Executive

Class Code: CA1769
Bargaining Unit: Career Service

CITY AND COUNTY OF DENVER
Established Date: Nov 1, 2004
Revision Date: Aug 4, 2013

SALARY RANGE
$50.45 - $80.72 Hourly
$4,035.96 - $6,457.54 Biweekly
$8,744.58 - $13,991.33 Monthly
$104,935.00 - $167,896.00 Annually

GENERAL STATEMENT OF DUTIES:
Directs functional and/or operational areas that include establishing a multi-year vision and strategic plan for the organization, optimizes resource allocations, and ensures the organization accomplishes annual goals and strategic initiatives.

DISTINGUISHING CHARACTERISTICS:

There are three general management classes (Manager, Director, and Executive) and specific individual management classes. The Manager is a first level management class. A Manager oversees work groups/areas within a division or agency and is generally responsible for supervising first or second line supervisors and/or individual contributors. A Manager position is operationally and/or functionally focused.

The Director is a mid-level management class. A Director manages a division or agency and is generally responsible for supervising managers, supervisors, and individual contributors. A Director position is operationally and/or functionally focused as well as strategically focused.

The Executive is the highest level of management class in the city other than appointees or elected officials. An Executive directs multiple divisions and is generally responsible for supervising directors, managers, supervisors, and individual contributors. An Executive position is strategically focused.

Guidelines, Difficulty and Decision Making Level:

Guidelines are in the form of City Charter, ordinances, and legal and professional regulations and objectives.

Work assignment is unstructured and employee is responsible for establishing and directing the mission, vision, and objectives of the organization.
Duties performed involve weighing and evaluating multiple complex and abstract factors requiring a high
degree of concentration, analytical ability, judgment, problem solving, and an external awareness on a variety
of political, business, and community factors.

Employee is responsible for directing multiple divisions, generally with city-wide responsibilities, that require
developing and implementing strategies, objectives, and policies; defining an organizational structure and
required resources; establishing organizational performance standards; and providing leadership for the
organization and the community.

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

Work is reviewed for the attainment of strategic goals, overall service delivery, compliance, and fiscal
accountability with specified city-wide objectives from City Charter and Ordinances.

**Interpersonal Communications and Purpose:**

Communication at this level is primarily externally focused. Involves establishing and maintaining effective
working relationships with employees, other executives, and elected/appointed officials. Serves as the
principal representative accountable to community-based organizations, the business community, and/or the
public for critical issues that affect the department and/or the city.

**Level of Supervision Exercised:**

Directs multiple divisions of a department by supervising directors, managers, supervisors, and other staff
members.

**ESSENTIAL DUTIES:**

Establishes the long term vision and strategic plan for the organization in conjunction with the appointing
authority, other executives, directors, and managers while integrating the perspectives of policy makers and
elected officials into plans.

Manages the development and implementation of the organization's goals, objectives, policies, and priorities
that enables employees and the organization to be successful now and in the future.

Creates overall organizational design and optimizes resource allocations based on the long term vision of the
organization and available financial resources.

Provides leadership and direction to directors, managers, and staff members to ensure the continued
development and management of an efficient organization. Establishes effective decision making processes
that achieve goals and objectives.

Resolves complex issues with multiple internal and external stakeholders which add value to the overall
management of the organization.

Represents the department in meetings with elected and/or appointed officials and other city entities. Serves
as the city representative with a variety of public, business, and community organizations and fosters
collaborative relationships to the benefit of the organization.
Ensures divisions/department accomplish annual work plans, strategic initiatives, and performance standards.

Creates and promotes a positive, inclusive work environment that supports consistency throughout the organization’s strategic and operational methods.

Oversees the financial status of the organization including developing long and short range financial plans. Monitors the budget to ensure sound financial controls are in place. Sets financial priorities to ensure the organization is operating in a manner that supports the city’s financial goals.

Selects, trains, develops, and evaluates subordinate staff. Makes decisions on hiring, terminations, promotions, and disciplinary actions as required.

Performs other related duties as assigned.

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, KNOWLEDGE, SKILLS:

**Building Trust:** Creates a climate that fosters personal investment and excellence. Instills mutual respect, trust, and confidence.

**Ethics and Values:** Behaves in a fair and ethical manner toward others and demonstrates a sense of corporate responsibility and commitment to public service. Creates a culture that fosters high standards of ethics. Responds immediately to all reports of unethical behavior or conflicts of interest.

**Inclusivity:** Recognizes the value of diverse perspectives and experience and fosters a work environment reflective of the community at large. Values individuality and helps staff to work to their strengths.

