

POSTING IS REQUIRED

Classification Notice No. 1299

To: Agency Heads and Employees
From: Jeff Dolan, Career Service Executive Personnel Director
Date: April 2, 2009
Subject: Proposed Change to the Classification and Pay Plan

The proposed change amends the Classification and Pay Plan by changing the pay grade of Deputy Manager of Aviation for Operations from 817-A to 818-A. We are also abolishing Deputy Manager of Aviation for Public Safety and Security.

The airport security and terminal management duties and responsibilities of the Deputy Manager of Aviation for Public Safety and Security have been moved back to the classification of Deputy Manager of Aviation for Operations. The duties for the Deputy Manager of Aviation for Operations have been updated to reflect these changes. A pay adjustment to the classification has been made to address this addition of duties and responsibilities.

**REVISED CLASS SPECIFICATION INCLUDING
PAY GRADE CHANGE**

<u>Job Code</u>	<u>Classification Title</u>	<u>Present Pay Grade & Range</u>	<u>Proposed Pay Grade & Range</u>
CA0777	Deputy Manager of Aviation for Operations	817-A (\$89,409-\$142,677)	818-A (\$95,590 - \$152,530)

ABOLISHMENT

<u>Job Code</u>	<u>Classification Title</u>	<u>Pay Grade</u>
CA 2183	Deputy Manager of Aviation for Public Safety and Security	817-A

Per Career Service Rule 7-37 A – “If it is determined, as a result of an audit or maintenance study, that changes to the classification and pay plan are necessary, the effective date of any resulting re-allocations shall be the beginning of the first work week following approval by the Board.”

The Career Service Executive Personnel Director shall provide those appointing authorities who are affected with a draft of proposed changes in the plan, and notice shall be posted on appropriate bulletin boards at least thirteen calendar days from the date of this notice.

Public Notice of Changes:

The scheduled time for the public hearing is **Thursday, April 16, 2009 at 5:45 p.m.** in the CSA Board Room, Room 4.F.6, Webb Municipal Building, 201 West Colfax Avenue.

Note: Please submit any questions or comments on this proposal in writing to Bruce Backer bruce.backer@denvergov.org, Career Service Authority, in care of Alena Martinez alena.martinez@denvergov.org by 8:00 a.m. on **Wednesday, April 15, 2009**. Please include a contact name and phone number so that we may respond directly.

If anyone wishes to be heard by the Board on this item, please call Leon Duran leon.duran@denvergov.org at (720) 913-5168 no later than noon on **Tuesday, April 13, 2009**.



Career Service Authority

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Deputy Manager of Aviation for Operations

GENERAL STATEMENT OF CLASS DUTIES

Directs and manages the Operations Division of the Department of Aviation to provide safe and effective aircraft operations, terminal management, airport security, and emergency services. Maintains compliance with Federal Aviation Regulation 139 which grants the Airport's Operating Certificate.

DISTINGUISHING CHARACTERISTICS

This class is a combination of an operational and strategic manager but it is predominantly operational. It is responsible for directing and managing the Operations division within the Department of Aviation by developing objectives and strategies and managing plans, programs, and projects as well as implementing the vision, goals, and objectives by translating them into outcomes. This class is distinguished from the Executive class which is predominately strategic in nature and is found in major or "key" agencies and departments. It is also distinguished from the Manager Two class which directs and manages an operational and/or functional area(s) by developing objectives while implementing strategies and managing plans, programs, and projects; incumbents of Manager Two do not perform executive level duties and responsibilities.

Guidelines, Difficulty and Decision Making Level:

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

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 or agency. Duties performed include operational and organizational planning; developing standards, schedules, priorities, guidelines, processes and 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.

Employee is responsible for determining strategic structure, goals, objectives, and resources and for providing leadership for the agency or department and the community it serves. Determines strategy priority shifts for the agency or department.

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 where the exchange of information, support, influence and cooperation may have a very significant impact on the organization.

Level of Supervision Exercised:

Supervises aviation and public safety managers of the sections within the division.

ESSENTIAL DUTIES

Determines the strategic initiatives, goals, and objectives of the Department of Aviation for Operations in relation to airfield operations management, terminal management, public safety operations, security, and incident command.

Maintains compliance with Federal security regulations and associated programs via Airport Police and Security

Serves as the primary operations and customer service liaison with the airlines.

Serves as the primary operations and regulatory liaison with the Federal Aviation Administration.

Serves as the primary liaison with the National Incident Management System.

Develops and monitors work teams/units, work assignments and priorities to efficiently and effectively accomplish the division's mission, goals, and objectives.

Delegates responsibility and authority over operational areas and/or functions to subordinate supervisors and staff.

Develops and manages the budget for the division and allocates funds with the budget to accomplish objectives.

Directs the development of performance evaluation standards for sections managed within the guidelines set by top management. Formally evaluates the work of directly subordinate supervisors and/or staff.

Develops and ensures the implementation of staff training and development programs which provide opportunities for individual employee growth, continuity of work flow during employee absences, and long range development of employees.

Performs other related duties as assigned or requested.

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

Competencies, Knowledges & Skills:

Oral Communication – Clearly communicates and explains division policies and work assignments to staff, and communicates information about the division's activities to peers, higher-level managers, administrative staff of other organizations, internal and external customers, and local stakeholder groups.

