

MANAGEMENT CONSULTANT, SENIOR

KIND OF WORK

Advanced level professional work in the provision of management consultation.

NATURE AND PURPOSE

An employee in this class works in the Management Analysis Division of the Department of Administration which provides management consulting fee-based services to external agencies and other jurisdictions. Under administrative direction, an employee serves either as a team leader responsible for the provision of project management for the division's management consulting business, or a team member responsible for major, broad scope components of the consulting contract or when specialized expertise is required; performs related work as required. Only units which provide consulting services via a formal financial/contractual agreement to clients external to the department in which the unit is located may use this class. Units which provide consultative services to their own department may not use this class, but rather should use other classes. This class differs from the Management Consultant class in the complexity and size of projects assigned. The senior consultant will be assigned the lead role on the more complex projects.

EXAMPLES OF WORK (A position may not include all the work examples given, nor does the list include all that may be assigned.)

Markets the division's services so that work continues to be given to the division through monitoring conditions and changes in government that affect the consulting practice and needs for consulting services, maintaining networks to develop new clients, and initiating or participating in division marketing efforts.

Develops and manages contracts of great complexity, high risk, little precedent, significant media and legislative interest, large project teams, and/or broad impact with clients so that services are provided as required by the client. This is done through consulting with the client to explore the purpose and scope of the potential project; developing a customized proposal defining goals, objectives and tasks to be undertaken, estimating time and budget, products and deliverables; preparing fiscal notes for proposed legislative initiatives; developing or negotiating the final proposal details with the client; negotiating the formal consultation contract, including project scope and costs, and stipulating terms and conditions of project and methods of payment; developing formal financial/contractual agreement; monitoring of the project according to the contract, initiating and preparing contract amendment negotiations with the client when appropriate.

Develops and manages projects of great complexity, high risk, little precedent, significant media and legislative interest, large project teams, and/or broad impact so that the contract with the client is fulfilled. This is done by creating an overall project work plan to reflect client requirements and estimates of available time and resources; preparing a detailed work plan including specific responsibilities for individual consulting staff assigned to the project, establishing due dates and deliverables; managing the execution of the project through investigation and research, analysis, facilitation, feedback, persuasion, and implementation; monitoring staff time reporting for project control and billing purposes; executing the project within established hourly and dollar budget; providing project team members written descriptions of expectations, coordinating work activities, monitoring progress and providing ongoing performance feedback including post-project evaluations; monitoring the overall execution of the project.

Collaborates with other team members on projects with responsibility for major, broad scope components of the project or when specialized expertise is required so that the projects have the best resources available by providing assistance to the project manager in the areas of project development and management listed above.

Manages or collaborates with team members on special short-term, high-risk, sometimes highly confidential consultation projects for the Governor and agency heads so that potentially damaging events are averted and serious repercussions are minimized. This is done by formulating project scope, tactics, scheduling, and expected results with the director, assistant director and/or client; performing consulting responsibilities with due consideration given to confidentiality and sensitivity, including data collection, analysis, recommendations and/or crisis intervention and/or management; maintaining open communication channels as appropriate.

Investigates and researches management problems of other state agencies or local governmental entities to determine their scope using techniques such as process flow analysis, functional analysis, statistical analysis, surveys and questionnaires, focus groups, and individual interviews.

Analyzes available data to develop formal recommendations or informal advice through the application of comprehensive knowledge of analytical and management techniques.

Facilitates group process to identify problems, develop strategic and operational planning and problem solving through the application of organizational development and interactive group process techniques.

Communicates with the hiring agency or legislative body through written and/or verbal progress reports, one-to-one coaching, legislative testimony, and follow-up sessions to provide feedback on project results, persuade them to implement those results, discuss new agency developments, and potential additional consulting work.

Updates by appropriate study, personal knowledge of relevant state laws, rules, policies and procedures in the fields of finance, employee relations and administration, management theory and practice, so that the division operates with state-of-the-art management systems.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

Knowledge of:

State-of-the-art management theory and practices sufficient to provide advice and assistance to contracting agencies.

State government policies, procedures, processes, laws and rules, and general knowledge of the administrative areas of government, including employee relations, finance and administrative services sufficient to apply them to project problems and solutions.

Interactive group techniques, strategic and operational planning techniques, functional analysis, systems analysis, statistical analysis and process flow analysis sufficient to use or direct them to facilitate change management, productivity improvement, reorganization and other management improvement techniques.

Marketing techniques sufficient to generate new accounts and continued work for the division. These include identification of potential new clients, development of interpersonal networks and prospective client contact techniques, and creation of new product/services.

Skill in:

Verbal and listening skills sufficient to draw essential information from others, and to coach and advise project team members and agency clients.

Abilities:

Writing ability sufficient to prepare proposals, work plans, client communications, work papers, and a variety of types of client reports.

Speaking ability sufficient to make oral presentations to clients, the legislature, as well as division management.

Ability to handle emotional and highly confrontational responses from clients while maintaining a professional and objective demeanor.

Est.: 5/90T.C.:

Rev.:

Former Title(s):