**Personal, Professional, & Behavioral Integrity:** Maintains appropriate levels of authenticity in organizational practices. Demonstrates an obligation or willingness to accept responsibility for actions. Functions as a role model and acts as a mentor to other employees around stated values and what is needed to align the organization.

**Courage, Candor, and Composure:** Displays a calm and collected demeanor in crisis situation, and can diffuse high-tension situations.

**Political Savvy:** Demonstrates competency in building and leveraging channels and networks. Develops constructive and effective relationships.

**Strategic Vision & Purpose:** Approaches each problem/situation with a clear perception of organizational and political reality, recognizes the impact of alternative courses of action, and develops efficient tactics to accomplish tasks. Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance.
**Motivation:** Serves as a transformational leader for the organization by leading change and by demonstrating the desired behavior. Communicates a compelling and inspired vision that motivates the team, division, or organization to excellence.

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

**Delegation:** Establishes a system for creating objectives and responsibilities for self-direction and for others in order to successfully drive results.

**Manage & Measure Work:** Articulates clear objectives and measures in a manner understood by all team members. Demonstrates effective strategies to organize people and activities.

**Priority Setting:** Uses cost-benefit thinking to set priorities.

**Process/Resource Management:** Monitors processes, progress, and results. Prepares, justifies, and/or administers resources for the project scope. Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program performance. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

**Develops Others & Self:** Is actively engaged with the development of the team through construction of meaningful development plans, and ensures progress is made through the performance management lifecycle. Maintains the ability and willingness to self-evaluate, self-direct, and recognizes opportunities for self-learning and development.

**Functional/Technical Skills:** Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise.

**Interview, Select, and Retain Top Talent:** Is able to make sound hiring and capital resources decisions and demonstrates a competency to address training and development needs. Understands linkages between administrative competencies and mission needs.

**Building Effective Teams:** Initiates and manages cultural change within the organization to impact organizational effectiveness. Values cultural diversity and other individual differences in the workforce. Ensures that the organization builds on these differences and that employees are treated in a fair and equitable manner. Facilitates an open exchange of ideas and fosters an atmosphere of open communication.

**Coaching, Mentoring, and Counseling:** Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations. Is tactful, compassionate, and sensitive and treats others with respect.
**Decision Quality:** Exercises good judgment by making sound and well-informed decisions. Distinguishes between relevant and irrelevant information to make logical decisions. Makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences. Perceives the impact and implications of decisions. Is proactive and achievement-oriented.

**Problem Solving & Analysis:** Identifies and analyzes problems; identifies and confronts critical development issues and barriers. Helps others to recognize their areas of weakness in a constructive, beneficial manner. Uses a variety of methods (metrics, measurements, etc.) to help individuals attain higher levels of performance. Provides solutions to individual and organizational problems with tact and timing.

**Peer Relationships:** Consistently develops and sustains cooperative working relationships. Fosters commitment, team spirit, pride, and trust.

**Compassion & Approachability:** Develops leadership in others through encouragement, mentoring, rewarding, and guiding employees. Encourages and facilitates cooperation, pride, trust, and group identity. Inspires, motivates, and guides others towards goal accomplishments.

**Conflict Management:** Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact. Demonstrates the capability to negotiate tough agreements and settle disputes to achieve optimal outcomes.

**Customer Service:** Works with internal/external customers to assess needs, provide assistance, resolve problems, and satisfy expectations, knows products and services, and is committed to providing quality products and services.

**Interpersonal Savvy:** Shows understanding, courtesy, tact, empathy, and concern. Relates well to people from varied backgrounds and situations, and is sensitive to individual differences.

**MINIMUM QUALIFICATIONS:**

**Education Requirement:**
Bachelor’s Degree in a related field based on a specific position(s).

**Experience Requirement:**
Five years of experience at the type and level of Director.

**Education/Experience Equivalency:**
Two years of the appropriate type and level of experience will serve as an equivalency to one year of education. In lieu of a Bachelor's Degree, eight years of relevant experience can be substituted.

A Master's Degree may be substituted for one year of experience.
**Licensure and/or Certification:**
None

**WORKING CONDITIONS:**

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

- 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, inquiries, and conflict.
- Subject to many interruptions.
- Subject to varying and unpredictable situations.
- Subject to long irregular hours.

**CLASS DETAIL:**

**FLSA CODE:** Exempt

**ESTABLISHED DATE:** 08/04/2013

**ESTABLISHED BY:** Patricia Anderson

**REVISED DATE:** FORMTEXT