

# **DRAFT DACUM Competency Profile for**

## **Administrative and Financial Operations Manager**

May 10-11, 2011

### **Produced by:**

California Institute for Mental  
Health  
2125 19<sup>th</sup> Street, 2<sup>nd</sup> Floor  
Sacramento, CA 95818  
(916) 556-3480

California Mental Health  
Planning Council  
Human Resources Project  
1600 9<sup>th</sup> Street  
Sacramento, CA 95814  
(916) 651-8169

## DACUM PANEL MEMBERS

Celia Allen  
Assistant Chief Fiscal Officer, Marin County  
20 North San Pedro Rd., Suite 2028  
San Rafael, CA 94903  
[callen@co.marin.ca.us](mailto:callen@co.marin.ca.us)  
(415) 507-2658

Tanya Bratton  
Deputy Director, Administrative Services, San Bernardino County  
268 West Hospitality Lane, Suite 400  
San Bernardino, CA 92415  
[tbratton@dbh.sbcounty.gov](mailto:tbratton@dbh.sbcounty.gov)  
(909) 382-3029

Melissa Chilton  
Budget Specialist, Humboldt County  
507 F Street  
Eureka, CA 95501  
[mchilton@co.humboldt.ca.us](mailto:mchilton@co.humboldt.ca.us)  
(707) 441-5446

Jana Drazich  
Finance Manager, Contra Costa County  
50 Douglas Drive, Suite 320-D  
Martinez, CA 94553  
[Jana.Drazich@hsd.cccounty.us](mailto:Jana.Drazich@hsd.cccounty.us)  
(925) 957-5530

Marlene Gold  
Director of Finance, Alameda County  
2000 Embarcadero Cove, Suite 400  
Oakland, CA 94606  
[MGold@acbhcs.org](mailto:MGold@acbhcs.org)  
(510) 567-8035 Tie. 38035

Tess Lapira  
Policy and Financial Analyst, Solano County  
275 Beck Avenue, MS 5-210  
Fairfield, CA 94533  
[tlapira@solanocounty.com](mailto:tlapira@solanocounty.com)  
(707) 784-8584

Michael Lucid  
Administrative Services Officer II, Sonoma County  
3322 Chanate Road  
Santa Rosa, CA 95404  
[mlucid@sonoma-county.org](mailto:mlucid@sonoma-county.org)  
(707) 565-4878

Cheryl Miller  
Management Analyst II, Monterey County  
1270 Natividad Road, Room 148  
Salinas, CA 93906  
[millerca@co.monterey.ca.us](mailto:millerca@co.monterey.ca.us)  
(831) 755-8974

Kristin Neal  
Solano County  
275 Beck Avenue, MS 5-210  
Fairfield, CA 94533  
[ksneal@solanocounty.com](mailto:ksneal@solanocounty.com)  
(707) 784-8408

Martha Paine  
Director, General Fund Budget Services,  
Santa Clara County  
645 S. Bascom Avenue  
San Jose, CA 95128  
[Marth.paine@hhs.co.santa-clara.ca.us](mailto:Marth.paine@hhs.co.santa-clara.ca.us)  
(408) 885-6860

Bianca Harrison, CMA  
Department Fiscal Officer II, Plumas County  
270 County Hospital Road, #109  
Quincy, CA 95971  
[bharrison@kingsview.org](mailto:bharrison@kingsview.org)  
(530) 283-6307

Sharon Robinson  
Asst. Director Planning and Development,  
Merced County  
P.O. Box 2087  
Merced, CA 95344  
[SRobinson@co.merced.ca.us](mailto:SRobinson@co.merced.ca.us)  
(209) 381-6803

Mark Ksenzulak  
MHSA Account Technician III, Calaveras  
County  
891 Mountain Ranch Road, Dept. 127  
San Andreas, CA 95249  
[mksenzulak@co.calaveras.ca.us](mailto:mksenzulak@co.calaveras.ca.us)  
(209) 754-2816

Lisa Snyder  
Account Technician III, Calaveras County  
891 Mountain Ranch Road, Dept. 127  
San Andreas, CA 95249  
[lsnyder@co.calaveras.ca.us](mailto:lsnyder@co.calaveras.ca.us)  
(209) 754-6525

### **DACUM FACILITATORS**

Brian Keefer  
California Mental Health Planning Council  
Human Resources Project  
1600 9th Street  
Sacramento, CA 95814  
[Brian.keefe@dmh.ca.gov](mailto:Brian.keefe@dmh.ca.gov)

