

DUTY STATEMENT

GS 907T (REV. 1/98)

SHADED AREA FOR HUMAN RESOURCES ONLY

INSTRUCTIONS: Refer to the Payroll and Personnel Procedures Manual (PPPM) for Duty Statement Instructions.

RPA
10560-OHR

EFFECTIVE DATE:

DGS OFFICE OR CLIENT AGENCY Office of Human Resources	POSITION NUMBER (Agency - Unit - Class - Serial) 306-271-4800-015
CITY NAME AND CITY LOCATED Constructive Intervention Unit - Sacramento	CLASS TITLE Staff Services Manager I (Supervisor)
WORKING HOURS/SCHEDULE TO BE WORKED 8:00 a.m. – 5:00 a.m.	SPECIFIC LOCATION ASSIGNED TO Sacramento
PROPOSED INCUMBENT (If known)	CURRENT POSITION NUMBER (Agency - Unit - Class - Serial)

YOU ARE A VALUED MEMBER OF THE DEPARTMENT'S TEAM. YOU ARE EXPECTED TO WORK COOPERATIVELY WITH TEAM MEMBERS AND OTHERS TO ENABLE THE DEPARTMENT TO PROVIDE THE HIGHEST LEVEL OF SERVICE POSSIBLE. YOUR CREATIVITY AND PRODUCTIVITY ARE ENCOURAGED. YOUR EFFORTS TO TREAT OTHERS FAIRLY, HONESTLY AND WITH RESPECT ARE IMPORTANT TO EVERYONE WHO WORKS WITH YOU.

POSITION'S ORGANIZATIONAL SETTING AND MAJOR FUNCTIONS

Under the general direction of the Staff Services Manager II, the incumbent oversees the Constructive Intervention Unit providing training and consultative services to the managers and supervisors within DGS.

% of Time	Indicate the duties and responsibilities assigned to the position and the percentage of time spent on each. Group related tasks under the same percentage with the highest percentage first. <i>(Use additional sheet if necessary)</i>
	<p>The Department of General Services' (DGS) Core Values and Expectations of Supervisors and Managers are key to the success of the Department's Mission. That mission is to "Deliver results by providing timely, cost-effective services and products that support our customers." DGS managers and supervisors are to adhere to the Core Values and Expectations of Supervisors and Managers, and to exhibit and promote behavior consistent with those values and expectations.</p> <p>This position is designated under the Conflict of Interest Code. The position is responsible for making or participating in the making of governmental decisions that may potentially have a material effect on personal financial interests. The appointee is required to complete Form 700 within 30 days of appointment. Failure to comply with the conflict of Interest Code requirements may void the appointment.</p> <p>ESSENTIAL FUNCTIONS</p> <p>This position is responsible for administering and overseeing the department's Constructive Intervention Program, including the adverse action process. The incumbent advises department managers, supervisors and subject matter experts on the most complex technical issues. Specifically the incumbent is responsible for the following tasks:</p>

SUPERVISOR'S STATEMENT: I HAVE DISCUSSED THE DUTIES OF THE POSITION WITH THE EMPLOYEE

SUPERVISOR'S NAME (Print)	SUPERVISOR'S SIGNATURE	DATE
EMPLOYEE'S STATEMENT: I HAVE DISCUSSED WITH MY SUPERVISOR THE DUTIES OF THE POSITION AND HAVE RECEIVED A COPY OF THE DUTY STATEMENT. I CERTIFY THAT I CAN PERFORM THE ESSENTIAL FUNCTIONS OF THE JOB, WITH OR WITHOUT REASONABLE ACCOMMODATION.		
EMPLOYEE'S NAME (Print)	EMPLOYEE'S SIGNATURE	DATE

DUTY STATEMENT

GS 907T (REV. 1/98)

% of Time	Indicate the duties and responsibilities assigned to the position and the percentage of time spent on each. Group related tasks under the same percentage with the highest percentage first. <i>(Use additional sheet if necessary)</i>
25%	<p>In order to provide managers and supervisors information and guidance regarding the Constructive Intervention Program and process, the incumbent oversees staff performing the following duties for the development and presentation of educational training and workshops in all major DGS locations:</p> <ul style="list-style-type: none"> • Designing of course curriculum completed by identifying department and program needs, and developing solutions to issues that address the concerns of managers and supervisors • Promoting courses by developing brochures, sending emails and utilizing other communication vehicles to heighten awareness and involvement. • Conducting courses by using varied training techniques to increase interest and participation. • Presenting training in both large and small-group settings. • Providing follow-up training to ensure compliance and consistency. • Designing and conducting presentations and briefs for the Executive Team, Management Team, and division management on Constructive Intervention issues. • Promoting early intervention, effective documentation and utilization of department resources. • Training or ensuring managers and supervisors are trained, regarding the Skelly Hearing process to ensure the department has competent hearing officers.
25%	<p>In order to ensure managers and supervisors effectively utilize the Constructive Intervention process to manage employee development and correction, the incumbent oversees staff that manage and directs performance management consulting services by performing the following:</p> <ul style="list-style-type: none"> • Advising managers, supervisors and employees regarding the Constructive Intervention steps and appropriate interventions for personnel performance issues. • Providing coaching services to managers and supervisors in implementing interventions. • Overseeing Constructive Intervention meetings with supervisors regarding inappropriate employee behavior. • Assisting managers and supervisors in the collection and evaluation of documentation to support corrective actions. • Working in conjunction with legal staff in preparation of adverse actions. • Acting as contact for employees to request a Skelly Hearing. • Staying abreast of current and proposed law, SPB precedential decisions and best practices to ensure department is in compliance.
20%	<p>In order to meet program goals and objectives, manages and coordinates the daily operations of the Constructive Intervention Unit by providing direction, guidance, and leadership to staff, in accordance with DGS policies, procedures and processes for personnel management:</p> <ul style="list-style-type: none"> • Reviews consultation data and intervention recommendations to ensure alignment with departmental policies, management and supervisor business needs, and internal and external processes related to interventions. • Assists in the establishment and implementation of short- and long-term organizational goals, objectives, policies, and operating procedures; monitors and evaluates operational effectiveness and makes recommendations for changes required for improvement. • Responsible for continuous strategic planning resulting in the evaluation and implementation of continuous process improvement. • Communicates program goals, objectives and expectations for the Constructive Intervention Unit. • Assigns workload to subordinate staff and provides comprehensive expectations on assignments, tasks and desired outcomes.

