



## Career Service Authority

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### Manager 1

#### **GENERAL STATEMENT OF CLASS DUTIES**

Manages an operational and/or functional area(s) and performs some elements of supervision by recommending and implementing plans, procedures, policies, programs, and projects.

#### **DISTINGUISHING CHARACTERISTICS**

This class is the first level of management in a four part series. Employees in this class perform a combination of management and supervisory duties and responsibilities, however the duties and responsibilities are predominately managerial in nature. Manager One is a combination of a tactical/operational manager and typically has two or more subordinate supervisors. This class is distinguished from Manager Two level which is a "core" managerial level that is predominately operational in nature.

#### **DISTINGUISHING DUTIES**

##### **COMMUNICATION LEVEL / PURPOSE**

- Provides regular communication to subordinate staff and higher-level managers and/or executives regarding status of function(s) and/or operation(s).
- Responds to subordinates' inquiries, providing guidance and interpretation regarding application of the organization's policies, procedures, standards and functional/technical matters.
- Discusses and resolves day-to-day issues regarding organizational policies, practices, programs and projects.
- Seeks information, clarification, approvals and actions from higher-level managers and/or executives.
- Explains and defends the organization's decisions, actions, and/or recommendations to others internally and externally to increase understanding, gain cooperation and/or encourage compliance.
- Mediates to resolve differences among subordinate supervisors and/or staff and others.

##### **FINANCIAL RESPONSIBILITY**

- Conducts fiscal analysis, prepares and presents budget recommendations for the function(s) and/or operation(s).
- Provides information and input to higher-level managers and/or executives to develop organization's budget.

- Ensures efficient funds management through use of fiscally sound procedures and practices, such as collecting funds, audit and control, drawer balancing, and cash-handling security measures.
- Manages the budget and has fiscal oversight responsibilities for assigned functional and/or operational area(s) and associated programs and projects (i.e., identifies budget requirements and allocates or reallocates secured resources, establishes expense limits to stay within budget parameters, authorizes expenditures, and other financial activities within the functional and/or operational area(s)).
- Tracks, monitors and reports on budget/fiscal status. May delegate or utilize subordinate staff and/or supervisors' assistance to analyze, track and monitor fiscal information within identified parameters.

## **DECISION MAKING**

- Makes decisions that directly impact subordinate staff, clients, customers, or public served by the functional and/or operational area(s).
- Implements decisions of higher-level managers and executives that impact functional and/or operational area(s).
- Reviews information and oversees or conducts investigations and follows up to resolve issues.
- Advocates and defends final decisions. Decisions may be overruled by one or more higher-level managers or executives within the organization.
- Discusses and recommends solutions to issues potentially affecting others beyond the scope of the immediate work group and those issues with major consequence (i.e., legal, social, or economic) with higher-level managers/executives.
- Delegates decision-making responsibility and authority over function(s) or operation(s) to subordinate staff as appropriate.

## **LEADERSHIP**

- Impacts and influences the overall direction of the function(s) or operation(s) through leadership.
- Coaches, mentors and challenges subordinate supervisors and/or staff in carrying out their responsibilities.
- Champions organizational change that supports continuous improvement.
- Actively engages staff to garner their support and commitment.
- Models the values and ethics of the City and County and leads by practicing and implementing human resources initiatives such as diversity, team building and change management.
- Motivates, encourages and guides staff to meet goals and objectives of the organization.

## **PLANNING AND ORGANIZING**

- Carries out plans of higher-level managers and executives using functional/technical knowledge.

- Integrates the organization's strategic plan into functional and/or operational area(s), programs and practices.
- Recommends projects, programs, and procedures to achieve organizational/operational objectives.
- Determines work priorities and projects for subordinate supervisors/staff.
- Establishes objectives and strategies for functional and/or operational area(s), programs and/or projects.
- Ensures programs and projects keep to schedules and are accomplished within budget projections and other parameters.

### **HUMAN RESOURCE MANAGEMENT**

- Promotes employee retention by analyzing, understanding and supporting its drivers.
- Prepares staffing plans and submits requests to higher level managers to meet organizational, functional and/or operational requirements.
- Manages and directs subordinate supervisors and staff, sets priorities, provides guidance and instruction on expected outcomes, and delegates and reviews work.
- Responds to personnel issues, conferring with higher-level managers/executives and City and County human resources and/or legal advisors to determine appropriate decision/action.
- Initiates and implements hiring procedures, oversees and/or conducts interviews, approves subordinate staffs' candidate selection decisions/recommendations.
- Develops and/or coordinates training plans for subordinate supervisors and staff.
- Supports and models sound human resource management practices within the organization.
- Sets performance standards/objectives for subordinates within functional or operational area(s).
- Establishes and/or approves individual performance plans for subordinates, provides coaching and feedback, conducts performance reviews.
- Initiates and implements activities 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.

### **POLICY AND PROCEDURES MANAGEMENT**

- Recommends and presents justification for the adoption of policies and procedures needed to support functional/operational area(s) and/or the organization.
- Directs development of and approves or creates work-level procedures, practices and guidelines to support day-to-day operations.
- Conducts or coordinates training to 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.