Adrienne Shilton  
California Institute for Mental Health  
2125 19<sup>th</sup> Street, 2<sup>nd</sup> Floor  
Sacramento, CA 95818  
[ashilton@cimh.org](mailto:ashilton@cimh.org)  
(916) 556-3480 ext. 148

### **Acronyms Used**

TBD

### **Tools, Equipment, Supplies and Materials**

Desktop computers  
Notebook computers  
Accounting Software  
Data base user interface and query software  
Electronic mail software

Financial analysis software  
Personal digital assistant PDAs or  
organizers  
Spreadsheet software

### **Recommended Training Topics**

“Audit without tears” – audit prep  
“Cost report without tears”  
Annual update on law and regulations  
Billing Pathways  
Case rates

Cost report (and real world strategies)  
Cross-training module  
Externships – consumer and fin funds  
Facilitate meetings  
FQHC financing

Funding modules  
Government accounting  
Government forms completion  
Healthcare reform financing  
History of funding streams  
How to manage in complex organizations  
Leadership Training  
Managing anxiety  
Managing care – case rates  
Managing conflict as a team

Managing meetings  
Mentoring – how to mentor  
Mock cost report tool  
Networking and leadership  
Personnel supervision  
Politics – Board presentations  
Future of funding streams  
Strategies for reporting  
Team building  
Time management

### **Future Trends, Issues and Concerns**

Agency conveyance  
Audit challenges  
Billing – FQHC/primary care  
Lack of career ladders for fiscal staff  
Everything comes back to fiscal staff  
Communication – how information is interpreted  
Competitive pay needed  
Difference between small and large counties  
Guest speaking  
What Health care reform “looks like”  
Health plan being transitional in and out  
How is mental health care going to be financed?  
Integration  
Medi-Cal reform, funding and cost report  
Messaging change to leaders

Messaging our story  
Not nimble – timelines are short  
One level in a Small County  
Parallels AODs/MHs growing services and staffing up  
Pharmacy  
Profession is hidden  
Realignment II  
Resolve issues from the past  
Responsible but no authority  
Succession Planning  
Titles are not aligned with function  
Use of interns and retirees to offset future demand  
Where is my organization going? Internal changes

### **General Knowledge, Skills and Abilities**

#### **Knowledge**

- **Customer and Personal Service** — Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- **Administration and Management** — Knowledge of business and management principles involved in strategic planning, resource allocation, human resources
- **Economics and Accounting** — Knowledge of economic and accounting principles and practices, the financial markets, banking and the analysis and reporting of financial data.
- **Mathematics** — Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

- **Clerical** — Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.
- **Law and Government** — Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.
- **Personnel and Human Resources** — Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.
- **Education and Training** — Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.
- **Communications and Media** — Knowledge of media production, communication, and dissemination techniques and methods. This includes alternative ways to inform and entertain via written, oral, and visual media.
- **Telecommunications** — Knowledge of transmission, broadcasting, switching, control, and operation of telecommunications systems.
- **Clerical** — Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.
- **Law and Government** — Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.

## Skills

- **Active Listening** - Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at
- **Speaking** - Talking to others to convey information effectively.
- **Writing** - Communicating effectively in writing as appropriate for the needs of the audience.
- **Reading Comprehension** - Understanding written sentences and paragraphs in work related documents.
- **Judgment and Decision Making** - Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- **Critical Thinking** - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- **Monitoring** - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
- **Complex Problem Solving** - Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.
- **Time Management** — Managing one's own time and the time of others.
- **Coordination** — Adjusting actions in relation to others' actions.
- **Management of Personnel Resources** — Motivating, developing, and directing people as they work, identifying the best people for the job.
- **Persuasion** — Persuading others to change their minds or behavior
- **Service Orientation** — Actively looking for ways to help people.

- **Social Perceptiveness** — Being aware of others' reactions and understanding why they react as they do.
- **Learning Strategies** — Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.
- **Systems Analysis** — Determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes.
- **Instructing** — Teaching others how to do something.
- **Mathematics** — Using mathematics to solve problems.
- **Management of Financial Resources** — Determining how money will be spent to get the work done, and accounting for these expenditures.
- **Quality Control Analysis** — Conducting tests and inspections of products, services, or processes to evaluate quality or performance.

