

GENERAL ADMINISTRATION

Broad Occupational Category - 9

DUTIES AND RESPONSIBILITIES

- *Plan, direct, and coordinate agency or division-wide administrative operations.*
- *Ensure agency compliance with legal, regulatory, and audit requirements.*
- *Prepare reports, impact statements, and recommendations.*
- *Develop, revise, and implement administrative and operational policies.*
- *Supervise managers, supervisors, professional, and clerical staff.*
- *Manage major programs or business functions aligned with agency missions.*
- *Monitor operational performance and implement corrective actions.*
- *Coordinate agency-wide initiatives involving multiple internal units.*
- *Foster collaboration, accountability, and ethical standards.*
- *Develop program goals, objectives, performance metrics, and success criteria.*
- *Conduct administrative, policy, and operational research.*
- *Analyze statistical, financial, and program data.*
- *Analyze organizational structure, workflows, and staffing patterns.*
- *Research, analyze, and interpret state and federal laws, regulations, and policies.*
- *Develop, justify, and administer agency or divisional budgets to include monitoring expenditures, allotments and fiscal controls.*

NEBRASKA

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COMPETENCIES

- **Organizational Agility:** Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.
- **Dealing With Ambiguity:** Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
- **Process Management:** Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.
- **Composure:** Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.
- **Organizing:** Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently arranges information and files in a useful manner.
- **Customer Focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.
- **Comfort Around Higher Management:** Can deal comfortably with more senior managers; can present to more senior managers without undue tension and nervousness; understands how senior managers think and work; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches likely to be seen as appropriate and positive.

- **Action Oriented:** Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.
- **Planning:** Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.
- **Problem Solving:** Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
- **Integrity and Trust:** Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.
- **Written Communications:** Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect.
- **Approachability:** Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower, getting informal and incomplete information in time to do something about it.
- **Patience:** Is tolerant with people and processes; listens and checks before acting; tries to understand the people and the data before making judgments and acting; waits for others to catch up before acting; sensitive to due process and proper pacing; follows established process.
- **Peer Relationships:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers.

SMART Goal Prompting Questions

Plan, direct, and coordinate agency or division-wide administrative operations

- What actions could you take to improve the efficiency, coordination, consistency, or effectiveness of agency or division-wide administrative operations?
- How will you measure success, such as reducing processing times, improving service levels, completing initiatives on schedule, or reducing operational issues?
- What planning tools, workflow processes, communication methods, or performance-monitoring practices could strengthen administrative operations?
- How does effective administrative coordination support the agency's mission and organizational priorities?
- By what date or operational cycle will you aim to implement and measure an improvement in administrative operations?

Ensure agency compliance with legal, regulatory, and audit requirements

- What strategies could you use to strengthen compliance with legal, regulatory, policy, and audit requirements?
- How will you measure success, such as reducing audit findings, improving compliance rates, or completing corrective actions on schedule?
- What compliance checklists, monitoring processes, training, or internal controls could strengthen compliance efforts?
- How does effective compliance management support accountability, risk reduction, and public trust?
- By what date or audit/compliance cycle will you aim to improve a specific compliance process?

Prepare reports, impact statements, and recommendations

- What actions could you take to improve the accuracy, clarity, timeliness, and usefulness of reports, impact statements, and recommendations?
- How will you measure success, such as reducing revisions, meeting reporting deadlines, improving decision-maker satisfaction, or increasing the use of recommendations?
- What data-analysis methods, reporting templates, research tools, or quality-control processes could strengthen your work?
- How do well-developed reports and recommendations support informed organizational decision-making?

- By what date or reporting cycle will you aim to improve a specific reporting or recommendation process?

Develop, revise, and implement administrative and operational policies

- What steps could you take to improve the clarity, consistency, effectiveness, or relevance of administrative and operational policies?
- How will you measure success, such as reducing policy-related questions, improving compliance, shortening implementation time, or receiving positive stakeholder feedback?
- What policy-review schedules, stakeholder input, research, or communication strategies could strengthen policy development?
- How do clear and current policies support consistent operations and effective service delivery?
- By what date or policy-review cycle will you aim to develop, revise, or implement a specific policy improvement?

Supervise managers, supervisors, professional, and clerical staff

- What actions could you take to improve supervision, accountability, employee development, and performance across the teams you oversee?
- How will you measure success, such as improving completion of performance goals, increasing employee development participation, reducing recurring
- performance issues, or improving engagement?
  What coaching practices, performance-management tools, delegation strategies, or feedback processes could strengthen supervision?
- How does effective supervision contribute to employee performance and achievement of agency goals?
- By what date or performance cycle will you aim to implement and evaluate a specific supervisory improvement?

