



Career Service Authority

Executive Manager

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GENERAL STATEMENT OF CLASS DUTIES

Directs and manages the operation(s) of an agency or department and represents the organization's positions, initiatives and interests in multiple functional and/or operational areas or over a variety of complex divisions and/or performs limited executive level citywide responsibilities.

DISTINGUISHING CHARACTERISTICS

This class is the third level of management in a four part series. Employees in this class perform a combination of "core" managerial duties and executive level duties and responsibilities, however the duties and responsibilities are predominately "core" managerial in nature. Executive Manager is a combination of operational and strategic manager but is predominately operational. The Executive Manager is typically the highest level manager of smaller organizations (such as some Mayoral initiatives) or is a high level manager within a charter department that has responsibility over multiple complex functional or operational areas, but still reports to a higher level executive. This class is distinguished from the Executive class which is predominately strategic in nature and is found in major or "key" agencies and departments. It is also distinguished from the Manager Two class which directs and manages an operational and/or functional area(s) by developing objectives while implementing strategies and managing plans, programs, and projects; incumbents of Manager Two do not perform executive level duties and responsibilities.

DISTINGUISHING DUTIES

COMMUNICATION LEVEL / PURPOSE

In addition to Manager 1 and 2:

- Represents the organization's positions, initiatives, perspectives, and interests with other agencies and departments, community and business groups, and legislative officials (at the request of, or on behalf of the executive).
- Cultivates, fosters and maintains positive working relationships with representatives from agencies and departments, community and business groups, and elected officials to gain their cooperation and support to further organizational or operational interests and objectives.
- Provides expert advice on organizational matters to internal and external stakeholders.

FINANCIAL RESPONSIBILITY

In addition to Manager 1 and 2:

- Participates in and/or conducts budget and fiscal policy-setting discussions for the organization.
- Collaborates and interacts with managers and/or executives, and others internal or external to the City and County to secure funds and resources for the organization, functional and/or operational area(s).

- Solves funding issues by authorizing transfers of unspent funds from other sources or requesting budget supplements.
- Provides financial approvals in the absence of the executive within established guidelines or limits.
- Manages the budget and has fiscal oversight responsibilities for assigned area(s) and associated programs and projects (i.e., identifies budget requirements and allocates and reallocates secured resources, establishes expense limits, authorizes expenditures, and other financial activities).

DECISION MAKING

- Serves as a strategic advisor, suggesting short- and long-term actions, decisions or positions for executives to adopt.
- Makes short and long-term precedent-setting decisions impacting multiple functional and/or operational areas.
- Possesses discretion in decision-making and establishing policy for assigned area(s).
- Participates in discussions as the organizational representative to stand in for higher level managers and executives and provides support in the decision-making process.
- Advocates and defends final decisions. May be overruled by one or more executives within the organization or City.
- Discusses and recommends solutions to issues potentially affecting others beyond the scope of the assigned area(s) and those issues with major consequence (i.e., legal, social, or economic) with higher-level managers/executives.
- Delegates decision-making responsibility and authority over assigned area(s) to subordinate staff as appropriate.

LEADERSHIP

In addition to Manager 1 and 2:

- Creates strategies for the organization and/or the assigned sub-components of the organization to meet overall goals and objectives.
- Maintains external awareness, monitoring conditions, trends, innovations and practices that may have implications for the organization. Incorporates systems thinking to help lead change that supports continuous improvement.
- Serves as a leader to organization-wide initiatives and practices.
- Coaches, mentors and challenges subordinate managers, supervisors and/or other staff or stakeholders.

PLANNING AND ORGANIZING

- Makes recommendations for and participates in developing and modifying the organization's strategic plan.
- Fulfills executive's requests to chair and/or serve on committees and task forces on behalf of or for the organization.

- Oversees and lends expertise to multiple programs and projects.
- Establishes objectives and strategies for assigned area(s).
- Ensures programs and projects keep to schedules and are accomplished within budget projections.

HUMAN RESOURCE MANAGEMENT

- Drives staff development initiatives to instill shared values and enhance core competencies across functions, operations and/or the organization.
- Approves staffing plans and programs.
- Directs the implementation of human resource policies, practices and procedures.
- Participates in citywide initiatives to make improvements to human resource policies, practices and guidelines.
- Supports and models sound human resource management practices within the organization.
- Sets performance standards/objectives for assigned functional or operational area(s).
- Establishes and/or approves individual performance plans for direct reports, provides coaching and feedback, and conducts performance reviews.
- Initiates and implements programs to develop, build upon and encourage performance strengths of subordinate supervisors and/or staff.
- Provides guidance and advice to subordinate supervisors regarding human resource matters.
- Confers with higher-level managers/executives, Human Resource and/or legal advisors to determine appropriate decision/action with discipline and/or grievance matters.

