



**STATE OF MONTANA
SECRETARY OF STATE'S OFFICE
JOB DESCRIPTION AND EVALUATION**

SECTION I - Identification

Working Title: Records & Information Mgmt. Deputy **Department: Secretary of State**

Job Code Number: 113116 **Division: Records**

Job Code Title: Administrative Services Manager **Section and Unit: Records**

Pay Band: 6 **Work Address and Phone:
1320 Bozeman St., Helena, MT
444-9009**

Position Number: 32166506 **FLSA Exempt**
 FLSA Non-exempt

Profile Produced By: **Date: July 2014**

Description of the work unit:

The Secretary of State is one of six executive branch officers originally designated by the Montana Constitution of 1889. The duties of the secretary of state include: interpreting state election laws and overseeing elections; maintaining the official records of the executive branch and the acts of the legislature; reviewing, maintaining, and distributing public-interest records of businesses and nonprofit organizations; filing, publishing, and maintaining administrative rules adopted by state departments, boards, and agencies; attesting to the governor's signature on executive orders, proclamations, resolutions, extradition papers, and appointments; preserving the state seal; filing and maintaining records of secured financial transactions, such as liens; serving on the state Board of Land Commissioners and the Board of Examiners; and commissioning notaries public. The Secretary of State's office is divided into five work units: Elections; Business Services; Executive Services; Administrative Rules and Notary Services; and Records and Information Management.

The RIM Division is responsible for establishing guidelines for inventorying, cataloging, retaining, and transferring all public records of state agencies; reviewing and analyzing all state agency filing systems, establishing and operating the state records center to store and service public records not retained in office space; ensuring the protection and storage of essential records; gather and disseminate information on all phases of records management for the efficient and economical management of records; operating a central filming unit for all records as needed or required; and adopting rules regarding management of public records. The Division assists and advises others on the establishment of records management procedures.

Purpose of the job:

This position serves as the Manager of the State Records and Information Management Division, including the State Records Center, and is a Deputy to the Montana Secretary of State. The position serves on the Executive Management team and is responsible for statewide records management policies, operations and administration. This position also serves as the State Records Manager and presides over the State Records Committee. The position manages a staff of 7.5 FTE including 2 subordinate supervisors. This position reports directly to the Chief Deputy.

SECTION II - Major Duties or Responsibilities

1. Duties

A. Records and Information Management Program Planning and Development- 40%

1. Develops Records and Information Management (RIM) strategic plan and direction using knowledge of the goals and objectives of the SOS, current technology and trends in the field of Records Management, policies and direction of the Legislature, the State Records Committee, the Secretary of State, and records management stakeholders, and the ability to coordinate diverse and complex records/information management elements into an integrated strategy.
2. Develops short and long-term plans and agency objectives to ensure that records management operations and functions remain current with state standards; and develops effective implementation plans for new methods, strategies, rules and laws. Determines alterations necessary to improve services, determine and carry out legislative intent, ensure efficiency and effectiveness through fiscal analysis and strategies, and assess impacts on SOS, customers, the public and other parties. Coordinates this process with the Secretary of State, the executive management team, and other state and private entities.
3. Develops, establishes, and/or recommends policies and procedures to ensure that records management operations and services are efficient and effective in meeting overall SOS performance goals, and that services are responsive to customer needs and requirements.
4. Establishes guidelines for, and reviews and approves state and agency level records management procedures and systems. Provides guidance and technical assistance as needed.
5. Estimates personnel, resources, equipment and other operational costs for the RIM Division. Prepares RIM Division budget and works with Chief Fiscal Officer to obtain approval, monitors budget allocation throughout the fiscal year, provides projections on various aspects of the RIM budget, recommends adjustments as necessary, and ensures RIM budget is not over spent.
6. Develops, presents and justifies strategic policy and program recommendations to the Secretary of State and Chief Deputy to advance records management operations.
7. Provides professional records management consultation and expertise as a member of the SOS executive management team to identify priorities, solve problems, and achieve performance goals. The incumbent's role is to provide leadership and direction regarding all Records Management functions and responsibilities.

