



**DENVER**  
THE MILE HIGH CITY

**Career Service Authority**  
Denver's Human Resource Agency

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## JOB SPECIFICATION MEMORANDUM

TO: All agencies citywide  
Holders of Job Specification Books

FROM: Alena Martinez

DATE: July 7, 2008

SUBJECT: New and/or revised Job Specifications

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Attached are revised and/or new job specifications. These should be placed in your job specification book.

Old job specifications listed in the column "Job Specifications to be Removed" should be removed from your book and destroyed.

Agencies that hold only selected job specifications may discard those that are not classes within their agency.

### **New and Revised Job Specifications**

Administrator I  
Rev. 07/06/2008

Administrator II  
Rev. 07/06/2008

Administrator III  
Rev. 07/06/2008

### **Job Specifications to be Removed**

Administrator I  
Est. 04/06/2008

Administrator II  
Est. 04/06/2008

Administrator III  
Est. 04/06/2008



## Career Service Authority

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### Administrator I

#### GENERAL STATEMENT OF CLASS DUTIES

Performs a variety of specific administrative activities/projects of limited scope in a specialized, functional area which requires a thorough foundation in the principles and practices of the functional area in order to maintain and improve the efficiency and effectiveness of the function and provide supportive, interpretive, and advisory information to higher level administrators, managers, and/or other stakeholders.

#### DISTINGUISHING CHARACTERISTICS

This class performs a variety of specific administrative activities/projects of limited scope in a specialized, functional area and provides supportive, interpretive, and advisory information to higher level administrators, managers, and/or other stakeholders. This class is distinguished from the Administrator II that performs a variety of comprehensive and technical administrative activities within a specialized, functional area which requires a thorough foundation in the principles and practices of the functional area(s) in order to ensure efficient and effective administration and provide administrative direction to department(s) leaders in strategic efforts associated with the functional area. The Administrator I class is distinguished from the Administrator III class that performs a variety of comprehensive and technical administrative activities that have city-wide impact within a specialized, functional area(s) which requires a thorough foundation in the principles and practices of the functions area(s), exercises overall responsibility for the functional area(s), and provides authoritative advice to top level managers and elected officials on matters of key importance to city goals, programs, and mission.

Additionally, the Administrator I class is distinguished from the Management Analyst III class that performs full performance professional level analytical work which includes conducting studies/projects that support a large division(s) or department by advising management on specific operational and/or administrative issues, applying management analysis techniques to solving problems and facilitating modifications/conversions, and preparing recommendations to implement new policies, procedures, and/or process changes/improvements.

Administrators are focused on the functional area not on supervising or managing staff; consequentially, an administrator may perform lead work or supervisory duties. However, administrative positions exist to serve as a technical expert within the functional area and require a high degree of specialized knowledge.

In general, the Administrator III class has city-wide responsibility or department wide responsibility with city-wide impact/implications and reports to an executive level position. The Administrator II class has department level responsibility and may have some city-wide responsibilities of defined scope. The Administrator I class has division level responsibility and may have some departmental responsibilities of defined scope. Additionally, an Administrator III and an Administrator II have responsible of the entire functional area and the Administrator I has responsibility for a portion of the functional area.

- Some functional areas are clarified in specific classes and series within the classification plan. In those cases the specific classes are to be used.

#### **Administrator Definition:**

An Administrator serves as a technical expert and resource in a specialized, functional area by resolving complex, technical issues and designing systems, processes, guidelines, rules, and standards that are critical and directly impact the on-going operations and policies in the functional area.

***Guidelines, Difficulty and Decision Making Level:***

Guidelines are generally in the form of stated objectives only, with issues and factors largely undefined, requiring the employee to exercise creativity and ingenuity in devising criteria, techniques, strategy, and methodologies for approaching assigned functions or projects.

Duties performed involve concepts, theories, and concrete factors to be evaluated and weighed, requiring a high degree of analytical ability, and independent judgment and decision-making.

Work assignment is generally unstructured and employee is responsible for organizing complex, varied and simultaneous coordination of several functions or projects in various stages of completion.