Written Communication – Composes, reviews, edits and issues written materials for diverse audiences; communicates purpose in a succinct and organized manner, appropriate for context, time and place. Written materials affect the sections or the overall division.

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

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

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

Financial Management – Plans, allocates, negotiates, and monitors revenue and/or expenditures, authorizes transfer of funds and approves submission of budget supplement requests to ensure cost-effective management of programs, projects and policies for the division.

Flexibility – Is open to new ideas and adapts to changing work situations and priorities by modifying existing plans that affect the division, internal and external customers, and local stakeholder groups. Remains calm under pressure.

Self-Direction – Sets goals and takes initiative in implementing ideas, systems or policies that affect the division. 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 services in the division; anticipates and meets demands and needs of internal and external customers and stakeholders; strives for continuous improvement.

Decisiveness – Commits to action, even in uncertain situations, by making sound and timely decisions necessary to carry out programs, ideas, systems or policies that affect the division and/or the public.

Problem Solving – Uses logic to identify and solve problems for the division. Considers options, where there are various possible actions that may affect the sections and/or the division or the public.

Leadership – Initiates and sustains action to accomplish the goals of the division by guiding and motivating others and gaining the confidence and active support of subordinates, peers, staff of other organizations, internal and external customers, and local stakeholder groups. Achieves voluntary commitment to shared values and goals and adapts leadership style to different situations.

External Awareness – Stays informed about key issues affecting the sections and/or the division, including political, economic, social, technological and administrative factors, and uses the information in making decisions that affect a wide range of section/division activities, work of other organizations, and the public.

Planning and Evaluating – Establishes program/policy objectives and strategies for sections within the division; identifies required resources and develops plans for carrying out the work in a timely manner. Ensures that programs and policies are being implemented and adjusted as necessary to accomplish the division's mission. Impact affects a wide range of section/division activities.

Human Resource Management – Works with human resource staff to implement human resource policies for the division to ensure accomplishment of divisional 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 the division; builds a culture that fosters teamwork, acceptance and productivity among persons exhibiting cultural, ethnic, gender, and other individual differences.

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

Internal Controls/Integrity – Develops, implements, and monitors accounting and administrative controls for the multiple sections within the division. Exhibits personal integrity and promotes ethical conducts of employees; abides by the City's Code of Ethics.

Technical Competence – Is knowledgeable about the subject matter, requirements, regulations and policies related to areas of responsibility. Provides expert advice to staff, higher-level managers, peers, staff of other organizations, internal and external customers, and local stakeholder groups. Impact can affect a wide range of section/division activities but is primarily limited to divisional areas.

Technology Management – Integrates technology into the workplace; develops strategies using new technology to manage and improve the effectiveness of the sections with the division; understands the impact of technological changes on the division.

Knowledge of FAA regulations such as FAR 139, 1540, 1542, 111, and 150 sufficient to be able to maintain regulatory compliance of aircraft operations and maintain the Airport's Operating Certificate.

Knowledge of airport operations and security sufficient to be able to determine priorities, goals, and objectives of the division.

Knowledge of Federal security regulations and associated programs sufficient to be able to maintain compliance.

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

Knowledge of supervisory principles and practices sufficient to be able to establish and implement subordinate's performance evaluation programs.

Knowledge of employee development principles and practices sufficient to be able to ensure long range success of the division by incorporating cross training, delegation, mentoring, job specific training, and other principles into the daily work of the division.

Knowledge of budgeting procedures and requirements sufficient to be able to administer a budget to accomplish objectives.

Skill in analyzing work functions and developing methodologies to ensure effective and efficient completion of the work assignment.

Skill in establishing and maintaining effective working relationships with employees, policy making bodies, various officials of public or private entities, and the public.

Skill in utilizing the principles and practices of effective and persuasive communication to elicit information, negotiate problem resolution, and/or garner support for various programs or policies.

Skill in exercising a high degree of initiative, judgment, discretion and decision making to integrate divisional priorities, meet deadlines, and achieve objectives.

Skill in developing and implementing policies and procedures related to the work assignment.

Physical Demands:

Standing: remaining on one's feet in an upright position.

Walking: moving about on foot.

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.

Vision Far Acuity: ability to see clearly at 20 feet or more.

Vision Near Acuity: ability to see clearly at 20 inches or less.

Depth Perception: ability to judge distances and space relationships.

Field of Vision: ability to see peripherally.

Color Vision: ability to distinguish and identify different colors.

Working Environment:

Noise: sufficient to cause distraction or possible hearing loss.
Pressure due to multiple calls or inquiries.
Subject to long irregular hours.
Subject to many interruptions.
Subject to varying and unpredictable situations.

Education Requirement:

Baccalaureate Degree in Business Administration, Aviation Management, Political Science, or a related field.

Experience Requirement:

Three years of supervisory experience in airport operations, airport management, or airline operations in a medium or large hub civilian airport or military facility.

CLASS DETAIL

FLSA CODE: Exempt

ESTABLISHED DATE: 09/16/1995

REVISED DATE: xx/xx/2009

REVISED BY: Steve Adkison

CLASS HISTORY Class duties were updated and placed into the new format to reflect the reorganization in the Department of Aviation completed in January, 2006. The class duties were updated to reflect the addition of terminal management and security management duties in April, 2009.