### Abilities

- **Oral Expression** - The ability to communicate information and ideas in speaking so others will understand.
- **Problem Sensitivity** - The ability to tell when something is wrong or is likely to go wrong.
- **Deductive Reasoning** - The ability to apply general rules to specific problems to produce answers that make sense.
- **Speech Clarity** - The ability to speak clearly so others can understand you
- **Oral Comprehension** - The ability to listen to and understand information and ideas presented through spoken words and sentences.
- **Written Comprehension** - The ability to read and understand information and ideas presented in writing.
- **Oral Expression** - The ability to communicate information and ideas in speaking so others will understand.
- **Oral Comprehension** - The ability to listen to and understand information and ideas presented through spoken words and sentences.
- **Written Comprehension** - The ability to read and understand information and ideas presented in writing.
- **Written Expression** - The ability to communicate information and ideas in writing so others will understand.
- **Coaching and Developing Others** — Identifying the developmental needs of others and coaching, mentoring, or otherwise helping others to improve their knowledge or skills.
- **Training and Teaching Others** — Identifying the educational needs of others, developing formal educational or training programs or classes, and teaching or instructing others.
- **Developing Objectives and Strategies** — Establishing long-range objectives and specifying the strategies and actions to achieve them.
  - develop policies, procedures, methods, or standards
- **Resolving Conflicts and Negotiating with Others** — Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.

## Worker Characteristics/Behaviors

Convey & sustain a non-anxious presence	Good listening skills	Say yes differently
Tolerate governmental process	Good range of life experiences	Self awareness
Able to handle stress	Good sense of humor	Set appropriate boundaries
Absence of paternalism	Good writing skills	Simple to complex
Accepting of consumer staff/volunteers	Initiative to learn	Sit for long periods of time
Accounting	Integrity	Strong professional identity
Analytical	Know audience	Talk program and fiscal, and translate
Assertive	Listener	Team player
Bilingual skills preferred/not mandatory	Macro/micro view of things	“Techy”
Boiling down stuff – sell and communicate	Mature	Thick skin
Collaborative	Multitask	Trustworthy
Compassionate/empathetic	Openness	Understand boundaries and respects them
Conscientious	Patience	Understand essential role of multidisciplinary team
Controlling	Perceptive	Willing
Creative	Political savvy	Willing to consult with others
Culturally aware	Possess strong follow through	Willing to identify/adjust personal biases that impact ability to work with various populations
Cutting edge	Positive/hopeful	Willing to speak up about agency problems
Detail oriented	Problem solver	Willing to work “out of the office”
Engaging/open/friendly	Public speaking skills	
Firm	Punctual	
Flexibility	Pushy	
Game show host	Resiliency	
Good common sense/judgment	Respect others	

*The following is a listing of additional characteristics, knowledge areas, skills, and abilities to consider including in the DACUM. Please review and let us know if any of these “do not” describe characteristics, knowledge area, skills, or abilities that you feel are required to perform the functions of your occupation*

- **Selling or Influencing Others** — Convincing others to buy merchandise/goods or to otherwise change their minds or actions.
- **Getting Information** — Observing, receiving, and otherwise obtaining information from all relevant sources.
- **Interacting with Computers** — Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- **Performing for or Working Directly with the Public** — Performing for people or dealing directly with the public.
- **Establishing and Maintaining Interpersonal Relationships** — Developing constructive and cooperative working relationships with others, and maintaining them over time.
- **Making Decisions and Solving Problems** — Analyzing information and evaluating results to choose the best solution and solve problems.
- **Communicating with Persons Outside Organization** — Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.
- **Organizing, Planning, and Prioritizing Work** — Developing specific goals and plans to prioritize, organize, and accomplish your work.
- **Documenting/Recording Information** — Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form
- **Communicating with Supervisors, Peers, or Subordinates** — Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
  - conduct or attend staff meetings
- **Developing and Building Teams** — Encouraging and building mutual trust, respect, and cooperation among team members.
- **Evaluating Information to Determine Compliance with Standards** — Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.
- **Monitor Processes, Materials, or Surroundings** — Monitoring and reviewing information from materials, events, or the environment, to detect or assess problems.
- **Processing Information** — Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.
  - compile data for financial reports
- **Relevant Knowledge** — Keeping up-to-date technically and applying new knowledge to your job.
  - use government regulations
  - use negotiation techniques
- **Interpreting the Meaning of Information for Others** — Translating or explaining what information means and how it can be used.
- **Provide Consultation and Advice to Others** — Providing guidance and expert advice to management or other groups on technical, systems-, or process-related topics.
- **Judging the Qualities of Things, Services, or People** — Assessing the value, importance, or quality of things or people.
- **Analyzing Data or Information** — Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.
  - analyze financial data
  - analyze market conditions