***Level of Supervision Received and Quality Review:***

Under administrative supervision, the employee has personal accountability for carrying out an assigned function project within the scope of established guidelines and objectives and is expected to resolve problems that arise in the normal course of the work. Completed work is generally reviewed for soundness of judgment, conclusion, adequacy, and conformance to policy.

***Interpersonal Communications and Purpose:***

Contacts of a remedial nature involving the resolution of problems and where some degree of discretion and judgment are required in carrying out a major program and/or function of the organization.

***Level of Supervision Exercised:***

By position, performs lead work or supervises employees within the functional area.

**ESSENTIAL DUTIES**

Performs a variety of specific administrative activities/projects, participates in the development of long range and short term planning initiatives for the functional area, and serves as a liaison with other departmental officials, community groups, and/or other units.

Acts as a technical expert in a functional area, provides consultative and technical guidance to managers and/or other officials/stakeholders, and handles sensitive and/or confidential issues, complaints, and/or inquires.

Participates in the formation of operating policies and procedures, provides advice and interpretative information pertaining to policies and procedures, evaluates proposed changes to policies and procedures including the merit and overall impact of changes to the functional area, and makes recommendations.

Conducts studies and/or research projects within the scope of the functional area, prepares comprehensive reports that reflect findings and conclusions, recommends feasible solutions in areas that require attention or change, and implements approved recommendations.

Implements procedures for evaluating effectiveness of the functional area, ensures compliance with applicable laws, regulations, and policies, and assists in establishing processes and controls to ensure compliance.

By position, assists in the development and processing of contracts including participating in drafting RFP for contracts, evaluating proposals, and administering contracts for compliance and expenditures.

By position, assists in the development and implementation of the budget and approves expenditures.

By position, performs some or all of the elements of supervision or lead work including work planning, instruction, and review, handling grievances and disciplinary actions, hiring and dismissing employees, and evaluating employee performance.

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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

### ***Competencies, Knowledges & Skills:***

**Administration and Management** – Knowledge of planning, coordination, and execution of business functions, resource allocation, and production.

**Reading** – Understands and interprets written material including technical material, rules, regulations, instructions, reports, charts, graphs, or tables and applies what is learned from written material to specific situations.

**Writing** – Recognizes and uses correct English grammar, punctuation, and spelling, communicates information in a succinct and organized manner, and produces written information which may include technical material that is appropriate for the intended audience.

**Self-Management** – Sets well-defined and realistic personal goals, displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner, works with minimal supervision, is motivated to achieve, and demonstrates responsible behavior.

**Interpersonal Skills** – Shows understanding, courtesy, tact, empathy, and concern, develops and maintains relationships, may deal with people who are difficult, hostile, and/or distressed, relates well to people from varied backgrounds and situations, and is sensitive to individual differences.

**Oral Communication** – Expresses information to individuals or groups effectively taking into account the audience and nature of the information, makes clear and convincing oral presentations, listens to others, attends to nonverbal cues, and responds appropriately.

**Problem Solving** – Identifies problems, determines accuracy and relevance information, and uses sound judgment to generate and evaluate alternatives and to make recommendations.

**Planning and Evaluating** – Organizes work, sets priorities, determines resource requirements, determines short or long-term goals and strategies to achieve them, coordinates with other organizations or parts of an organization, monitors progress, and evaluates outcomes.

**Decision Making** – Makes sound, well-informed, and objective decisions, perceives the impact and implications of decisions, commits to action even in uncertain situations to accomplish program goals, and causes change.

**Reasoning** – Identifies rules, principles, or relationships that explain facts, data, or other information, analyzes information, and makes correct inferences or draws accurate conclusions.

**Contracting and Procurement** – Knowledge of various types of contracts, techniques for contracting or procurement, and contract negotiation and administration.

**Teamwork** – Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others to achieve goals.

**Diversity** – Is sensitive to cultural diversity, race, gender, and other individual differences in the workforce.

**Customer Service** – Works with customers to assess needs, provide assistance, resolves problems, and satisfy expectations, knows products and services, and is committed to providing quality products and services.

**Creative Thinking** – Uses imagination to develop new insights into situations, applies innovative solutions to problems, and designs new methods where established method and procedures are inapplicable or are unavailable.