POLICY AND PROCEDURES MANAGEMENT

- Develops or establishes standards, procedures, systems and/or guidelines for subordinate managers, supervisors, and/or staff.
- Influential contributor for establishing framework and adopting policies for the organization. May contribute to and provide strategic advice toward development of policies applicable Citywide.
- Approves standards, procedures, practices and guidelines that impact assigned functional and/or operational area(s) and directs their implementation.
- Provides for training opportunities that support implementation and ongoing compliance with new or revised policies, procedures, rules and regulations.
- Implements and maintains policies and procedures set forth by the executive and other policy-making bodies.

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Any one position may not include all of the duties listed.
However, the allocation of positions will be determined by
the amount of time spent in performing the essential duties
listed above.
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MINIMUM QUALIFICATIONS

Core Competencies:

Oral Communication - Clearly communicates and explains agency/department policies and work assignments to staff, and communicates information about the functional and/or operational area's activities to peers, higher-level managers, administrative staff of other organizations, internal and external customers, and local stakeholder groups.

Written Communication - Composes, reviews, edits and issues written materials for diverse audiences; communicates purpose in a succinct and organized manner, appropriate for context, time and place. Written materials affect the assigned functional and/or operational areas or the overall organization.

Interpersonal Skills - Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, staff of other organizations, internal and external customers, and local stakeholder groups to accomplish the organization's mission. Adapts approach to different people and situations.

Conflict Management - Minimizes confrontations, disagreements, complaints, and grievances and resolves them in a constructive manner. Works with staff, higher-level management, peers, internal and external customers and stakeholders to generate areas of agreement and joint action.

Influencing/Negotiating - Uses persuasion to change the decisions, opinions, attitudes and behaviors of staff, higher-level management, peers, internal and external customers, and stakeholders. Brings opposing groups or individuals together in order to reconcile differences and accomplish organizational goals that affect a wide range of organizational activities, work of other agencies/departments or the public.

Financial Management - Plans, allocates, negotiates, and monitors revenue and/or expenditures, authorizes transfer of funds and approves submission of budget supplement requests to ensure cost-effective management of programs, projects and policies for multiple functional and/or operational area(s).

Flexibility - Is open to new ideas and adapts to changing work situations and priorities by modifying existing plans that affect the functional and/or operational areas, internal and external customers, and local stakeholder groups. Remains calm under pressure.

Self-Direction - Sets goals and takes initiative in implementing ideas, systems or policies that affect functional and/or operational area(s) or the organization. Manages time efficiently; encourages feedback; and invests in self-development.

Client Orientation - Applies quality management principles and processes for delivery of high-quality products and service(s) in an agency/department; anticipates and meets demands and needs of internal and external customers and stakeholders; strives for continuous improvement.

Decisiveness - Commits to action, even in uncertain situations, by making sound and timely decisions necessary to carry out programs, ideas, systems or policies that affect organizational functional and/or operational areas and/or the organization and/or the public.

Problem Solving - Uses logic to identify and solve problems for organizational functions and/or operations. Considers options, where there are a various possible actions that may affect organizational functions and/or operations and/or the organization and the public.

Leadership - Initiates and sustains action to accomplish the goals of the organization by guiding and motivating others and gaining the confidence and active support of subordinates, peers,

staff of other organizations, internal and external customers, and local stakeholder groups. Achieves voluntary commitment to shared values and goals and adapts leadership style to different situations.

External Awareness - Stays informed about key issues affecting the assigned functional and/or operational areas and/or the agency/department, including political, economic, social, technological and administrative factors, and uses the information in making decisions that affect a wide range of agency/department activities, work of other organizations, or the public.

Planning and Evaluating - Establishes program/policy objectives and strategies for functional and/or operational area(s) within an agency/department; identifies required resources and develops plans for carrying out the work in a timely manner. Ensures that programs and policies are being implemented and adjusted as necessary to accomplish the organization's mission. Impact affects a wide range of agency/department activities, work of other organizations and/or the public.

Human Resource Management - Works with human resource staff to implement human resource policies for an organization within an agency/department to ensure accomplishment of organizational goals through effective recruitment, selection, training, performance appraisal, recognition and corrective/disciplinary action; maintains effective employee relations and complies with government/citywide regulations and policies.

Managing Diverse Workforce - Recognizes diversity as a business strategy; recruits, develops and retains a diverse workforce for part of a major organization within an agency/corporation; builds a culture that fosters teamwork, acceptance and productivity among persons exhibiting cultural, ethnic, gender, and other individual differences.

Team Building - Encourages and facilitates cooperation and open communication and promotes team work at all levels within an organization; cooperates with staff, higher-level management, peers, internal and external customers and stakeholders to accomplish the organization's goals.

Internal Controls/Integrity - Develops, implements, and monitors accounting and administrative controls for multiple functional and/or operational area(s) within an agency/department. Exhibits personal integrity and promotes ethical conduct of employees; abides by the City's Code of Ethics.

Technical Competence - Is knowledgeable about the subject matter, requirements, regulations and policies related to area of responsibility. Provides expert advice to staff, higher-level managers, peers, staff of other organizations, internal and external customers, and local stakeholder groups. Impact can affect a wide range of agency/department activities but is predominantly limited to functional and/or operational area(s).

