



Office of Human Resources  
Aviation Program Manager - CE2950  
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### General Statement of Duties

Performs professional level program management work on large, complex, multi-disciplinary programs from inception to completion which includes organizing, administering, and monitoring one or more projects simultaneously that have airport and city-wide impact and requires a global, strategic understanding of airport, federal, and city agencies, policies, standards, and systems.

### Distinguishing Characteristics

This class performs program management work large and complex programs that have regional and city-wide impact. Positions in this classification generally report to an executive-level management. An Aviation Program Manager manages programs and projects that typically have a value in the hundreds of millions of dollars. This classification must balance the priorities of each project (scope vs. budget vs. schedule) within a large program to ensure the desired deliverables for Denver International Airport.

The Aviation Program Manager class is distinguished from the Project Manager II class that performs advanced professional level project management work on complex projects that have city-wide impact. The Aviation Program Manager is also distinguished from the Project Manager I class that performs professional level project management work on projects from inception to completion by managing and coordinating departmental projects which includes organizing, administering, and monitoring one or more projects.

The Aviation Program Manager class is distinguished from the Principal Project Manager class that reviews project design(s) and schematics for quality, technical competence, and code and standards compliance, monitors the progress and quality of a project, and resolves problems and project barriers by identifying strategies and approaches to overcome barriers. Directs the development of pre-bid materials defining scope of work and related information necessary for request for qualifications (RFQ) and request for proposals (RFP); sets up selection boards and responds to questions concerning the project and/or contract(s); reviews bids; and prepares recommendations(s).

**Project Management:** is a carefully planned and organized effort to accomplish a specific one-time effort/endeavor and undertaken to achieve a particular aim. Project management includes developing a project plan, defining project goals and objectives, specifying tasks, how goals will be achieved, and what resources are needed, and associating budgets and timelines for completion. It also includes implementing the project plan along with careful controls to stay on the "critical path" that is to ensure the plan is being managed according to plan. Project management usually follows major phases including feasibility study, project planning, implementation, evaluation, and support/maintenance.

**Matrix Management:** is defined as a style of management where an individual reports to a supervisor and a team leader, one functional and one operational. This is a common practice for project/program management where an employee reports to his/her assigned supervisor and reports to a team leader/project manager on operational project issues. The employee's supervisor still has overall responsibility for performing the elements of supervision including performance evaluation and approving leave time and the team leader is responsible for performing the elements of lead work while the employee is assigned to a specific project.

**Program Management:** is the management of multiple related projects at one time. Where project management is often used to describe one project, program management involves multiple projects that are all related and working toward the same goal or result.

**Essential Duties**

Performs professional level project/program management work on large, complex, multi-disciplinary programs from inception to completion; including organizing, administering, and monitoring one or more projects or programs simultaneously. Leads the management and coordination of programs that have airport and city-wide impact and requires a global, strategic understanding of airport, federal, and city agencies, policies, standards, and systems.

Consults with agency and city leaders, elected officials, and other stakeholders to determine and establish project plans and goals, formulates and defines scope of work and objectives, and develops project work plans including time frames, funding limitations, contract costs, risk factors, staffing requirements, and allotment of available resources to various phases of a project.

Directs the development of project budgets, schedules, work plans, and cost estimates/projections in order to identify cost savings, administers and monitors contracts including contract negotiation and preparation of contract recommendations, and monitors projects for conformance to approved plans and contract specifications. Leads the development of a communication plan and related project status reports for key stakeholders and provides updates on project activities and information on risks and mitigation strategies.

Manages the budget for project planning, design, regulatory, and/or construction phases, recommends project budget needs for annual appropriations, and ensures project deliverables stay on-time, on-target, and on-budget. Recommends and approves budget changes as required.

Directs the development of integration/operational plans for existing stakeholders to ensure seamless integration of the project deliverable(s) into current operational environment and systems as necessary.

Interacts with utility companies, city agencies/departments, and other governmental agencies to obtain necessary permits and clearances and to ensure regulatory compliance.

Coordinates the preparation, review, and approval of designs, plans, specifications, and contract documents. Oversees projects and works in conjunction with agency and city departments, elected officials, other municipalities, business organizations, and other internal/external stakeholders.