**Technical Competence** – Uses knowledge that is acquired through formal training and extensive on-the-job experience to perform one's job, works with, understands, and evaluates technical information related to the job, and advises others on technical issues.

**Influencing/Negotiating** – Persuades others to accept recommendations, cooperate, or change their behavior, works with others towards an agreement, and negotiates to find mutually acceptable solutions.

**Conflict Management** – Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

**Integrity/Honesty** – Contributes to maintaining the integrity of the organization, displays high standards of ethical conduct, understands the impact of violating these standards on an organization, self, and others, and is trustworthy.

**Attention to Detail** – Is thorough when performing work and conscientious about attending to detail.

**Organizational Awareness** – Knows the organization's mission and function and how its social, political, and technological systems work and operates effectively with them including the program, policies, procedures, rules and regulation of the organization.

**Flexibility** – Is open to change and new information, adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles, and effectively deals with ambiguity.

**Information Management** – Identifies a need for and knows where or how to gather information and organizes and maintains information or information management systems.

**Mathematical Reasoning** – Solves practical problems by choosing appropriately from a variety of mathematical and statistical techniques.

**Technology Application** – Uses machines, tools, instruments, and/or equipment effectively and uses computer applications to analyze and communicate information in the appropriate format.

**Stress Tolerance** – Deals calmly and effectively with high stress situations.

**Learning** – Uses efficient learning techniques to acquire and apply new knowledge and skills and uses training, feedback, or other opportunities for self-learning and development.

**Memory** – Recalls information that has been presented previously.

Knowledge of budgeting principles and practices sufficient to be able to assume budgetary responsibilities as required.

Knowledge of supervisory theories and methods sufficient to be able to perform a variety of lead work or supervisory functions.

***Physical Demands:***

Sitting: remaining in the normal seated position.

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

Hearing: perceiving the nature of sounds by the ear.

***Working Environment:***

Pressure due to multiple calls and inquiries.

Subject to many interruptions.

***Education Requirement:***

Baccalaureate Degree in a related field based on a specific position(s).

***Experience Requirement:***

Three years of technical or administrative experience performing research and evaluation OR three years of experience performing technical and administrative duties within the related functional area. (Some positions may require experience in a specific area.)

***Education/Experience Equivalency:***

A combination of appropriate education and experience may be substituted for the minimum education and experience requirements.

***Licensure and/or Certification:***

By position, completion of a Career Service Authority supervisory training course prior to completion of the probationary period.

**CLASS DETAIL**

***FLSA CODE:*** Exempt

***ESTABLISHED DATE:*** 04/06/2008

***REVISED DATE:*** 07/06/2008

***ESTABLISHED BY:*** Patricia Anderson

***CLASS HISTORY***

4/2008 - This is a new class.

7/2008 – The Education Requirement was changed to the following:  
Baccalaureate Degree in a related field based on a specific position(s).



## Career Service Authority

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### Administrator II

#### GENERAL STATEMENT OF CLASS DUTIES

Performs a variety of comprehensive, technical administrative activities within a specialized, functional area which requires a thorough foundation in the principles and practices of the functional area(s) in order to ensure efficient and effective administration and provide administrative direction to department(s) leaders in strategic efforts associated with the functional area.

#### DISTINGUISHING CHARACTERISTICS

This class performs a variety of comprehensive and technical administrative activities within a specialized, functional area and provides administrative direction to departments(s) leaders in strategic efforts associated with the functional area. This class is distinguished from the Administrator III class that performs a variety of comprehensive and technical administrative activities that have city-wide impact within a specialized, functional area(s) which requires a thorough foundation in the principles and practices of the functions area(s), exercises overall responsibility for the functional area(s), and provides authoritative advice to top level managers and elected officials on matters of key importance to city goals, programs, and mission. The Administrator II class is distinguished from the Administrator I class that performs a variety of specific administrative activities/projects of limited scope in a specialized, functional area which requires a thorough foundation in the principles and practices of the functional area in order to maintain and improve the efficiency and effectiveness of the function and provide supportive, interpretive, and advisory information to higher level administrators, managers, and/or other stakeholders. Additionally, the Administrator II is distinguished from the Manager I class that manages an operational and/or functional area(s) and performs some elements of supervision by recommending and implementing plans, procedures, policies, programs, and projects.