Technology Management - Integrates technology into the workplace; develops strategies using new technology to manage and improve the effectiveness of multiple functional and/or operational area(s) or program(s); understands the impact of technological changes on the organization.

Physical Demands:

Sitting: remaining in the normal seated position.

Handling: seizing, holding, grasping, or otherwise working with hand(s).

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.

Repetitive motions: making frequent movements with a part of the body.

Eye/hand/foot coordination: performing work through using two or more.

Working Environment:

Pressure due to multiple calls and inquiries.
Subject to many interruptions.
Subject to varying and unpredictable situations.
Subject to long irregular hours.

Entrance Requirements:

Occupational Type	Minimum Education and Experience Requirements
<p>General Manager</p>	<p>Baccalaureate degree in Business Administration, Public Administration, Political Science, Management or related field, plus three years of management level work experience which must have included managing professional level staff. One year of management experience must include budget and fiscal oversight responsibility, evaluation of business processes, and policy and decision making experience with planning and organizing multiple programs, projects, operations or functions.</p> <p>EDUCATION/EXPERIENCE EQUIVALENCY: Two years of the appropriate type and level of experience will serve as an equivalency to one year of education. (For example, if a Baccalaureate Degree is required, eight years of relevant experience can be substituted.)</p> <p>SOME ASSIGNMENTS MAY REQUIRE: Knowledge of a specific field as defined by the opening sufficient to be able to oversee multiple plans, programs and projects, operations or functions.</p>
<p>Engineering & Science</p>	<p>Baccalaureate degree in Engineering, Architecture, Construction Management, Environmental Science, Biology, Chemistry or a related field as designated by the opening, plus management level work which must have included managing professional level staff in the occupational field. One year of management experience must include budget and fiscal oversight responsibility, evaluation of business processes, and policy and decision making experience with planning and organizing multiple programs, projects, operations or functions.</p> <p>EDUCATION/EXPERIENCE EQUIVALENCY: Two years of the appropriate type and level of experience will serve as an equivalency to one year of education. (For example, if a Baccalaureate Degree is required, eight years of relevant experience can be substituted.)</p> <p>SOME ASSIGNMENTS MAY REQUIRE: Knowledge of a specific field or discipline as defined by the opening sufficient to be able to recommend and develop policies, plans, programs and projects.</p> <p>LICENSURE AND CERTIFICATION FOR ENGINEERING OR ARCHITECTURAL POSITIONS: Some positions may require registration as a Professional Engineer (PE) by the Colorado State Board of Registration for Professional Engineers at the time of application. Or registration as an architect by the Colorado State Board of Registration at the time of application. Registration in another state will be accepted in lieu of this requirement, provided that the applicant has Colorado registration at completion of probation.</p>

<p>Information Technology</p>	<p>Baccalaureate degree in Computer Information Systems, Computer Science, Mathematics, Business Administration, Public Administration, or a related field, plus three years of management level work in Information Technology which must have included managing professional level staff in the Information Technology field. One year of management experience must include business process analysis, budget and fiscal oversight responsibility, policy and decision making experience with planning and organizing multiple programs, projects, operations or functions.</p> <p>EDUCATION/EXPERIENCE EQUIVALENCY: Two years of the appropriate type and level of experience will serve as an equivalency to one year of education. (For example, if a Baccalaureate Degree is required, eight years of relevant experience can be substituted.)</p> <p>SOME ASSIGNMENTS MAY REQUIRE: Knowledge of a specific discipline as defined by the opening sufficient to be able to oversee multiple, plans, programs and projects.</p>
<p>Fiscal</p>	<p>Baccalaureate degree in Accounting, Finance, Economics, Business Administration or related field, plus three years of management level work experience in the occupational field and three years of managing professional staff in the areas of budgeting finance or analysis of financial operations. One year of management experience must include budget and fiscal oversight responsibility, policy and decision making experience with planning an organizing multiple programs, projects, operations or functions.</p> <p>EDUCATION/EXPERIENCE EQUIVALENCY: Two years of the appropriate type and level of experience will serve as an equivalency to one year of education. (For example, if a Baccalaureate Degree is required, eight years of relevant experience can be substituted.)</p> <p>SOME ASSIGNMENTS MAY REQUIRE: Knowledge of a specific discipline as defined by the opening sufficient to be able to oversee multiple, plans, programs and projects.</p> <p>LICENSURE AND CERTIFICATION FOR FISCAL POSITIONS: Some positions may require an active Certified Public Accountant Certificate.</p>

Licensure and/or Certification:

Completion of the Career Service Authority supervisory training course prior to completion of the probationary period.

CLASS DETAIL

FLSA CODE: Exempt

ESTABLISHED DATE: 11/01/2004

REVISED DATE: 06/01/2008

REVISED BY: Lori Mack

CLASS HISTORY Addition of "Fiscal" education and experience; and clarification of Information Technology education and experience.
6/1/2008 – An equivalency statement was added to the minimum requirements of the class per Career Service Rule Section 3-30 Examination, B-B.