B. State Records Manager

20%

1. Represents the Secretary of State's Office as the Montana State Records Manager, and serves as presiding officer to the State Records Committee. Oversees and directs this committee in response to state records retention schedule development and maintenance, disposition of state records, and in transfers of historic state agency records to appropriate parties or entities.
2. Develops and recommends legislation in response to a wide variety of issues affecting key functions of the Records Management Division. This involves evaluating current statutes and rules; researching and evaluating alternatives; developing legislative proposals; and monitoring legislative processes. May be called upon to testify before legislative committees, respond directly to legislative information requests, and provide professional expertise and advice as requested by the Secretary of State. Provides the Secretary of State with rulemaking and legislative recommendations based on analysis of State Records Committee issues or concerns, the needs of the Records Management Division or strategic objectives of the Office.
3. Conducts advanced research to gain an understanding of complex, critical and sometimes controversial state and national records management issues using reports, studies, trend analyses, historical data, and interpretation of state and federal laws. The incumbent applies this research and analysis to work performed with the State Records and other committees and working groups, and to internal SOS RIM program planning and development.
4. Serves on a variety of state and local government committees and working groups including Local Government Records committees and associations, Interim Legislative Committees, Federal Emergency Management committees, and Essential Records committee for continuity planning. Delegates committee work or related research to RIM staff, when appropriate.
5. Provides education and outreach through training, promoting the concept and operations of effective records management, and participation in agency specific consultations. This involves presenting a variety of training sessions to state agencies and local governments, presenting information at meetings, participating in pilot projects, planning and testing of new procedures or equipment, and providing support and expertise on the preparation of agency guidance documents. Agency consultations may involve areas including emerging technologies, protection and preservation issues, electronic content management, statutory and legislative topics, disaster recovery, records security, fees, new policies, etc.

C. RIM Division Operations and Staff Management

30%

1. Manages and provides oversight of daily operations and services of the Records and Information Management Division including administrative, Records Center (warehouse), and document conversion sections staff.
2. Establishes and implements appropriate organizational structure, work flow, compliance, production, continuity, and project timelines to ensure services.

Establishes and modifies positions as necessary, and establishes appropriate staffing level. Recommends and justifies requests for additional personnel, recruits and hires employees, and ensures proper training and orientation of new employees.

3. Allocates the budget in a fiscally responsible manner for the RIM Division. Analyzes and evaluates historical information, needs assessments, work plans, and the continual development of means to promote the services of RIM cost commensurate to term contracts, emergency management, performance management, resource allocation, priorities, revenue projections and operating costs and the direction of the Secretary of State. Monitors RIM budgets and budget projections as well as performance indicators to ensure program efficiency. Develops and implements corrective actions as necessary to ensure budget solvency.
4. Develop proposals for improving RIM services and creating efficiencies through collaboration with the SOS executive management team, the Secretary of State, peer agency records managers, and through consideration of trends in information technology and related issues.
5. Determines and fulfills equipment procurement needs of the Division including responsibility for developing or approving alternatives or specifications, ensuring compliance with SOS procurement practices, developing budget justifications and submitting requests or proposals to the Secretary of State, and ensuring maximization of resources.
6. Directly manages subordinate supervisors and support staff (7.5 FTE) by reviewing and revising overall work plans, priorities, and procedures and monitoring progress through meetings and consultations. Conducts staff meetings, disseminates data, and promotes information exchange for support and advancement of the SOS Office mission and Division goals.
7. Allocates human resources and FTE authority for RIM programs based on legislative intent, work unit goals, available and projected resources, and other factors to achieve the most cost-effective and efficient organizational structure to carry out objectives and provide services. Oversees subordinate supervisors' work plans, procedures and monitoring of staff.
8. Evaluates the performance of subordinate staff and completes competency based performance evaluations. Conducts regular sessions with individual employees to improve communication and evaluate and discuss performance issues and results. Works to build team cohesiveness and collaborates with staff supervisors. Determines, approves, and/or monitors corrective actions including discipline and termination, working closely with SOS Human Resource Officer to ensure consistency in application of disciplinary actions.

D. Deputy Secretary of State

5%

1. Performs managerial work as a Deputy within the Secretary of State's Office. This involves serving on the Executive management team, and working extensively with other management team members to analyze, review and initiate processes that impact staffing, work priorities, workflow and the budget of the Office of the Secretary of State.
2. Serves as Deputy of the Records and Information Management Division within the Office of the Secretary of State, and has a significant role in agency budget

development, management systems development and agency problem resolution. The individual in this position will participate in management meetings, advise on internal workflow processes, inform management of issues that may potentially impact the office, and review and analyze office procedures and policies. Participates in the legislative process as needed.