The Administrator II is distinguished from a Program Manager that performs professional and supervisory work over program staff, provides leadership, program direction, and long range and short term planning for the program area(s), directs program design, policy development, and performance criteria for program operations, and makes budgetary and resource allocation decisions. Additionally, a Program Manager is responsible for a program in a specialized area with specific components that include its own policies, procedures, goals, objectives, budget, and tasks that distinguish it from the main body of a department/agency. A program may complement the core goals and objectives of an agency/department but it is separate from the functional areas that support the core goals and objectives; whereas, an Administrator II is responsible for a core business function(s).

Administrators are focused on the functional area not on supervising or managing staff; consequentially, an administrator may perform lead work or supervisory duties. However, administrative positions exist to serve as a technical expert within the functional area and require a high degree of specialized knowledge.

In general, the Administrator III class has city-wide responsibility or department wide responsibility with city-wide impact/implications and reports to an executive level position. The Administrator II class has department level responsibility and may have some city-wide responsibilities of defined scope. The Administrator I class has division level responsibility and may have some departmental responsibilities of defined scope. Additionally, an Administrator III and an Administrator II have responsible of the entire functional area and the Administrator I has responsibility for a portion of the functional area.

\* Some functional areas are clarified in specific classes and series within the classification plan. In those cases the specific classes are to be used.

**Administrator Definition:**

An Administrator serves as a technical expert and resource in a specialized, functional area by resolving complex, technical issues and designing systems, processes, guidelines, rules, and standards that are critical and directly impact the on-going operations and policies in the functional area.

***Guidelines, Difficulty and Decision Making Level:***

Guidelines are in the form of stated objectives for the section, unit, function, or project.

Work assignment is generally unstructured and employee is responsible for assigning and supervising a variety of functions to achieve the objectives of the section, unit, function, or project. Duties performed involve weighing and evaluating factors requiring judgment, analytical ability, and problem solving.

Employee is responsible for simultaneous coordination and supervision of several functions, programs, or projects in various stages of completion.

***Level of Supervision Received and Quality Review:***

Under managerial direction, the employee has personal accountability for carrying out the work objectives of an organizational unit, section, or function within the scope of established guidelines and the mission of the agency or department. Employee is expected to resolve problems that arise in the normal course of the work. Work may be discussed with higher level managers and reviewed for soundness of judgment and feasibility of decisions.

***Interpersonal Communications and Purpose:***

Contacts of a non-prescribed nature involving the negotiation and resolution of non-routine problems and where exceptional degrees of discretion, judgment, and specialized knowledge are required in carrying out the programs and policies of an organization.

***Level of Supervision Exercised:***

By position, performs lead work or supervises employees within the functional area.

**ESSENTIAL DUTIES**

Performs a variety of comprehensive and technical administrative activities which includes providing leadership and technical expertise and developing long range and short term planning initiatives and overall goals, objectives, and priorities for the functional area.

Manages the development and implementation of performance criteria for the functional area and evaluates the functional area's performance in meeting goals and objectives.

Acts as a technical expert in a functional area, serves as an expert resource by performing legislative and/or policy analysis of issues and formulating approaches and plans to address identified issues, and briefs management on concerns and issues by providing information required for decision making.

Communicates with representatives of various city agencies, community/business groups, the public, an/or other stakeholders regarding issues/concerns of major significances and chairs and/or participates on task forces in order to resolve complex technical issues.

Develops and implements policies, procedures, business practices, and control mechanisms, reviews status of operations, modifies and implements procedures to increase operating efficiency, and determines effectiveness of desired results.

Develops strategies to ensure compliance to regulations and requirements with the functional area, monitors and assesses compliance, and makes recommendations for improvements.

Administers the financial operations of a functional area(s) including developing the annual operating budget, monitoring financial activities, developing required budget reports, and preparing fiscal reports showing the financial status of operations for the review by departmental managers.

Directs the development of contracts within the functional area including drafting RFP for professional/services contracts, evaluating proposals, selecting successful bidder, administering the contracts, and monitoring contracts for compliance and expenditures.

