

# State of Oregon Department of Human Services, Controller



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## State of Oregon and Department of Human Services

Organized as a territory in 1848, the State of Oregon entered the Union and adopted its' current constitution in 1859. Today the state government administers a 2007-2009 budget of nearly \$128 billion and serves a population of citizens estimated to be about 3.8 million. The State of Oregon covers about 96,000 square miles and includes 36 counties and numerous cities of which the largest are Portland (576,000), Eugene (155,000) and Salem (152,000). In 2007 the State of Oregon was rated in the top 25 states in the U.S. for Most Livable States (number 23) and Healthiest States (number 17). Organized into Legislative, Judicial and Executive Branches of government, the Executive Branch includes the Governor's office that among other things oversees eight major program areas including: Economic & Community Development; Education; Natural Resources; Public Safety; Transportation, Administration; Consumer Business Services; and Human Resources.

Established in 1971 as the Department of Human Resources, the name was changed in 1999 to the Oregon Department of Human Services. The Department of Human Services (DHS) is the State's Health and Human Services Agency and is the largest department in state government employing approximately 10,000 people in more than 170 locations around the state. DHS administers more than 300 programs and delivers services through, and in coordination with, many community partners. The DHS budget for 2007-2009 is about \$12.2 billion. The Governor's budget for Human Services is intended to protect and promote the health and safety of Oregonians. The agencies within this program area provide services such as physical health, mental health and addictions, public health services, employment and family support services that promote self-sufficiency and economic stability, child protective services for abused or neglected children and long-term care services for Oregon's seniors and people with disabilities. DHS is organized into six divisions and the Director's Office. The divisions are: Administrative Services; Addictions and Mental Health; Children, Adults and Families; Medical Assistance Programs; Public Health; and Seniors and People with Disabilities. More than 85 percent of the budget goes directly to clients or to the local community partners to provide services to more than one million Oregonians each year. The director of DHS is Bruce Goldberg, M.D.

## Office of Financial Services and DHS Controller

The office of the DHS Director includes two Deputy Directors with one responsible for Operations and the other for Finance. Other program areas/offices include: the Health Fund Board, Health Policy and Research, Public Policy and Government Relations, and Public Affairs. The DHS Controller is an executive level position that works closely with the top leaders of the Department of Human Services and is responsible for providing direction and setting the mission, vision, goals and objectives for the Office of Financial Services, as well as the financial policy and administration of the Department.

The Office of Financial Services (OFS) provides leadership and management, department-wide fiscal policy direction, financial systems management, and coordination of core financial accounting, payroll, and financial reporting services for the entire DHS Department on behalf of the DHS Director and the Deputy Director of Finance. The DHS Controller provides overall direction, management and leadership through a staff of about 130 in the areas of Financial Reporting, Taxation, Federal Grant Management and Reporting, Cash Flow Management, COP Acquisition and Monitoring, Proprietary and Governmental Fund Accounting, Revenue Application, Cost Allocation, Accounting Structure, and Account Reconciliation for the Department. He/she also is accountable for the Office of Financial Services budget and responds to and works with State and Federal auditors ensuring certification of state and federal financial reports. The DHS Controller and his/her staff ensure that Financial Services policies, procedures, processes, and systems are aligned to lead the Department of Human Services in achieving its overall mission which is to make it possible for people to lead lives that are independent, healthy and safe.

Reporting directly to the DHS Controller are 12 management staff including a Deputy, and a variety of specific support services/programs. The Controller is on equal par with the Director of Finance and Policy Analysis (Budget Director). Both positions report to the DHS Deputy Director for Finance who in turn reports to the DHS Director.

Typical duties and responsibilities of the DHS Controller include:

- Provides vision, support consultation, supervision and direction to managers and staff in the areas of Financial





Reporting, Payroll, Accounts and Contracts Payable, Accounts Receivable, Taxation, Federal Grant Management and Reporting, Cash Flow Management, COP Acquisition and Monitoring, Proprietary and Governmental Fund Accounting, Revenue Application, Cost Allocation, Accounting Structure, Reconciliation, Receipting, Trust and Accounting Support for the Department.

- Ensures that Financial Services policies, procedures, processes, and systems are aligned to lead the Department in achieving its mission.
- Directs and controls strategic planning, tactical execution, and implementation of new or developmental investments in strategic mission critical department-wide financial accounting and payroll systems. Manages operations, maintenance, and investments of Accounting, Financial Reporting, Disbursement, and other supporting systems.
- Provides direction and oversight for department-wide fiscal, financial accounting, and reporting policies and procedures while ensuring integration with federal and centralized department-wide budget, audit, and treasury policies.
- Ensures compliance with Federal Office of Management and Budget (OMB) circulars, Generally Accepted Accounting Principles (GAAP) and (GASB) and Oregon Accounting Manual (OAM) policies. Oversees the interpretation of generally accepted accounting principles and federal requirements ensuring dissemination and proper application in DHS.
- Oversees the management of department-wide fiscal operations policies and procedures, and the development and analysis of policies and procedures to ensure department-wide consistency with state and federal laws and DAS administrative rules, and to determine the effectiveness of new/revised policies
- Manages through delegation and oversight the delivery of accounting and fiscal services to stakeholders and users of DHS financial information and financial outputs. Manages cash and legal appropriation control, check writing and payroll disbursement services.
- Coordinates strategic planning and goal-setting for the Office of Financial Services by facilitating meetings, developing priorities and strategies, and analyzing Financial Services goals against department-wide goals, rules, and statutes.
- Oversees development of the Office of Financial Services budget. Monitors the budget and approve spending requests. Coordinate the redistribution of resources to respond to program changes and to ensure compliance with existing policies and customer needs.