E. Other Duties:

5%

This position performs a variety of other duties as assigned by the Secretary of State or as necessary to define and fulfill the SOS office mission and work unit objectives. This includes exchanging information with consultants, agency staff, and the public; providing training, education and professional guidance; directing special projects; representing the Secretary of State's office on multi-state working groups and committees; and performing a variety of other duties as directed by the elected official or Chief Deputy.

2. Specific examples of problems solved, decisions made, or procedures followed when performing the most frequent duties of this position include:

Problems and decisions relate to developing and implementing the overall direction and strategies for Records Management within the Office of the Secretary of State and statewide for state agencies and local governments. This work is done in collaboration with working groups and committees and also through close collaboration with the Secretary of State. Decisions involve planning, analyzing and administering the Office's records management functions, including development of new approaches and solutions to the most complex records issues, projecting records management needs and responding to trends and best practices in the field of records management, conducting long and short term planning and goal setting, and ensuring cost effectiveness of operations. This position experiences diverse and complex problems (administrative, legal, legislative, historical, etc.) associated with governmental records, disaster recovery and essential records management planning, emergency management, electronic records management, continuity planning, and is involved in all aspects of records management statewide.

3. Guidelines, manuals, or written procedures that support this position include:

Available guidelines, manuals, and written procedures available to the incumbent include state records retention schedules and guidelines, MCA, federal disaster planning and emergency management statutes and regulations, local government policies and practices, administrative rules, and internal policies, practices and procedures. Statewide records management committees, working groups, and peer records managers are available for collaboration and assistance.

4. Which of the duties and/or specific tasks listed above are considered "essential functions" that must be performed by the incumbent in this position (with or without reasonable accommodations)?

The following duties are considered essential functions because they require specialized expertise and skill and are the primary reasons the job exists:

- Duty A: Records and Information Management Program Planning and Development
- Duty B: State Records Manager
- Duty C: Rim Division Operations and Staff Management
- Duty D: Deputy Secretary of State

The following mental and physical demands are associated with these essential functions:

Physical:

- Light lifting (less than 10 lbs.)
- Carrying light items (papers, books, small parts)
- Remaining seated for extended periods of time, with occasional walking, standing, and bending
- Traveling within the state to project locations, and traveling out-of-state by airline to national conferences and meetings
- Operating a personal computer
- Communicating in writing, in person, and over the phone

Mental:

- Dealing with the public on a regular basis
- Ability to multi-task
- Meeting demands for accuracy in all aspects of work
- Ability to meet inflexible deadlines
- Computing arithmetic operations
- Comparing data
- Compiling information
- Analyzing, synthesizing
- Coordinating
- Negotiating
- Instructing

5. Does this position supervise others? Yes
 No

Number of employees directly supervised: 4
 Complexity level of the positions supervised: 4,4,3,3
 Position number(s) of those supervised: 66505, 66504, 66507, 66032

6. This position is responsible for:

- Hiring Firing Supervision Pay Level
 Promotions Discipline Performance Management
 Other:

SECTION III - Minimum Qualifications

Critical knowledge and skills required for this position:

KNOWLEDGE:

This position requires extensive knowledge of the concepts and theories of management including strategic planning, work planning and performance management, operational and program planning organizational development, project management, and governmental organizational structure including fiscal planning and management; records information systems, information systems management; and public administration. This position also requires advanced knowledge of the legislative process, negotiation and mediation techniques, public relations and communication, governmental accounting and budgeting, administrative processes, managerial principles and practices, State personnel policies and procedures, organizational theory, employment law and records management program requirements. In addition, this position requires advanced knowledge of information technology systems, trends and best

practices in records management, federal emergency management planning, continuity planning and electronic records security practices.

SKILLS:

This position requires skills in management planning and budgeting, personnel management and information technology relative to the field of records management; the position also requires exceptional verbal and written communication skills. The position requires skill in developing comprehensive management programs from the analysis of statewide needs and resources, skill in assessing rapidly changing technological, economic, and legal issues; skill in developing long-range strategic plans based on sound management theory; and skill in assessing complex issues and determining their impacts on diverse state and local government operations and activities.