	<ul style="list-style-type: none"> • Provides on-the-job training, methods, priorities and deadlines and approves formal training necessary to perform tasks effectively. • Assigns projects, reviews for accuracy and completeness, and confers on all aspects of the Constructive Intervention process including employee performance evaluation, action plans to improve performance, effective documentation, and corrective actions. • Trains and counsels unit staff on proper personnel management policies and procedures and consistency in application of civil service law and rules. • Evaluates progress towards successful completion of assignments or projects by assessing available resources using input from supervisors.
15%	<p>In order to ensure departmental issues regarding Constructive Intervention are administered appropriately and effectively, serves as the departmental expert for performance management issues:</p> <ul style="list-style-type: none"> • Handles the most difficult and/or sensitive performance management needs in the department. • Assists division management in defining and articulating performance objectives. • Creates and identifies assessments to accurately define employee performance gaps in relationship to department or division objectives and expectations. • Identifies intervention options in response to assessment results, and defines appropriate and effective steps to remedy performance gaps. • Partners with divisions, boards and commissions in providing performance management consultative services to define and align performance management needs.
10%	<p>In order to establish and maintain effective communication channels and to represent the Constructive Intervention Unit on current personnel management issues, the incumbent:</p> <ul style="list-style-type: none"> • Attends and participates in meetings and briefings with HR management, the Director, Chief Deputy Director, Deputy Directors, Client Agency Executive Officers/Directors, Office/Branch Chiefs, and executive level management and staff at CalHR and SPB. • Works cooperatively with Office of Legal Services staff in the review and development of procedures and processes relating to Constructive Intervention, including adverse actions. • Works cooperatively with the Equal Employment Opportunity office regarding processes, procedures, and corrective and adverse actions which impact both offices. • Establishes and maintains cooperative relationships within the department, other state agencies and labor unions through presentations, forums, meetings and other forms of communications. • Represents the department at meetings and conferences on personnel management issues. • Attends and provides testimony for CalHR/SPB hearings regarding personnel management issues by reviewing relevant records. • Acts as a member of the OHR management team, participating in policy making at the office and department level and is accessible and open to input and recommendations on service improvement.
5%	<p>In order to manage personnel services provided by the Constructive Intervention Unit, the incumbent develops and recommends policies and procedures using knowledge of, and having access to, current and changing personnel practices and trends gleaned from within the department, other state departments, and the private sector:</p> <ul style="list-style-type: none"> • Formulates, revises or reviews personnel policies that are consistent with mandates imposed by control agencies to ensure compliance with civil service law and rules for the development and correction of employee behavior by researching existing and changing government codes, labor laws, regulations, and rules. • Proposes and implements development of strategies to maximize best practices and increase the department's effectiveness in developing and correcting employee behavior in

- compliance with civil service laws and rules.
- Reviews proposed legislation to determine impact on the operation of the department or the state and provides recommendations on the process for implementing passed legislation.

SPECIAL PERSONAL CHARACTERISTICS:

Ability to act independently, be open-minded and flexible to other ideas and solutions, and be tactful.

INTERPERSONAL SKILLS:

Ability to motivate; work cooperatively with all levels in the organization; gain, as well as give, confidence and trust of others.

DESIRABLE QUALIFICATIONS:

Extensive knowledge of current Constructive Intervention policies, practices, trends, and strategic plans, including corrective actions.

Experience in developing and conducting presentations in various formats to audiences of executive and program management.

Experience developing and implementing HR policies and practices statewide.

Experience working with both departmental and office teams resolving various personnel-related issues.

Experience handling multiple courses of action simultaneous.

Experience working with control agencies to resolve sensitive issues.

Experience directing and motivating teams.

Ability to express ideas and information in written form clearly, accurately, and in an organized manner.

Ability to express ideas and facts orally in a clear and understandable manner.

Ability to travel to all DGS locations.

Flexibility in understanding and addressing the concerns of Executive and program management.

ADDITIONAL QUALIFICATIONS:

Ability to make decisions that consider relevant facts and information, potential risks and benefits, and short- and long-term consequences or alternatives.

Ability to anticipate or identify problems and their causes; develop and analyze potential solutions or improvements using innovative and creative approaches.

WORK ENVIRONMENT, PHYSICAL OR MENTAL ABILITIES:

Business dress in accordance to office environment.

Select, access, and use necessary information, data, and communications-related technologies, such as personal computer applications, telecommunications equipment, Internet, voice mail, email, etc.

Handle stress well.

Meet critical deadlines.

Multi-task with changing priorities.

Solve problems by selecting and applying appropriate methods such as quantitative reasoning.