate on an as needed basis with the Governor’s Office, members of the Legislature, and Minnesota’s congressional delegation.

Beyond the relationships with the agency staff, local government, and private landowners, the incumbent must develop relationships with other state agency and federal agency partners. The incumbent will work closely with the Department of Natural Resources (DNR), Minnesota Department of Agriculture (MDA), Pollution Control Agency (MPCA), Department of Health (MDH), Department of Transportation (MDOT) and the University of Minnesota in development of legislation, policy and procedure and program implementation. These state agency partners regularly interact with the incumbent to assure proper protection of Minnesota’s environmental resources. The partner agencies provide valuable resources and perspectives to the implementation of programs.

In addition to the state partner agencies, several federal partner agency relationships must be established and maintained to maximize federal resource commitments to the state and assure that we work together for the protection and benefit of the resources. These relationships are used to affect and influence federal natural resource and farm policy development and implementation.

The incumbent of this position has significant interaction with the legislature, individual legislators, and legislative staff throughout the year. Because of the unique nature of the agency’s activities and delivery systems, legislators are also stakeholders. The incumbent must provide a variety of opinions and influence in the development of statute governing programs and policy enacted. The incumbent will have direct formal and

informal contact with representatives of the legislative body. The incumbent will testify before committees on subjects within the section's jurisdiction.

Coordination and relationships with Tribal Nations and nongovernmental organizations is increasingly important to achieving the agency's mission. Therefore, developing and maintaining these relationships is also a priority for the incumbent.

KNOWLEDGE, SKILLS, AND ABILITIES

The Assistant Director should have considerable background and experience in water and soil resource conservation and protection and considerable administrative experience. The position requires strong administrative, technical, and planning skills, as well as natural resource (particularly soil and water) training and experience. Human relations skills are required to increase work output by motivating personnel and to solve personnel problems.

The incumbent of this position must have excellent management, leadership, decision making, human relations, and planning skills. The incumbent must demonstrate the ability to generate interest, commitment, and support for program policies/initiatives and conservation practices. The incumbent must have the ability to foster change in the organization and delivery system. The incumbent must be able to continuously examine decisions made by management and staff, their impacts on public policy and objectives, and then incorporate those decisions into organizational strategies to improve performance. The incumbent must have strong planning skills to evaluate external influences and trends and be able to transfer the planning skill into work plans for the division to deliver services to clientele.

The incumbent must possess superior human relations skills to lead diverse workforces toward common goals of the agency and section responsibilities. This resource is not always under the immediate supervision of this incumbent. The incumbent must be able to motivate employees not directly supervised who are committed to the cause but may have increasing responsibilities with decreasing resources. The incumbent must be able to delegate effectively, evaluate performance, determine and monitor accountability, provide feedback, and recognize and reward accomplishments to build a strong and healthy work environment for the agency. The individual must have knowledge of staffing plans, state employment requirements and collective bargaining agreement provisions.

The incumbent must be able to lead and facilitate public and private meetings, convey information accurately, stimulate feedback and discussion, and confirm decisions made. The incumbent must be able to represent the section and the agency in high level discussions at federal, state, and local government levels. The ability to present and discuss information before legislative committees, legislative staff, and federal agencies is necessary. The incumbent must be able to represent the section to the media orally or in writing and have the ability to think on their feet.

The incumbent must possess strong negotiation skills and the ability to develop consensus. The incumbent of this position must have the skill to draft new legislation, policy, procedure, or rule. The incumbent must be able to interpret fiscal and policy impacts of new legislation proposed both inside the department and by legislators or interest groups, recommend the level of agency support, and testify on the agency position. The incumbent

must have thorough knowledge of the section operations and agency mission to be able to discuss agency positions intelligently.

The incumbent must have knowledge of the state financial system the ability to prepare and direct the preparation of budget and the ability to analyze financial reports is essential. The incumbent must have thorough knowledge of risk management, contract management, and the hiring of consultants in state government.

PROBLEM SOLVING AND CREATIVITY

The scope of problem solving varies substantially from the day-to-day administrative problems to the very complex and technical policy issues requiring coordination and technical input from an array of government agencies and technical experts and then weighting these technical evaluations with value judgment.

The most challenging aspect of the position is to accomplish – with limited staff resources – both voluntary and mandated water and soil resource conservation and protection programs while at the same time developing policies and programs to confront emerging water and natural resource problems. Opportunity for creativity is greatest in achieving interagency cooperation between state and federal agencies implementing contemporary water resource management. Negotiating solutions to policy issues with legislators and conference committees is required.

FREEDOM TO ACT

The position has, through delegated authority from the Executive Director, freedom to act as a principal advisor and spokesperson for the Executive Director on all water and soil resource management and conservation issues, and enjoys considerable freedom in making important judgments and policy decisions based upon broad objectives previously established. Particularly sensitive problems will be discussed with the Executive Director. Written and verbal reports are required.