Prepares comprehensive annual reports describing the progress towards goals and objectives and the overall accomplishments of the functional area.

By position, performs some or all of the elements of supervision or lead work including work planning, instruction, and review, handling grievances and disciplinary actions, hiring and dismissing employees, and evaluating employee performance.

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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

### ***Competencies, Knowledges & Skills:***

**Administration and Management** – Knowledge of planning, coordination, and execution of business functions, resource allocation, and production.

**Oral Communication** – Clearly communicates and explains agency/departmental policies and communicates information about the assigned functional area's activities to peers, higher-level managers, administrative staff of other organizations, internal and external customers, and other stakeholders.

**Written Communication** – Composes, reviews, edits, and issues written materials for diverse audiences and communicates purpose in a succinct and organized manner that is appropriate for context, time, and place.

**Reading** – Understands and interprets written material including technical material, rules, regulations, instructions, reports, charts, graphs, or tables and applies what is learned from written material to specific situations.

**Interpersonal Skills** – Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, and other internal/external customers/stakeholders 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 other internal and external customers/stakeholders to generate areas of agreement and joint action.

**Reasoning** – Identifies rules, principles, or relationships that explain facts, data, or other information, analyzes information, and makes correct inferences or draws accurate conclusions.

**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 area.

**Decisiveness** – Commits to action, even in uncertain situations, by making sound and timely decisions necessary to carry out programs, ideas, systems, and/or policies that affect a functional 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 area. Considers well-defined choices, where there are a limited number of possible actions and the impact is limited to the assigned functional area.

**Information Management** – Identifies a need for and knows where or how to gather information and organizes and maintains information or information management systems.

**Technology Application** – Uses machines, tools, instruments, and/or equipment effectively and uses computer applications to analyze and communicate information in the appropriate format.

**Mathematical Reasoning** – Solves practical problems by choosing appropriately from a variety of mathematical and statistical techniques.

**Creative Thinking** – Uses imagination to develop new insights into situations, applies innovative solutions to problems, and designs new methods where established method and procedures are inapplicable or are unavailable.

**Organizational Awareness** – Knows the organization's mission and function and how its social, political, and technological systems work and operates effectively with them including the program, policies, procedures, rules and regulation of the organization.

**External Awareness** – Identifies and understands economic, political, and social trends that affect the organization.

**Contracting and Procurement** – Knowledge of various types of contracts, techniques for contracting or procurement, and contract negotiation and administration.

**Vision** – Understands where the organization is headed and how to make a contribution, takes a long-term view, and recognizes opportunities to help the organization accomplish its objectives or move toward the vision.

**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 area and internal and external customers/stakeholders. Remains calm under pressure.

**Self-Direction** – Sets goals and takes initiative in implementing ideas, systems, or policies that affect the assigned functional area. Manages time efficiently, encourages feedback, and invests in self-development.

**Legal, Government and Jurisprudence** – Knowledge of laws, legal codes, court procedures, precedents, legal practices and documents, government regulations, executive orders, agency rules, government organization and functions, and the democratic political process.

**Influencing/Negotiating** – Persuades others to accept recommendations, cooperate, or change their behavior, works with others towards an agreement, and negotiates to find mutually acceptable solutions.

**Client Orientation** – Applies quality management principles and processes for delivery of high-quality products and service(s) within a functional area, meets routine demands of internal and external customers/stakeholders, and strives for continuous improvement.

**Leadership** – Initiates and sustains action to accomplish the goals of a functional area by guiding and motivating others and gaining the confidence and active support of subordinates, peers, and internal and external customers/stakeholders, achieves voluntary commitment to shared values and goals, and adapts leadership style to different situations.

**Planning and Evaluating** – Establishes objectives and strategies for a functional area, identifies required resources, and develops plans for carrying out the work in a timely manner. Monitors and evaluates progress to ensure that policies are being implemented and adjusted as necessary to accomplish the organization's mission.

**Team Building** – Encourages and facilitates cooperation and open communication, promotes team work at all levels within a functional area, cooperates with staff, higher-level managers, peers, and internal and external customers/stakeholders to accomplish the organization's goals.

