



# Career Service Authority

## Executive

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### GENERAL STATEMENT OF CLASS DUTIES

Provides executive level, strategic leadership and management for a Department or Agency.

### DISTINGUISHING CHARACTERISTICS

This class is the fourth level of management in a four part series. Employees in this class have executive level strategic duties and responsibilities and they are the highest level of manager in a charter department or agency. Only one position within an agency or department can be classified as Executive. This class is distinguished from the Executive Manager class which is the top level manager that has responsibility over Mayoral initiatives or is a high level manager within a charter department that is over multiple complex functional or operational areas.

### DISTINGUISHING DUTIES

#### COMMUNICATION LEVEL / PURPOSE

- Communicates with others internally and externally as the organization's top authority.
- Leads communication with internal and external stakeholders to set strategic direction for the organization.
- Presents policy issues, solution options and recommendations to secure approval from higher authority, i.e., board, commission, Mayor or City Council or voter approval.
- Regularly uses advanced communication skills (negotiation, persuasion, and mediation) to garner support, gain agreement or approval, settle issues and secure resources.
- Builds key partnerships with community groups, constituent groups, agency and department heads, and/or politicians to better position the organization to achieve its overall vision/mission.
- Delivers external communication that is highly political or controversial in nature.
- Presents solution options to generate buy-in and acceptance from stakeholders on controversial matters involving the City and County.
- Persuades stakeholders to take new, novel actions or make decisions with broad, long-term implications.
- Negotiates issues regarding the policies, services and major initiatives of the organization.

#### FINANCIAL RESPONSIBILITY

- Sets the organization's budget/fiscal policy, goals, and direction.
- Serves as the organization's final authority to secure the budget and other sources of funding.

- Identifies, secures and allocates overall resources for the organization.
- Directs resources to priority functions, projects and programs within the organization.
- Resolves organizational funding and finance issues.  
Examples:
  - Approves supplemental requests
  - Approves funds reallocation across sub-components of the organization
  - Leads development of contingency plans
- Maintains ultimate accountability for all financial matters of the organization as the top authority.  
Examples:
  - Manages the organization's debt
  - Oversees proper use of restricted funds
  - Signs off on the organization's payroll

## **DECISION MAKING**

- Serves as the final internal authority within the organization.
- Regularly makes decisions that have a major impact or broad, long-term implications on the City and County, the entire organization or significant portion of the organization. Example impacts or implications:
  - Commits significant staff, time, funding, resources and/or assets
  - Changes organizational structure and/or services provided
  - Affects all or most constituents and/or customers
  - Alters the organization's strategic plan
- Implementation of Executive's decisions may require formal adoption or approval from an external higher authority (i.e., Executive Orders, ordinances, Charter changes, approval by a Board, Commission, Mayor and Council, or voters).
- Decisions and consequences regularly expose the organization to media attention and public scrutiny.
- Takes responsibility for decisions and their outcome and impact.
- Utilizes collaborative decision-making process with internal and external stakeholders to resolve complex problems, formulate novel ideas/solutions or set organization direction for change.
- Establishes or changes organizational policy or sets precedent for future decisions.
- Decisions crossing agency/department lines have major impact or long-term effect on the City and County.

## **LEADERSHIP**

- Creates a strategic vision for the organization.
- Positions the organization to attain the City and County's overall vision/mission.
- Serves as a leader to City and Countywide initiatives and practices.
- Impacts and influences the overall direction of the organization through leadership.
- Sets the tone by which the organization is perceived by others.

- Recognizes the need for change before it becomes critical.
- Takes calculated risks to capitalize on emerging trends.

## **PLANNING AND ORGANIZING**

- Develops and establishes the organization's strategic plan.
- Sets the primary direction and focus for the organization, keeping focused on the "big picture."
- Continuously looks beyond the current year.
- Reviews and approves execution of organization plans and periodically obtains progress/completion updates for continuous evaluation.
- Engages others to support the organization's projects and initiatives through collaborative and cooperative approaches (i.e., forms committees and/or task forces, establishes community/industry partnerships).
- Plans and oversees implementation of large-scale, high profile and/or major projects many of which are considered unprecedented for the organization or City and County.
- Approves selection of or engages in outsourcing services and contractors to progress or complete the organization's projects and initiatives.