- analyze operational or management reports or records
- conduct financial investigations
- identify financial risks to company
- **Guiding, Directing, and Motivating Subordinates** — Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.  
assign work to staff or employees
- **Coaching and Developing Others** — Identifying the developmental needs of others and coaching, mentoring, or otherwise helping others to improve their knowledge or skills
- **Scheduling Work and Activities** — Scheduling events, programs, and activities, as well as the work of others.
- **Thinking Creatively** — Developing, designing, or creating new applications, ideas, relationships, systems, or products, including artistic contributions.
- **Training and Teaching Others** — Identifying the educational needs of others, and teaching or instructing others.
- **Coordinating the Work and Activities of Others** — Getting members of a group to work together to accomplish tasks.
- **Developing Objectives and Strategies** — Establishing long-range objectives and specifying the strategies and actions to achieve them.  
develop policies, procedures, methods, or standards
- **Resolving Conflicts and Negotiating with Others** — Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others
- **Performing Administrative Activities** — Performing day-to-day administrative tasks such as maintaining information files and processing paperwork.
  - prepare reports for management
  - prepare required government reports
- **Staffing Organizational Units** — Recruiting, interviewing, selecting, hiring, and promoting employees in an organization.
- **Monitoring and Controlling Resources** — Monitoring and controlling resources and overseeing the spending of money.
  - develop budgets
  - develop management control systems
  - monitor credit extension decisions

# DACUM Competency Profile for an Administrative and Financial Operations Manager

Duties		← Tasks →				
<b>A</b>	<b>Financial Reporting</b>	A-1 Run and analyze monthly projections	A-2 Write management reports with trends/data/operational Stats	A-3 Analyze revenue for department	A-4 Review and approve financial reports for compliance audits	A-5 Conduct fiscal and grant reporting
		A-6 Analyze quarterly projections	A-7 Write and review MHSA reports	A-8 Conduct monthly reconciliation	A-9 Complete cost report	
<b>B</b>	<b>Budgeting</b> <i>(Function: Financial Mgmt)</i>	B-1 Prepare a draft of the department budgeting	B-2 Meet about the annual department budget – gaining information through meeting	B-3 Analyze projections	B-4 Monitor the budget	B-5 Work with program on the analysis of budget cuts
		B-6 Conduct State budget analysis	B-7 Make recommendations	B-8 Perform budget revise	B-9 Message on the budget	B-10 Ongoing budgeting
		B-11 Develop rate (rate to bill Medi-Cal and Medicare)				
<b>C</b>	<b>Public Policy</b>	C-1 Understand public policy	C-2 Liaison between county and county administrative office	C-3 Participate in Statewide committees, organizations, etc (CMHDA financial services)	C-4 Present (e.g. Board of Supervisors, Mental Health Board, Stakeholders)	C-5 Conduct, participate, and facilitate meetings
		C-6 Prepare and review Board of Supervisors agenda items	C-7 Fill in for the Agency Director at Board meetings	C-8 Prepare for Audit with mental health director	C-9 Challenge DMH to get claims	C-10 Liaison with county counsel
		C-11 Participate and be available for questions as contracts go to Board of Supervisors	C-12 Conduct, participate, and facilitate community meetings	C-13 Attend and present at Mental Health Board meetings	C-14 Attend and present at Public hearings	C-15 Respond to Mental Health Board requests
<b>D</b>	<b>Administrative</b>	D-1 Coordinate administration and finance	D-2 Work with college, manage work study program	D-3 Manager individualized employment program	D-4 Manage a volunteer program	D-5 Supervise vocational training program

**E**

**Contracts**  
(Function: Financial Mgmt)

D-6 Manage interns and work experience participants	D-7 Supervise practicum students			
E-1 Manage contracts – vendor service providers	E-2 Process budget development	E-3 Review contract agency financial information	E-4 Manage and maintain contractor relationships (fiscal)	E-5 Audit contractors
E-6 Quality control	E-7 Manage cost settlements with providers (for cost report)	E-8 RFP development	E-9 Write professional service agreements	E-10 Put together a contract document
E-11 Spectrum (purchasing)	E-12 Support the development of goals, outcomes, capacity/pay plan	E-13 Create a payment strategy (how contractor is paid)	E-14 Apply a contract maximum	E-15 Manage a variety of different contracts depending on types of services
E-16 Liaison with county counsel	E-17 Tracking (licenses, etc.)	E-18 Submit vendor cost report	E-19 Review scope of work (work with program staff, QI)	

**F**

**Audits**  
(Function: Financial Mgmt)

F-1 Oversee single audit	F-2 Provide numbers for annual external audit	F-3 Prepare for audit (site visit, material dissemination)	F-4 Conduct internal audits	F-5 Manage audit appeals
--------------------------	---	--	-----------------------------	--------------------------