Serves as the main or major point-of-contact for coordination with major stakeholders; i.e., airlines, concessionaires, DEN divisions, TSA, etc. through the entire life-cycle of the program ensuring seamless stakeholder/customer operations.

Develops goals, documents performance, provides performance feedback and formally evaluates the work of the employee; provides reward and recognition for proper and efficient performance. Assists staff to achieve performance standards and identifies opportunities for continual improvement to performance standards.

Performs other related duties as assigned.

Employees may be re-deployed to work in other capacities in their own agencies or in other City agencies to support core functions of the City during a City-wide emergency declared by the Mayor.

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.

**Competencies**

Coaching - Provides others with clear direction, motivates, and empowers. Recruits staff of a high caliber and provides staff with development opportunities and coaching.

Deciding and Initiating Action - Takes responsibility for actions, projects, and people. Makes quick, clear decisions based on data, considering the potential impacts and risks.

Delivering Results - Sets high standards for quality, quantity, and timelines. Focuses on customer needs and satisfaction. Consistently achieves project goals.

Influencing - Collaborates with, persuades and influences others.

Project Management – Manages all aspects of one or multiple projects through initiating, planning, executing, monitoring, and closing project, complying with established control systems and rules. Monitors processes, progress, and results. Determines objectives, sets priorities, delegates work, and provides others with a clear direction. Works with others towards an agreement that may involve exchanging specific resources or resolving differences.

Strategic Thinking – Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

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.

### **Knowledge & Skills**

Knowledge of the principles, methods, and tools for conducting performance assessment to enhance and validate project performance and user acceptance.

### **Level of Supervision Exercised**

Matrix manages and/or coordinates and directs the work of engineers, architects, technical support staff, consultants, contractors and related personnel who have been assigned responsibility for various projects and/or portions of a project within a program and defines and manages the overall change control processes and quality assurance aspects of the program to ensure program success. By position, supervises managers, supervisors, and/or individual contributors.

### **Education Requirement**

Bachelor's Degree in Engineering, Architecture, Planning, Construction Management, Project Management, or a related field.

### **Experience Requirement**

Five (5) years of experience in Program Management managing multiple projects.

### **Education & Experience Equivalency**

Two (2) years of the appropriate type and level of experience may be substituted for each required year of post-high school education.

Additional appropriate education may be substituted for the minimum experience requirements.

### **Licensure & Certification**

By position, requires a valid Driver's License at the time of application.

Licenses and certifications must be kept current as a condition of employment.

**Working Environment**

Pressure due to multiple calls and inquiries.  
Subject to many interruptions.  
Subject to varying and unpredictable situations.  
Subject to long irregular hours.

**Level of Physical Demand**

1-Sedentary (0-10 lbs.)

**Physical Demands**

(Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs.):

Accommodation: Ability to bring objects into focus.  
Balancing: Maintaining equilibrium.  
Carrying: Transporting or moving an object.  
Color vision: Ability to distinguish and identify different colors.  
Depth Perception: Ability to judge distances and space relationships.  
Eye/Hand/Foot Coordination: Performing work through using two or more body parts or other devices.  
Field of Vision: Ability to sharply detect or perceive objects peripherally.  
Fingering: Picking and pinching, through use of fingers or otherwise.  
Handling: Seizing, holding, grasping, through use of hands, fingers, or other means.  
Hearing: Perceiving and comprehending the nature and direction of sounds.  
Lifting: Moving objects weighing no more than 10 pounds from one level to another.  
Reaching: Extending the hands and arms or other device in any direction.  
Repetitive motions: Making frequent or continuous movements.  
Sitting: Remaining in a stationary position.  
Talking: Communicating ideas or exchanging information.  
Vision Far Acuity: Ability to perceive or detect objects clearly at 20 feet or more.  
Vision Near Acuity: Ability to perceive or detect objects at 20 inches or less.

**Background Check Requirement**

Criminal Check  
Education Check  
Employment Verification  
Licenses/Certification  
By position, Motor Vehicle Record

**Assessment Requirement**

None

**Probation Period**

Six (6) months.

**Class Detail**

**Pay Grade:** EX-16

**FLSA Code:** Y

**Established Date:** 9/21/2018

**Established By:** LS

**Revised Date:**

**Revised By:**

**Class History:**