**Internal Controls/Integrity** – Follows guidelines to implement and maintain accounting and administrative controls for the assigned functional area within an agency/department. Exhibits personal integrity, 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 and provides expert advice to staff, higher-level managers, peers, and internal and external customers/stakeholders.

Knowledge of supervisory theories and methods sufficient to be able to perform a variety of lead work or supervisory functions.

***Physical Demands:***

Sitting: remaining in the normal seated position.  
Talking: expressing or exchanging ideas by means of spoken words.  
Hearing: perceiving the nature of sounds by the ear.

***Working Environment:***

Pressure due to multiple calls and inquiries.  
Subject to many interruptions.

***Education Requirement:***

Baccalaureate Degree in a related field based on a specific position(s).

***Experience Requirement:***

Three years of experience acting as an administrator or a full performance level professional within a specialized, functional area. (Some positions may require experience in a specific area.)

***Education/Experience Equivalency:***

A combination of appropriate education and experience may be substituted for the minimum education and experience requirements.

***Licensure and/or Certification:***

By position, completion of a Career Service Authority supervisory training course prior to completion of the probationary period.

**CLASS DETAIL**

***FLSA CODE:*** Exempt

***ESTABLISHED DATE:*** 04/06/2008

***REVISED DATE:*** 07/06/2008

***ESTABLISHED BY:*** Patricia Anderson

***CLASS HISTORY*** 4/2008 - This is a new class.  
7/2008 – The Education Requirement was changed to the following:  
Baccalaureate Degree in a related field based on a specific position(s).



## Career Service Authority

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### Administrator III

#### GENERAL STATEMENT OF CLASS DUTIES

Performs a variety of comprehensive, technical administrative activities that have city-wide impact within a specialized, functional area(s) which requires a thorough foundation in the principles and practices of the functions area(s), exercises overall responsibility for the functional area(s), and provides authoritative advice to top level managers and elected officials on matters of key importance to city goals, programs, and mission.

#### DISTINGUISHING CHARACTERISTICS

This class performs a variety of comprehensive and technical administrative activities that have city wide impact and provide advice to top level managers and elected officials. This class is distinguished from the Administrator II class that performs a variety of comprehensive and technical administrative activities within a specialized, functional area which requires a thorough foundation in the principles and practices of the functional area(s) in order to ensure efficient and effective administration and provide administrative direction to department(s) leaders in strategic efforts associated with the functional area. The Administrator III class is distinguished from the Administrator I class that performs a variety of specific administrative activities/projects of limited scope in a specialized, functional area which requires a thorough foundation in the principles and practices of the functional area in order to maintain and improve the efficiency and effectiveness of the function and provide supportive, interpretive, and advisory information to higher level administrators, managers, and/or other stakeholders. The Administrator III is distinguished from a Manager II class that directs and manages an operational and/or functional area(s) by developing objectives while implementing strategies and managing plans, programs, and projects.

The Administrator III is distinguished from a Program Manager that performs professional and supervisory work over program staff, provides leadership, program direction, and long range and short term planning for the program area(s), directs program design, policy development, and performance criteria for program operations, and makes budgetary and resource allocation decisions. Additionally, a Program Manager is responsible for a program in a specialized area with specific components that include its own policies, procedures, goals, objectives, budget, and tasks that distinguish it from the main body of a department/agency. A program may complement the core goals and objectives of an agency/department but it is separate from the functional areas that support the core goals and objectives; whereas, an Administrator III is responsible for a core business function(s).

Administrators are focused on the functional area not on supervising or managing staff; consequentially, an administrator may perform lead work or supervisory duties. However, administrative positions exist to serve as a technical expert within the functional area and require a high degree of specialized knowledge.

In general, the Administrator III class has city-wide responsibility or department wide responsibility with city-wide impact/implications and reports to an executive level position. The Administrator II class has department level responsibility and may have some city-wide responsibilities of defined scope. The Administrator I class has division level responsibility and may have some departmental responsibilities of defined scope. Additionally, an Administrator III and an Administrator II have responsibility of the entire functional area and the Administrator I has responsibility for a portion of the functional area.

\* Some functional areas are clarified in specific classes and series within the classification plan. In those cases the specific classes are to be used.