## **HUMAN RESOURCE MANAGEMENT**

- Communicates with all staff as part of the organization's human resource management strategy, shaping and influencing the organizational culture, work environment and staff relationships.
- Models and serves as a leader advocating excellence in human resource management practices for the City and County (i.e., supports diversity, advocates career enrichment/advancement, etc.).
- Fosters a work environment that emphasizes sound employee selection, human relations, and recognition and retention efforts.
- Accountable as top internal authority for ensuring that sound human resource management practices are followed within the organization.
- Establishes shared values for the organization and champions employee development of core competencies.
- Makes decisions regarding major staff changes within the organization such as organizational structure design or re-organization, staffing levels, position redesign or development, hiring and promoting key positions.
- Establishes performance plans with top managers directly reporting to the position and appraises their performance. Ties City and County's overall mission and vision to organization's mission and vision and ensure organization's performance plans and programs fit in with the overall mission and vision.
- Collaborates with human resource and legal advisors regarding human resource matters requiring the organization's top authority involvement, i.e., negotiation, discipline, discharge. Delegates as appropriate.

## POLICY AND PROCEDURES MANAGEMENT

- Establishes policy for the organization.
- Serves as the final policy authority within the organization.
- Influential contributor for establishing framework and adopting policies for the City and County.
- Approves organization policies and directs their implementation. Approves broad, precedent-setting procedures, standards, guidelines and/or processes to work with internal and external customers.
- Serves as an advisor to other agencies and departments in establishing policies and procedures within defined functional area(s).
- Recommends adoption of policies by the agency or department's external authority (i.e., board, commission, Mayor and/or Council).

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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, explains and defends very complex or sensitive information about the organization's activities, goals, objectives and policies to agency/department employees, top management, top executives in other organizations or countries, or external stakeholders (e.g., legislatures, interest groups, national associations, professional associations, the public).

**Written Communication** - Composes, reviews, edits and issues critical and sensitive written materials for diverse audiences; communicates purpose in a succinct and organized manner, appropriate for context, time and place. Written materials have an agency/departmentwide, governmentwide, and industrywide, national or international impact.

**Interpersonal Skills** - Establishes and maintains constructive and cooperative interpersonal relationships with staff, top management, peers, multiple internal and external customers and stakeholders in other organizations or countries, (e.g., legislatures, interest groups, national associations, professional associations, the public) 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, top management, peers, top executives in other organizations or countries, customers, or external stakeholders (e.g., legislatures, interest groups, national associations, professional associations, the public) to generate areas of agreement and joint action.

**Influencing/Negotiating** - Uses persuasion to change the decisions, opinions, attitudes and behaviors of key individuals in the agency/department, top executives in other organizations or countries, customers, or external stakeholders (e.g., legislatures, interest groups, national associations, professional associations, the public). Brings opposing groups or individuals together in order to reconcile differences and accomplish goals that have agency/departmentwide, industrywide, governmentwide, national or international impact.

**Financial Management** - Determines the organization's overall budget/fiscal policy, goals, objectives and direction. Budget elements are diverse - multiple funding sources. Identifies, secures and allocates organizational resources. Serves as the organization's final authority.

**Decisiveness** - Commits to action, even in uncertain situations, by making sound and timely decisions necessary to carry out programs, ideas, systems or policies that have an agency/departmentwide, industrywide, governmentwide, national or international impact.

**Problem Solving** - Uses logic to identify and solve critical and sensitive problems involving a major organization. Considers a large number of choices, competing viewpoints and alternatives. Solutions have an agency/departmentwide, industrywide, governmentwide, national or international impact.