Manage major programs or business functions aligned with agency missions

- What strategies could you use to improve the efficiency, quality, or outcomes of a major program or business function?
- How will you measure success, such as achieving program targets, reducing costs, improving service levels, or increasing stakeholder satisfaction?
- What project-management tools, performance measures, process improvements, or resource strategies could strengthen program management?
- How does effective management of major functions contribute to the agency's mission and strategic priorities?
- By what date or program cycle will you aim to achieve a measurable improvement in a specific program or business function?

Monitor operational performance and implement corrective actions

- What actions could you take to improve the monitoring of operational performance and the timely resolution of identified problems?
- How will you measure success, such as reducing performance gaps, shortening corrective-action timelines, or improving key performance indicators?
- What dashboards, reports, review processes, root-cause analysis, or accountability mechanisms could strengthen performance monitoring?
- How does timely corrective action improve organizational effectiveness and service delivery?
- By what date or performance-review cycle will you aim to improve a specific operational performance measure?

Coordinate agency-wide initiatives involving multiple internal units

- What steps could you take to improve coordination, communication, and accountability when implementing initiatives across multiple organizational units?
- How will you measure success, such as meeting milestones, reducing delays, improving participation, or completing initiatives within established timelines?
- What project-management tools, communication plans, shared timelines, or cross-functional teams could strengthen coordination?
- How does effective cross-unit collaboration support successful implementation of agency priorities?
- By what date or project milestone will you aim to improve coordination for a specific agency-wide initiative?

Foster collaboration, accountability, and ethical standards

- What actions could you take to strengthen collaboration, accountability, transparency, and ethical practices within your organization?
- How will you measure success, such as improving team participation, increasing completion of commitments, reducing recurring issues, or improving employee or stakeholder feedback?
- What communication practices, leadership expectations, recognition strategies, or accountability processes could reinforce these standards?
- How do collaboration and ethical leadership contribute to organizational effectiveness and public trust?
- By what date or organizational cycle will you aim to implement and evaluate a specific improvement?

Develop program goals, objectives, performance metrics, and success criteria

- What strategies could you use to develop clearer, more measurable, and more meaningful program goals and performance measures?
- How will you measure success, such as increasing the percentage of goals with measurable outcomes, improving reporting accuracy, or achieving targeted performance improvements?
- What performance-management frameworks, stakeholder input, baseline data, or dashboards could strengthen goal-setting?
- How do well-defined goals and metrics support accountability and informed decision-making?
- By what date or planning cycle will you aim to establish or improve a specific set of program measures?

Conduct administrative, policy, and operational research

- What actions could you take to improve the quality, efficiency, and practical application of administrative, policy, and operational research?
- How will you measure success, such as reducing research time, improving the quality of recommendations, or increasing the use of research in decision-making?
- What research methods, data sources, benchmarking, stakeholder interviews, or analytical tools could strengthen your research?
- How does reliable research support sound policy and operational decisions?
- By what date or decision-making cycle will you aim to complete and apply a specific research project?

Analyze statistical, financial, and program data

- What steps could you take to improve the accuracy, efficiency, and usefulness of statistical, financial, and program-data analysis?
- How will you measure success, such as reducing reporting errors, shortening analysis time, identifying trends earlier, or improving the quality of management decisions?
- What analytical tools, dashboards, data-validation processes, or visualization techniques could strengthen your analysis?
- How does effective data analysis support resource allocation, performance management, and strategic decision-making?
- By what date or reporting cycle will you aim to improve a specific data-analysis process or capability?

Analyze organizational structure, workflows, and staffing patterns

- What strategies could you use to evaluate and improve organizational structures, workflows, workload distribution, or staffing patterns?

- How will you measure success, such as reducing bottlenecks, improving workload balance, shortening processing times, or increasing productivity?
- What process-mapping, workload analysis, staffing data, benchmarking, or employee feedback could strengthen your evaluation?
- How does effective organizational design contribute to efficiency, employee performance, and service delivery?
- By what date or organizational review cycle will you aim to complete and implement a specific improvement?

Research, analyze, and interpret state and federal laws, regulations, and policies

- What actions could you take to improve the accuracy, timeliness, and practical application of legal and regulatory research?
- How will you measure success, such as reducing compliance questions, improving policy interpretations, identifying changes earlier, or reducing compliance risks?
- What legal research tools, regulatory monitoring processes, reference materials, or consultation practices could strengthen your work?
- How does accurate interpretation of laws and regulations support compliant and consistent agency operations?
- By what date or regulatory review cycle will you aim to improve a specific legal or regulatory monitoring process?

Develop, justify, and administer agency or divisional budgets

- What strategies could you use to improve budget development, justification, expenditure monitoring, and fiscal controls?
- How will you measure success, such as improving budget accuracy, reducing variances, increasing timely expenditure reporting, or identifying savings opportunities?
- What forecasting tools, expenditure reports, budget controls, or regular financial reviews could strengthen fiscal management?
- How does effective budget administration support responsible stewardship of public resources and achievement of agency priorities?
- By what date or fiscal/budget cycle will you aim to improve a specific budgeting or fiscal-management process?