**Administrator Definition:**

An Administrator serves as a technical expert and resource in a specialized, functional area by resolving complex, technical issues and designing systems, processes, guidelines, rules, and standards that are critical and directly impact the on-going operations and policies in the functional area.

***Guidelines, Difficulty and Decision Making Level:***

Guidelines are in the form of stated vision and objectives for the division, agency, or city.

Work assignment is unstructured and employee is responsible for implementing and managing a variety of objectives, resources, and strategies to achieve the goals of the division, agency, or city. Duties performed include operational and organizational planning, developing standards, priorities, guidelines, processes, measurement (evaluation) systems, implementation of production and performance management standards, and allocating resources.

Employee is responsible for implementing operational goals and objectives and for the management of a range of complex divisions and/or city wide responsibilities and overall functions in which several projects and programs may be in progress with simultaneous, multiple resource involvement. Develops solutions to organizational and operational problems, responsible for organizational management (development, staffing, and conflict), and allocating resources.

***Level of Supervision Received and Quality Review:***

Under executive direction, the employee is delegated personal responsibilities and authorities over a department division, agency, or department. Agency manager or director, the Mayor, cabinet member, or a commission or board may review work for soundness of judgment and conclusion.

***Interpersonal Communications and Purpose:***

Contacts of a non-prescribed nature involving the negotiation and resolution of non-routine problems and where exceptional degrees of discretion, judgment, and knowledge are required. Contacts where the exchange of information, support, influence, and cooperation may have a very significant impact on the division, functional area, and/or policies of the organization.

***Level of Supervision Exercised:***

By position, performs lead work or supervises employees within the functional area.

**ESSENTIAL DUTIES**

Acts as a chief representative and key resource person within the functional area for the city, represents the functional area to city departments, elected officials, and outside agencies, and serves on special committees where decisions, commitments, and conclusions have considerable impact on the operations of critical governmental activities.

Develops and maintains effective working relationships with a broad spectrum of key officials outside of the organization in order to effectively gain necessary executive, legislative, and related support for management decisions on priorities and goals.

Reports on functional area(s) accomplishments to cabinet members, elected officials, and others within the highest level of government and justifies critical and far reaching changes.

Defines the functional area's organizational structure, manages the development and implementation of goals, objectives, policies, and priorities, and evaluates functional area performance in meeting goals and objectives.

Explains, justifies, and defends the functional area's policies and activities and negotiates and resolves sensitive and controversial issues.

Manages and participates in legal, fiscal, and procedural monitoring activities, evaluates the effect of unforeseen developments on plans and activities, and presents to top level management suggested changes in function direction and redirection.

Administers the financial operations of a functional area(s) including developing the annual operating budget, monitoring financial activities, developing required budget reports, and preparing fiscal reports showing the financial status of operations for the review by departmental managers.

Directs the development of contracts within the functional area including drafting RFP for professional/services contracts, evaluating proposals, selecting successful bidder, administering the contracts, and monitoring contracts for compliance and expenditures.

By position, performs some or all of the elements of supervision or lead work including work planning, instruction, and review, handling grievances and disciplinary actions, hiring and dismissing employees, and evaluating employee performance.

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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

### ***Competencies, Knowledges & Skills:***

**Administration and Management** – Knowledge of planning, coordination, and execution of business functions, resource allocation, and production.

**Oral Communication** – Clearly communicates and explains agency/departmental policies and communicates information about the assigned functional area's activities to peers, higher-level managers, administrative staff of other organizations, internal and external customers, and other stakeholders.

**Written Communication** – Composes, reviews, edits, and issues written materials for diverse audiences and communicates purpose in a succinct and organized manner that is appropriate for context, time, and place.

**Reading** – Understands and interprets written material including technical material, rules, regulations, instructions, reports, charts, graphs, or tables and applies what is learned from written material to specific situations.

**Interpersonal Skills** – Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, and other internal/external customers/stakeholders 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 other internal and external customers/stakeholders to generate areas of agreement and joint action.

**Reasoning** – Identifies rules, principles, or relationships that explain facts, data, or other information, analyzes information, and makes correct inferences or draws accurate conclusions.