**Flexibility** - Is open to new ideas and adapts to rapidly changing work situations and priorities by modifying existing plans, programs, and policies that affect a major organization, its employees, top management, peers, multiple internal and external customers and stakeholders in other organizations or countries, (e.g., legislatures, interest groups, national associations, professional associations, the public). Remains calm under pressure.

**Self-Direction** - Sets goals and takes initiative in implementing ideas, programs, systems or policies that have an agency/departmentwide, industrywide, governmentwide, national or international impact. Manages time efficiently; encourages feedback; and invests in self-development.

**Client Orientation** - Applies quality management principles and processes to ensure delivery of high-quality products and services in a major organization; anticipates and meets complex demands and diverse needs of multiple internal and external customers and stakeholders in other organizations or countries (e.g., legislatures, interest groups, national associations, professional associations, the public); strives for continuous improvement.

**Leadership** - Initiates and sustains action to accomplish the goals of a major organization by guiding, challenging and motivating others and gaining the confidence and active support of subordinates, peers, multiple internal and external customers and stakeholders in other organizations or countries (e.g., legislatures, interest groups, national associations, professional associations, the public). Achieves voluntary commitment to shared values and goals and adapts leadership style to different situations.

**Vision** - Formulates long-term goals for a major organization that are consistent with key City priorities and values, and develops a shared vision of a desirable future state; redirects the activities of a major organization in direction of a new strategic thrust; sets priorities and establishes strategies for implementing vision which have an agency/departmentwide, industrywide, governmentwide, national or international impact.

**External Awareness** - Stays informed about key issues affecting the agency/department, including political, economic, social, technological and administrative factors, and uses the information in making program decisions that have an agency/departmentwide, industrywide, governmentwide, national or international impact.

**Creative Thinking** - Originates, designs, or creates new applications, ideas, relationships, systems, services or products to make organizational improvements that have an agency/departmentwide, industrywide, governmentwide, national or international impact.

**Human Resource Management** - Works with human resource director to design or implement human resource strategies to accomplish the mission, strategic vision and goals of a major; implements effective recruitment, selection, training, performance appraisal, recognition and corrective/disciplinary action; promotes effective employee relations and complies with government or citywide regulations and policies.

**Team Building** - Encourages and facilitates cooperation and open communication and promotes team work at all levels of a major organization; cooperates with top management, peers, multiple internal and external customers and stakeholders in other organizations or countries to accomplish agency/department goals.

**Managing a Diverse Workforce** - Furthers awareness of diversity as a business strategy for a major organization and serves as the primary driver to ensure the recruitment, development and retention of a diverse workforce; builds a culture that promotes teamwork, acceptance and productivity among persons exhibiting cultural, ethnic, gender, and other individual differences.

**Planning and Evaluating** - Establishes overall objectives and strategies for a major organization; allocates resources and executes plans for carrying out the work. Ensures that objectives and strategies are implemented and adjusted to accomplish the organization's mission. Impact may be agency/departmentwide, industrywide, governmentwide, national or international.

**Internal Controls/Integrity** - Oversees the development and implementation of management controls; monitors accounting and administrative controls for all activities and functions related to a major organization. Exhibits personal integrity and promotes ethical conduct of employees; abides by the City's Code of Ethics.

**Technology Management** - Integrates technology into the workplace; develops strategies using new technology to manage and improve the effectiveness of all activities and functions related to a major organization; 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:***

Baccalaureate degree in Business Administration, Public Administration, Political Science, Management or related field, plus three years of management level work experience which must include three years of managing professional staff and which must include budget and fiscal oversight responsibility, evaluation of business processes, policy and decision making experience with planning and organizing multiple programs, projects, operations or functions.

**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.)

SOME ASSIGNMENTS MAY REQUIRE: Knowledge in or a baccalaureate degree in a specific field as defined by the opening sufficient to be able to oversee multiple plans, programs and projects, operations or functions.

***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:*** Lucero-Holub/Brown

***CLASS HISTORY*** 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.