

Engineering/Architectural Manager Competency Profile

Description of Work:

Employees in this banded class manage an engineering or architect program. They are typically responsible for serving as a manager and/or program authority in an organization or major component of an organization. Employees in this class perform administrative duties such as planning, organizing and managing daily operations, ensuring quality assurance, managing human resource management functions, and staff development.

| Contributing | Journey | Advanced |
|---|---|--|
| <p>Positions at this level typically perform engineering/architect management functions for a single organization or unit with a unique area of assignment. Employees exercise a high level of independent decision-making. Employees perform training functions for their individual area of assignment, review work of assigned staff, assist with interviewing and selecting staff, interpret and provide input into Standard Operating policies and procedures, and resolve minor discipline and other employee relations issues. .</p> | <p>Positions at this level typically perform engineering/architect management functions for one unit or organization, with a broad scope and/or multiple levels of professional, paraprofessional, technical or skilled staff. Employees exercise a high level of independent decision-making with greater organizational significance. They establish and coordinate training efforts or programs that will become a part of general operating policy and procedure. They manage personnel administration of designated unit or section, interpret and provide input into the Governing Body and Unit Standard Operating policies and procedures, and resolve more complex discipline and other employee relations issues.</p> | <p>Positions at this level typically perform engineering/architect management functions over multiple organizational units a specific region or an entire organization. Employees exercise a high level of independent decision-making affecting multiple service areas and/or department/units with far-reaching impact or affecting long-term development of programs and projects. Employees are generally responsible for ensuring efficient operations and adherence to policy and procedures. Employees are responsible for the assignment of resources (money, equipment, etc) in response to customer service needs.</p> |

Note: Competency statements are progressive and not all competencies apply to every position/employee. Evaluate only those that apply. For positions with some supervision consider the highest level of professional work performed.

Engineering/Architectural Manager Competency Profile

| Competency | Definition |
|---|---|
| Professional Knowledge | Considerable knowledge of professional engineering/architect theory, techniques, practices and procedures; considerable knowledge of the area of engineering/architect assignment and skills in applying this knowledge in a review; general knowledge of state and federal rules and regulations governing the program; general knowledge of agency/university practices, procedures and principles. |
| Program Supervision and Administration | Ability to establish expectations and clear direction to meet goals and objectives. Ability to motivate and engage employees through effective communication. Ability to provide fiscal oversight. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining, and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies. |
| Critical Thinking | Critical thinking includes questioning, analysis, synthesis, interpretation, inference, inductive and deductive reasoning, intuition, application and creativity. Ability to assess and interpret work. Ability to develop, evaluates, implement and modify work. Ability to make accurate decisions. |
| Change Management | Ability to plan and implement change initiatives. Ability to support innovation and creativity by encouraging staff to accept and resolve challenges. Ability to remain flexible to meet constantly changing and sometimes opposing demands. |
| Communication | Ability to effectively communicate agency/university mission and objectives. Ability to present information effectively in a manner suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely either verbally or in writing to ensure that the intended audience understands the information and the message. Ability to listen and respond appropriately to others. |

Engineering/Architectural Manager Competency Profile

Professional Knowledge

Considerable knowledge of professional engineering/architect theory, techniques, practices and procedures; considerable knowledge of the area of engineering/architect assignment and skills in applying this knowledge in a review; general knowledge of state and federal rules and regulations governing the program; general knowledge of agency/university practices, procedures and principles.

| Contributing | Journey | Advanced |
|---|--|--|
| 1. General knowledge of professional engineering/architect theory, techniques, practices and procedures; skills in applying this knowledge. | 1. Considerable knowledge of professional engineering/architect theory, techniques, practices and procedures. | 1. Knowledge of professional engineering/architect theory, techniques, practices and procedures; organizational structure, historical, budgetary and/or extraneous factors or implications; skills in applying this knowledge. |
| 2. Applies general knowledge of local, state and federal regulations governing the area of work. | 2. Applies considerable knowledge of local, state and federal regulations governing the area of work. | 2. Applies thorough knowledge of local, state and federal regulations governing the area of work. |
| 3. Applies general knowledge of supervisory practices and skill in supervising others, including communication skills, how to delegate and assign duties, manage expectations, deal effectively with difficult employees, and evaluate performance. May assist or conduct investigations and participate in disciplinary actions. General knowledge of state government's HR interview policies and procedures. | 3. Applies considerable knowledge of supervisory practices and skill in supervising others, including communication skills, how to delegate and assign work, manage expectations, deal effectively with difficult employees, and evaluate performance. May assist or conduct investigations and participate in disciplinary actions. Working knowledge of state government's HR interview policies and procedures. | 3. Applies thorough knowledge of supervisory practices and skill in supervising others, including communication skills, how to delegate and assign work, how to deal effectively with difficult employees, how to evaluate performance and to conduct investigations and participate in disciplinary actions. Ability to mentor new supervisors. Full knowledge of state government's HR interview policies and procedures. A thorough knowledge of management concerns (e.g. financial, organizational, and/or strategic objectives). |
| 4. General knowledge of applicable information technology, and the impact of work with other systems and programs. | 4. Applies considerable knowledge of applicable information technology, and the impact of work with other systems and programs. | 4. Applies thorough knowledge of applicable information technology, and the impact of work with other systems and program. |
| 5. Applies basic knowledge of strategic planning methodologies and practices. | 5. Applies considerable knowledge of strategic planning methodologies and practices. | 5. Applies extensive knowledge of strategic planning methodologies and practices. |