**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 area.

**Decisiveness** – Commits to action, even in uncertain situations, by making sound and timely decisions necessary to carry out programs, ideas, systems, and/or policies that affect a functional 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 area. Considers well-defined choices, where there are a limited number of possible actions and the impact is limited to the assigned functional area.

**Information Management** – Identifies a need for and knows where or how to gather information and organizes and maintains information or information management systems.

**Technology Application** – Uses machines, tools, instruments, and/or equipment effectively and uses computer applications to analyze and communicate information in the appropriate format.

**Mathematical Reasoning** – Solves practical problems by choosing appropriately from a variety of mathematical and statistical techniques.

**Creative Thinking** – Uses imagination to develop new insights into situations, applies innovative solutions to problems, and designs new methods where established method and procedures are inapplicable or are unavailable.

**Organizational Awareness** – Knows the organization's mission and function and how its social, political, and technological systems work and operates effectively with them including the program, policies, procedures, rules and regulation of the organization.

**External Awareness** – Identifies and understands economic, political, and social trends that affect the organization.

**Contracting and Procurement** – Knowledge of various types of contracts, techniques for contracting or procurement, and contract negotiation and administration.

**Vision** – Understands where the organization is headed and how to make a contribution, takes a long-term view, and recognizes opportunities to help the organization accomplish its objectives or move toward the vision.

**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 area and internal and external customers/stakeholders. Remains calm under pressure.

**Self-Direction** – Sets goals and takes initiative in implementing ideas, systems, or policies that affect the assigned functional area. Manages time efficiently, encourages feedback, and invests in self-development.

**Legal, Government and Jurisprudence** – Knowledge of laws, legal codes, court procedures, precedents, legal practices and documents, government regulations, executive orders, agency rules, government organization and functions, and the democratic political process.

**Influencing/Negotiating** – Persuades others to accept recommendations, cooperate, or change their behavior, works with others towards an agreement, and negotiates to find mutually acceptable solutions.

**Client Orientation** – Applies quality management principles and processes for delivery of high-quality products and service(s) within a functional area, meets routine demands of internal and external customers/stakeholders, and strives for continuous improvement.

**Leadership** – Initiates and sustains action to accomplish the goals of a functional area by guiding and motivating others and gaining the confidence and active support of subordinates, peers, and internal and external customers/stakeholders, achieves voluntary commitment to shared values and goals, and adapts leadership style to different situations.

**Planning and Evaluating** – Establishes objectives and strategies for a functional area, identifies required resources, and develops plans for carrying out the work in a timely manner. Monitors and evaluates progress to ensure that policies are being implemented and adjusted as necessary to accomplish the organization's mission.

**Team Building** – Encourages and facilitates cooperation and open communication, promotes team work at all levels within a functional area, cooperates with staff, higher-level managers, peers, and internal and external customers/stakeholders to accomplish the organization's goals.

**Internal Controls/Integrity** – Follows guidelines to implement and maintain accounting and administrative controls for the assigned functional area within an agency/department. Exhibits personal integrity, 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 and provides expert advice to staff, higher-level managers, peers, and internal and external customers/stakeholders.

Knowledge of supervisory theories and methods sufficient to be able to perform a variety of lead work or supervisory functions.

***Physical Demands:***

Sitting: remaining in the normal seated position.

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

Hearing: perceiving the nature of sounds by the ear.

***Working Environment:***

Pressure due to multiple calls and inquiries.

Subject to many interruptions.

***Education Requirement:***

Baccalaureate Degree in a related field based on a specific position(s).

***Experience Requirement:***

Three years of experience at the type and level of an Administrator II in a specialized functional area.

***Education/Experience Equivalency:***

A combination of appropriate education and experience may be substituted for the minimum education and experience requirements.

***Licensure and/or Certification:***

By position, completion of a Career Service Authority supervisory training course prior to completion of the probationary period.

**CLASS DETAIL**

***FLSA CODE:*** Exempt

***ESTABLISHED DATE:*** 04/06/2008

***REVISED DATE:*** 07/06/2008

***ESTABLISHED BY:*** Patricia Anderson

***CLASS HISTORY*** 4/2008 - This is a new class.  
7/2008 – The Education Requirement was changed to the following:  
Baccalaureate Degree in a related field based on a specific position(s).