- Consistently treats customers, stakeholders, partners, vendors and co-workers with dignity and respect. Creates and maintains a work environment that is respectful and accepting of diversity.
- Sets clear guidelines and models expected of office professional behaviors and establishes and maintains clear methods for reporting inappropriate actions.
- Assumes other duties and responsibilities as assigned.

## Issues, Challenges and Opportunities

The system infrastructure of DHS is very complex with 22 payment systems, 6 receipting systems and numerous off-line revolving accounts, to a large extent this is due to combining many separate program operations into the one DHS Agency/Department.

DHS is also continuing to pursue a number of business process and system changes to reduce complexity, improve efficiency and service to programs, and provide accurate and timely management information.

Some additional issues/challenges and opportunities for the Office of Financial Services and the DHS Controller include:

- Work with the staff to bring stronger financial acumen to the Office at all staff levels and further develop managerial and staff capability and capacity.
- Take the lead in developing staff training, succession planning and performance management in the Office as well as long term financial.
- Provide hands-on day-to-day leadership that will enable the DHS Deputy Director of Finance to focus more attention on overall strategic financial issues.
- Assume leadership in processing over \$4 billion in payments to employees, vendors, clients and providers each year.
- Provide leadership and support of the DHS Continuous Improvement: A Lean Pilot which is designed to continuously improve the department's work processes and improve services to Oregonians. DHS is initiating this management approach with a review of DHS Finance.

The State of Oregon and the DHS take seriously the reputation as a values-driven organization and the five core values at the heart of its service orientation which are: Integrity, Stewardship, Responsibility, Respect, and Professionalism.

## The Candidate

### Education and Experience

- Graduation from a four (4) year college or university with major course work in accounting, economics, finance,

business, public administration or a closely related field is desirable.

- Six (6) years of progressively responsible professional experience, in accounting, governmental fund accounting and financial management/systems including management and supervision of professional staff.
- Related experience in a medium to large public agency, CPA certificate and/or masters degree in accounting or business administration is highly desirable but not required.
- Educational requirements may be waived based on overall years of experience and demonstrated competencies.

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

The successful candidate should have a through knowledge of public finance. He/she should have strong leadership, technical and interpersonal skills as well as solid presentation and organizational abilities. This person should also have knowledge/skills in:

- The principles and practices of governmental accounting theory and generally accepted accounting practices.
- Governmental and proprietary fund financial management.
- Information management and technology.
- Written and oral communications, including the ability to organize and present complex material in a clear, concise and accurate manner, and making effective presentations.
- Payroll systems, accounting systems, and related federal and state legal and reporting requirements.
- Governmental treasurer/finance activities.
- Budgeting and purchasing practices.
- Financial management practices as they relate to federal and state government.
- Effective employee supervision and management including recruiting, selection, retention, training, work evaluation, and succession planning.
- Business computer, user applications, computer conversions, and financial systems.
- A strong understanding of state government and the public sector or other organizations of similar complexity.

In addition, he/she should be able to:

- Work effectively and collaboratively in a team setting.
- Contribute to a positive, respectful, and productive work environment.
- Motivate assigned staff, contractors, and other individuals and groups to coordinate their efforts to achieve designated goals.
- Establish and maintain effective working relationships with a wide variety of people, and work well with diverse groups having varying priorities.

- Plan and organize work effectively, including the ability to identify work to be done and establishing priorities and schedules to accomplish required tasks.

### **Management Style and Personal Traits**

The successful candidate will be someone of high integrity who has an open management style, is approachable and diplomatic, comfortable handling complicated issues, and results-oriented. He/She should be a good listener, a team builder and leader with strong interpersonal skills, a good management and financial sense, and have excellent communication skills.

The selected individual must also be able to embrace change, enjoy new challenges, be a good strategic thinker and problem solver, and be proactive and facilitative. In addition, he/she should be able to interact well and comfortably with people at various levels, and of diverse ethnic, social, economic and political backgrounds.

Finally, the person selected should be able to analyze complex problems, issues, challenges, and opportunities, evaluating alternative solutions, and recommending effective courses of action. He/she should be a good motivator, be able to work well under time schedules and have a strong commitment to quality.

### **Compensation**

The current salary range for this position is open with hiring dependent upon experience and qualifications. The State of Oregon and the Department of Human Resources also offers an excellent fringe benefits package including an employer paid health plan, paid holidays, leave accrual and personal leave, membership in the Oregon Public Service Retirement Plan and opportunities to participate in the Oregon Savings Growth Plans. Details are available upon request.

### **How to Apply**

If you are interested in this outstanding opportunity, please submit a detailed resume as soon as possible to:

Robert Neher, Jr., President or  
Lawrence Davenport, D.Ed., Executive Vice President

#### **Neher & Associates**

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Telephone: (916) 443-2421  
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Applications are preferred electronically at: robertneher@executivesearchneher.com Should you have any questions with regard to your own interest, or a recommendation of a colleague, please contact us at the numbers above. The position will be open until filled, however, it is advisable to apply as early as possible.

***An Equal Opportunity/ADA Employer. Female, minority and disabled candidates are encouraged to apply.***