Engineering/Architectural Manager Competency Profile

Program Supervision and Administration

Ability to establish expectations and clear direction to meet goals and objectives. Ability to motivate and engage employees through effective communication. Ability to provide fiscal oversight. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining, and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies.

| Contributing | Journey | Advanced |
|---|--|---|
| 1. Assesses employee competencies and conducts/participates in performance management reviews. Coaches and mentors staff. | 1. Coaches and facilitates the enhancement of employee competencies as appropriate to the needs of the work unit. | 1. Mentors, coaches and manages the total competencies of staff in multiple organizational units or region. Seeks sources and opportunities for employee training and growth. |
| 2. Plans and assigns work tasks. Motivates employees and develops team commitment towards meeting the operational goals and objectives. | 2. Manages resources effectively to provide for employee training and growth, to meet the operational goals and objectives. | 2. Directs the management of program and staff resources. Involves employees in strategic planning and implementation and in the development of policies and procedures. |
| 3. Identifies and addresses quality of work and performance improvement issues for the unit. Develops plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Plans for and support employees in career development opportunities. | 3. Addresses quality monitoring and performance improvement issues for the unit or area of specialty. Positions will be responsible for the coordination and/or development of career progression strategies for a unit or region. | 3. Develops strategies to improve quality of service, performance, and budgetary/operational efficiency for multiple units or region. |
| 4. Provides oversight of budget administration as it relates to a specific program. | 4. Provides oversight of budget administration as it relates to a specific or multiple program(s). | 4. Provides fiscal oversight for area and may be involved in full cycle budget creation and implementation for agency/university. |

Engineering/Architectural Manager Competency Profile

Critical Thinking

Critical thinking includes questioning, analysis, synthesis, interpretation, inference, inductive and deductive reasoning, intuition, application and creativity. Ability to assess and interpret work. Ability to develop, evaluate, implement and modify work. Ability to make accurate decisions.

| Contributing | Journey | Advanced |
|--|---|---|
| 1. Assesses, plans, implements and evaluates work. Establishes expectations and clear directions for staff to meet the goals and objectives of the work unit. | 1. Independently assesses, plans, implements and evaluates work. Makes staff assignments and delegates with guidance from policies, procedures and protocols. | 1. Manages complex work situations. Anticipates and remains alert to potentially problematic situations. Resolves unusual problems. |
| 2. Bases judgments on facts and reasoning and insures that the work conducted is in compliance with local, state and federal regulations and standards. Identifies problems, reports potential problems, and assesses options. | 2. Able to recognize problematic processes and procedures affecting operational or physical product. Positions may offer recommendations for improvements. | 2. Able to anticipate and develop solutions to unique problems and situations. |

Change Management

Ability to plan and implement change initiatives. Ability to support innovation and creativity by encouraging staff to accept and resolve challenges. Ability to remain flexible to meet constantly changing and sometimes opposing demands.

| Contributing | Journey | Advanced |
|--|---|---|
| 1. Understands change management strategies and principles. Communicates and implements new policies and procedures. | 1. Leads a transition from old to new programs at the unit level. Participates in the development and implements administrative rules and policies. | 1. Leads the development and implementation of vision and mission statements. Leads and directs the development and implementation of goals and objectives. |

Engineering/Architectural Manager Competency Profile

Communication

Ability to present information effectively in a manner suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely either verbally or in writing to ensure that the intended audience understands the information and the message. Ability to listen and respond appropriately to others.

| Contributing | Journey | Advanced |
|---|--|---|
| 1. Communicates with individual work units, organization, external customers, and the public on program elements and/or engineering/architect resources. Updates existing communications. Disseminates information on changes in policies, procedures, and protocols. | 1. Communicates moderately complex programmatic information or engineering/architect considerations internal or external to the organization. May be expected interpret fiscal rules and regulations internal to the organization. | 1. Communicates major and/or complex situations and actions, internal and external to the organization. Interprets rules and regulations internal and external to the organization; serves as a technical resource in developing response to the media. |
| 2. Prepares, organizes and may review written reports according to documentation standards and requirements; guides staff in providing appropriate documentation to support conclusions. | 2. Reviews and approves written reports, often of moderate complexity. Ensures that fiscal rules and regulations are interpreted correctly. | 2. Documents and reports more complex or unique issues and effectively articulates written conclusions. Ensures that fiscal rules and regulations are interpreted correctly, internal and external to the organization. |
| 3. Acquires basic understanding of working relationships with co-workers and others in order to achieve work goals. | 3. Develops contacts and relationships with varied "players" in achieving division/organizational goals. | 3. Develops and maintains professional working relationships in complex and/or difficult situations in order to achieve organizational goals. |
| 4. May be called upon to act as representative to the media. | 4. May serve as primary representative to the media for engineering/architect information. | 4. Serves as primary representative to the media for engineering/architect information. |

Minimum Training and Experience:

Engineer Supervisor: Four-year engineering degree in the area of assignment and four years of related engineering experience; or an equivalent combination of training and experience.

Architect Supervisor: Graduation from a four-year college or university with a degree relevant to the area of assignment and a minimum of four years of directly related experience; or an equivalent combination of education and experience.

Necessary Special Qualification For Architect Supervisor - Positions require a valid license to practice architecture or landscape architecture granted by the North Carolina Board of Architecture or the North Carolina Board of Landscape Architects.

Special Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.