**G**

**General Accounting**  
(Function: Financial Mgmt)

G-1 Approve purchase requests	G-2 Process payroll	G-3 Review and approve expenditures	G-4 Manage cash flow	G-5 Manage trust fund
G-6 Allocate costs	G-7 Conduct Year-end processes/closing	G-8 Prepare for and understand Deferrals/cash flow shortages	G-9 Maintain special trust funds, ensure no co-mingling of funds	G-10 Oversee accounts payable and receivable
G-11 Apply Inter-agency transfers/cost	G-12 Conduct fund transfers			

**H**

**Billing/Claiming**  
(Function: Financial Mgmt)

H-1 Manage Billing/ Collections	H-2 Determine eligibility	H-3 Monitor credentials (billing)	H-4 Monitor error corrections	H-5 Coordinate benefits (payer survey)
---------------------------------	---------------------------	-----------------------------------	-------------------------------	--

**I****Information Technology**

H-6 Denials management				
I-1 Information technology development	I-2 Quality Control	I-3 Respond to Ad hoc queries	I-4 Do data testing	I-5 Design (Code) cost reporting
I-6 Supervise IT staff	I-7 Develop Solutions	I-8 Reporting out problems	I-9 Use the technology	I-10 Analyze the information coming out of IT systems
I-11 Review for data integrity	I-12 Participate in county-to-county problem solving	I-13 Understand service function code	I-14 Assist program manager in the financing of program; present financial options	I-15 Give input on county financial package
I-16 Involved in the development of electronic health record	I-17 Attend trainings and CMHDA meetings	I-18 Attend joint CMHDA IT/FSC meeting quarterly	I-19 Understand how back-end evaluation feeds into annual evaluation	

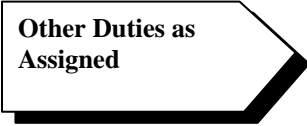
**J****Human Resources**

J-1 Supervise staff	J-2 Train staff	J-3 Plan for the future generation of fiscal staff	J-4 Conduct employee evaluations	J-5 Mediate
J-6 Recruit	J-7 Supervise off-site staff	J-8 Responsible for clerical support at clinic sites (report to Finance)	J-9 Teach	J-10 Hire
J-11 Develop employees (skill development, work experience)	J-12 Mentor; develop career goals, individual employment and education plan	J-13 Monitor clinical credentials, certifications	J-14 Recruit retirees	

**K****Program Support**

K-1 Train	K-2 Program planning – consumers have stakeholder groups, focus on assessing community need	K-3 Understand continuous quality improvement	K-4 Conduct project management	K-5 Mentor
K-6 Develop policy– analyze/review support and procedures	K-7 Write grant proposals – search and apply for grants	K-8 Write management decisions reports – cost/benefit analysis, position report	K-9 Manage controlled correspondence – procedural changes	K-10 Conduct training with program staff

K-11 Assist in Program implementation - planning	K-12 Internal quality control	K-13 Prepare for and conduct audit appeals	K-14 Report on grants - financing	K-15 Write and do purchase requests
K-16 Enhance revenue	K-17 Interpretation to implementation; understand how to make fiscal policy translate in program implementation	K-18 Control mechanisms and report	K-19 Justify why audit was incorrect; financial preparation/ Documentation; write up presentation; present	K-20 Direct service analysis
L-1 Oversee Club House	L-2 Make unique purchases	L-3 Take calls from clients (payments, billing issues)	L-4 Office management, safety officer duties and/or department facility oversight	

**L**  **Other Duties as Assigned**

*The following are additional Tasks for Financial Managers. Please review and let us know if any of these “do not” apply to the duties and functions identified during the DACUM process.*

- Prepare and file annual cost report and prepare financial information so that outside financial entities can review, audit, and inform.
- Prepare or direct preparation of financial statements, system activity reports, financial position forecasts, annual budgets, or reports required by regulatory agencies.
- Supervise employees performing financial reporting, accounting, billing, collections, payroll, and budgeting duties.
- Maintain current knowledge of organizational policies and procedures, federal and state policies and directives, and current accounting standards.
- Receive, record, and authorize requests for disbursements in accordance with company policies and procedures.
- Conduct or coordinate audits of accounts and financial transactions to ensure compliance with state and federal requirements and statutes.
- Monitor financial activities and details such as reserve levels to ensure that all legal and regulatory requirements are met.
- Monitor and evaluate the performance of accounting and other financial staff, recommending and implementing personnel actions, such as promotions and dismissals.
- Develop and maintain relationships with insurance and non-organizational accounting personnel to facilitate financial activities.