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.

## MINIMUM QUALIFICATIONS

### **Core Competencies:**

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

**Written Communication** - Composes, reviews, edits and issues written materials for diverse audiences; communicates purpose in a succinct and organized manner that is appropriate for context, time and place. Written materials are of a routine nature and affect the immediate functional and/or operational area.

**Interpersonal Skills** - Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, or staff of other organizations, internal customers, and a limited population of external customers of a localized functional and/or operational area, and local stakeholder groups to accomplish the organization's mission. Adapts approaches 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 managers, peers, and administrative staff of other organizations, internal and external customers of a localized functional and/or operational area, and local stakeholder groups to generate areas of agreement and joint action.

**Financial Management** - Recommends, administers, allocates, reallocates, negotiates, and monitors revenue and/or expenditures to ensure cost-effective management of programs, projects and policies for a functional and/or operational area.

**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 a functional and/or operational area. Legal, public and financial consequences are generally limited to assigned area(s).

**Problem Solving** - Uses logic to identify and solve problems for the assigned functional and/or operational area. Considers well-defined choices, where there are a limited number of possible actions and the impact is limited to the assigned functional and/or operational area.

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

**Self-Direction** - Sets goals and takes initiative in implementing ideas, systems or policies that affect the assigned operational or functional area. 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) within a functional and/or operational area, meets routine demands of internal and external customers of a localized functional and/or operational area, and strives for continuous improvement.

**Leadership** - Initiates and sustains action to accomplish the goals of a functional and/or operational area by guiding and motivating others and gaining the confidence and active support of subordinates, peers, administrative staff of other organizations, internal and external customers of a localized functional and/or operational area, and local stakeholder groups. Achieves voluntary commitment to shared values and goals and adapts leadership style to different situations.

**Planning and Evaluating** - Establishes program objectives and strategies for a functional and/or operational area within an agency/department; identifies required resources and develops plans for carrying out the work in a timely manner. Monitors and evaluates progress to ensure that program and policies are being implemented and adjusted as necessary to accomplish the organization's mission. Program impact is limited to the immediate functional and/or operational area.

**Human Resource Management** - Works with human resource staff to implement human resource policies for part of an organization 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** - Implements diversity policies for part of an organization; supports opportunities to recruit, develop and retain a diverse workforce; promotes teamwork, acceptance and productivity among persons exhibiting cultural, ethnic, gender, and other individual differences.

**Team Building** - Encourages and facilitates cooperation and open communication; promotes team work at all levels within a functional and/or operational area; cooperates with staff, higher-level managers, peers, administrative staff of other organizations, internal and external customers of a localized functional and/or operational area, and local stakeholder groups to accomplish the organization's goals.

**Internal Controls/Integrity** - Follows guidelines to implement and maintain accounting and administrative controls for the assigned functional and/or operational area within an agency/department. Exhibits personal integrity and promotes ethical conduct by employees and abides by the City's Code of Ethics.

**Technical Competence** - Is knowledgeable about the subject matter, procedures, requirements, regulations and policies related to area of responsibility. Provides expert advice to staff, higher-level managers, peers, administrative staff of other organizations, internal and external customers of a localized functional and/or operational area, and local stakeholder groups. Impact is limited to the assigned functional and/or operational area.

**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><b>General Manager</b></p>	<p>Baccalaureate degree in Business Administration, Public Administration, Political Science, Management or related field, plus three years of experience in a professional level supervisory or at the type and level of a Senior Professional position of which one year must have include the analysis and implementation of processes, procedures, practices, or policies in the occupational area.</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 recommend and implement plans, programs and projects.</p>
<p><b>Information Technology</b></p>	<p>Baccalaureate degree in Computer Information Systems, Computer Science, Mathematics, Business Administration, Public Administration, or a related field, plus three years of experience in a professional level supervisory or at the type and level of a Senior Professional Information Technology position.</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 recommend and implement, plans, programs and projects.</p>

<p><b>Fiscal</b></p>	<p>Baccalaureate degree in Accounting, Finance, Economics, Business Administration or related field, plus three years of experience in a professional level supervisory or at the type and level of a Senior Professional position of which one year must have included the analysis and/or implementation of processes, procedures, practice and policies in the occupational area.</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 recommend and implement, plans, programs and projects:</p> <p>LICENSURE AND CERTIFICATION: Some positions may require an active Certified Public Accountant Certificate.</p>
<p><b>Engineering and Science</b></p>	<p>Baccalaureate degree in Engineering, Architecture, Construction Management, Environmental Science, Biology, Chemistry or a related field, plus three years of experience in a professional level supervisory position or at the type and level of a Senior Professional position of which one year must have included the analysis and/or implementation of processes, procedures, practice and policies in the occupational area.</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 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>

***Licensure and/or Certification for all Positions:***

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:** 02/16/2006

**REVISED BY:** Lori Mack

**CLASS HISTORY** Addition of "Engineering & Science" education and experience.