



Career Service Authority

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Manager 2

GENERAL STATEMENT OF CLASS DUTIES

Directs and manages an operational and/or functional area(s) by developing objectives while implementing strategies and managing plans, programs, and projects.

DISTINGUISHING CHARACTERISTICS

This class is the second level of management in a four part series. Employees in this class have "core" middle management duties and responsibilities. Manager Two is an operational manager responsible for implementing an organization's vision, goals and objectives by translating them into outcomes. The Manager Two typically has two or more subordinate managers but smaller organizations may have an operational manager that also has limited tactical and/or strategic functions. This class is distinguished from the Manager One class which is both tactical and operational in nature. It is also distinguished from the Executive Manager class which has both operational and strategic duties and responsibilities.

DISTINGUISHING DUTIES

COMMUNICATION LEVEL / PURPOSE

In addition to Manager 1:

- Communicates, supports and integrates the organization's strategic plan into functional and operational area(s).
- Provides expert advice in specialized functional/technical area(s) to others internally and externally.
- Regularly uses communication skills to influence, persuade, mediate and/or negotiate with others to make decisions and/or take actions of major consequence or long term significance to the organization/operation.
- Makes presentations on controversial subjects at professional or public meetings.

FINANCIAL RESPONSIBILITY

In addition to Manager 1:

- Participates in collaborative processes with stakeholders to develop budget recommendations and secure resource allocations for functional and/or operational area(s). Seeks alternative resource solutions.
- Researches financial impacts, consequences of proposed projects, programs, actions, and provides justification to managers and/or executives and others as part of review/approval process.
- Develops and incorporates approved innovations or changes to create fiscal efficiencies and realize cost savings.

DECISION MAKING

In addition to Manager 1:

- Recommends short- and long-term solutions to managers and/or executives.
- Identifies causes and solutions to short- and long-term service and/or operational issues and prioritizes and assigns staff/resources accordingly.
- Devises strategies to capitalize on new opportunities or resolve unforeseen issues and problems.

LEADERSHIP

In addition to Manager 1:

- Supports the creation and execution of strategies for the organization and/or the assigned sub-components of the organization to meet overall goals and objectives.
- Participates in developing organizational strategies, initiatives, policies and practices that have major consequence and/or long-term significance to assigned function(s) or operation(s).
- Creates, discovers, and/or incorporates best practices.

PLANNING AND ORGANIZING

In addition to Manager 1:

- Contributes to and participates in the organization's strategic planning process.
- Implements operational structure, goals, objectives, plans, processes, programs and projects. Recommends strategies and solutions to managers, executives, and a limited number of stakeholders.
- Plans, designs and develops programs, projects, procedures and standards utilizing functional/technical expertise and directs and manages their implementation.

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 staff; sets priorities; provides general guidance and instruction on expected outcomes; 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 programs for subordinate supervisors and staff.
- Supports and models sound human resource management practices within the organization.
- Sets performance standards/objectives within functional or operational area(s).

- Establishes and/or approves individual performance plans, provides coaching and feedback, conducts performance reviews.
- Initiates and implements activities to develop, build upon and encourage performance strengths of subordinate managers, supervisors and staff.
- Provides guidance and advice to subordinate supervisors regarding human resource matters.

POLICY AND PROCEDURES MANAGEMENT

In addition to Manager 1:

- Develops and implements standards, procedures, systems and/or guidelines for operational and/or functional area(s) and for subordinate managers, supervisors, and/or staff.
- Identifies 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 others, and communicates information about the assigned functional and/or operational area's activities to peers, higher-level managers, staff of other organizations, internal and external customers of a localized function, and local stakeholder groups.

Written Communication - Composes, reviews, edits and issues a variety of written materials for diverse audiences; communicates purpose in a succinct and organized manner, appropriate for context, time and place. Written materials affect a local assigned functional and/or operational area(s), a program(s) or segment thereof or limited population of customers.

Interpersonal Skills - Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, staff of other organizations, internal customers, and external customer and 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, staff of other organizations, internal customers, a limited population of external customers and local stakeholder groups to generate areas of agreement and joint action.

Influencing/Negotiating - Uses persuasion to change the decisions, opinions, attitudes and behaviors of staff, higher-level managers, peers, internal customers, a limited population of external customers, and local stakeholder groups. Brings opposing groups or individuals together in order to reconcile differences and accomplish organizational goals that affect a local functional and/or operational area or a program segment.

Financial Management - Plans, administers, allocates, negotiates, and monitors revenue and/or expenditures to ensure cost-effective management of programs, projects and policies for functional and/or operational area(s).

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 local functional and/or operational area, program segment, or limited population of customers.

Problem Solving - Uses logic to identify and solve problems involving part of an organization. Considers various choices, competing viewpoints and alternatives. Solutions primarily affect a local functional and/or operational area(s), program segment(s), or limited population of customers.

Flexibility - Is open to new ideas and adapts to changing work situations and priorities by modifying existing plans and work methods that affect part of an organization, higher-level managers, peers, staff of other organizations, internal customers, a limited population of 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 an functional and/or operational area(s), program(s), or limited population of customers. Manages time efficiently; encourages feedback; and invests in self-development.

Client Orientation - Applies quality management principles and processes for delivery of high-quality services in part of an organization; anticipates and meets demands of internal customers and a limited population of external customers; strives for continuous improvement.

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

Planning and Evaluating - Establishes goals and objectives of a functional and/or operational area; identifies required resources and develops plans for carrying out the work in a timely manner. Monitors and evaluates progress to ensure that program(s) and policies are being implemented and adjusted as necessary to accomplish the organization's mission. Impact is limited to an operational or functional area, program(s), or limited population of customers.

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 - Recognizes diversity as a business strategy; recruits, develops and retains a diverse workforce for an organization within an agency/corporation; promotes 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 in part of an organization; cooperates with staff, higher-level managers, peers, staff of other organizations, internal customers, a limited population of external customers, and local stakeholder groups to accomplish the organization's goals.

Internal Controls/Integrity - Implements, and maintains accounting and administrative controls for part of an organization within an agency/department. Exhibits personal integrity and promotes ethical conduct by employees; 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, program and administrative staff of other organizations, internal customers, a limit functional and/or operational area(s), program(s) or segment thereof or limited population within the City and County.

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 in an administrative or operating capacity in the occupational field of which one year must have included budget and fiscal oversight responsibilities and one year of establishing objectives and strategies for functional and/or operational area(s) programs and/or projects. Or three years of experience supervising professional level employees in the occupational area, which must have included responsibility for operation and staff 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 recommend and develop policy, plans, programs and projects.</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 three years of management level work in areas such as in budgeting and fiscal oversight responsibilities, construction or project management experience and one year of establishing objectives and strategies for functional and/or operational area(s) programs and/or projects. Or three years of experience at the type and level of Engineer/Architect Supervisor, Environmental Scientist Supervisor or other Professional Supervisor discipline as deemed by the position, which must have included responsibility for operation and staff 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 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 an administrative or operating capacity in Information Technology, of which one year must have included budget and fiscal oversight responsibilities and one year of establishing objectives and strategies for functional and/or operational area(s) programs and/or projects. Or three years of experience supervising professional level information technology employees, which must have included responsibility for operation and staff 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 recommend and develop 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 in an administrative or operating capacity in the occupational field of which one year must have included budget and fiscal oversight responsibilities and one year of establishing objectives and strategies for functional and/or operational area(s) programs and/or projects. Or three years of experience supervising professional employees in the occupational area, which must have included responsibility for operation and staff 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 recommend and develop plans, programs and projects.</p> <p>LICENSURE AND CERTIFICATION: 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.