Behaviors required to perform the duties of the position:

Verbal communication:

- Keeps appropriate individuals informed
- Listens to others respectfully, understands or seeks clarification, and responds appropriately demonstrating tact and diplomacy.
- Expresses thoughts and ideas clearly
- Maintains a positive work atmosphere by behaving and communicating in a manner that promotes cooperation with customers, clients, co-workers and managers.

Written communication:

- Writes clearly, logically, and effectively using proper style, tone, grammar, spelling, and punctuation.
- Written work products are appropriate to the intended audience.

Flexible at Work:

- Responds positively to changes in direction, priorities, responsibilities, personnel, or assignments.
- Works effectively in a variety of situations and with a variety of individuals or groups.
- Maintains composure and displays restraint when faced with opposition, stress, or hostility from others.

Working with Others:

- Relates to others in an open and accepting manner; is approachable
- Offers and accepts opinions constructively
- Adjusts to how individuals and work unit will react
- Treats others with respect
- Constructively resolves disagreements
- Is open to others' ideas and gives credit and recognition to others
- Strives to create a positive work climate and energizes and inspires others to do their best

Responsive to Work Needs:

- Willing to perform different jobs, cross-train, or assist wherever needed
- Is aware of co-worker workload and responds accordingly.

Initiative:

- Takes effective and appropriate action to perform job duties without being reminded
- Willingly accepts more responsibility or more work

- Suggests improvements and new ideas, technologies, and approaches to the workflow and Division needs
- Willingly applies new and evolving ideas, methods, designs, and technologies as changes arise in the office

Efficiency and Focus:

- Uses time effectively and prioritizes tasks
- Is aware of workload and makes appropriate adjustments to meet deadlines and complete tasks
- Handles interruptions or distractions and stays on task
- Achieves goals

Accuracy:

- Ensures accuracy of work and makes corrections in a timely manner
- Is conscientious and monitors own quality of work

Attendance:

- Arrives on time for work and demonstrates good attendance record

Organizational Awareness:

- Understands and follows the rules, policies, and laws that govern their work
- Identifies key decision-makers; understands and respects the balance of authority
- Acts in accordance with the State Ethics Policy
- Represents self and the office in a professional manner

Leadership Behaviors -

Sets Direction:

- Effectively sets the direction for the work unit
- Understands, promotes, and contributes to the mission of the agency.
- Provides staff with clear expectations and validates their performance
- Encourages subordinates and directs work group toward common goal

Working with Employees:

- Trains and coaches others, rectifies job-related problems, promotes team cooperation, and improves effectiveness within the work unit.
- Models expected behaviors and leads by example
- Acts as a resource to others by sharing ideas and best practices
- Mentors others to help them grow professionally
- Gains the respect of others, maintains confidentiality, and inspires others to do their best.

Education and experience:

Check the box that indicates the minimum level of education needed for this job.

- No education required
- High school diploma or equivalent
- 1 year job-related college or vocational training
- 2 year job-related college or vocational training
- College degree (Bachelor's)
- Post-graduate degree or equivalent (e.g. Master's, JD)

List the acceptable fields of study or necessary knowledge and skills: Information Technology, Business Administration, Public Administration or a field directly related to the study of Records and Information Management.

List any other training, certification, or licensing required:

Check the box that indicates the minimum amount of job-related work experience needed as a new employee on the first day of work.

- Limited (0 to 1 years of job-related work experience)
- 1 to 2 years of job-related work experience
- 3 to 4 years of job-related work experience
- 5 or more years of job-related work experience

Other specific experience needed for this job: The experience necessary for success in this position must be progressively responsible management experience overseeing a records management operation with a broad customer base or information technology systems related to the field of records management.

This agency will accept alternative methods of obtaining necessary qualifications:

- Yes**
- No**

Acceptable alternative qualifications include: Management experience including staff supervision in a records management facility or operation may be substituted for education on a year for year basis.

SECTION IV – Other Important Job Information

Work is performed in a normal office and warehouse environment and is involved in all aspects of the state Records and Information Management Program inclusive of all its components. Work hours may vary when responsive to deadlines, emergencies, service requests, or other fluctuations in normal work volumes and achievements. This position requires in state and out of state travel to attend meetings, conduct training, and to meet diverse customer needs.

SECTION V – Signatures

My signature below (typed or hand written) indicates the statements in Section I to IV are accurate and complete.

Employee:

Signature Title Date

Chief Deputy:

Signature Title Date

Department Designee:

Signature

Title

Date