

ENGINEERING/ARCHITECT SUPERVISOR

Competency Profile

Description of Work:

Employees in this banded class perform supervision of a component or multiple components of an engineering or architect program. They are typically responsible for serving as a supervisor and engineering/architect program authority in an organization, or component of an organization. Employees in this class may assist program leadership with administrative duties such as planning, organizing and managing daily operations, quality assurance, human resource management functions, and staff development. Employees in this class may provide technical expertise and supervision in the area of assignment.

Contributing	Journey	Advanced
<p>Positions at this level perform engineering/architect supervisory functions and provide technical expertise for a single organization or unit with a unique area of assignment. Employees exercise a high level of independent decision-making. Employees may 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 perform engineering/architect supervisory functions and provide technical expertise for a unit(s) or organization, with a broader 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. Employees 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 discipline and other employee relations issues. May establish and coordinate training efforts or programs that will become a part of general operating policy and procedure</p>	<p>Positions at this level perform engineering/architect supervisory functions and provide technical expertise over multiple organizational units or a specific region/division of an organization. Employees exercise a high level of independent decision-making affecting multiple service areas and/or departments/units with impact or affecting long-term development of programs and projects. Employees are generally responsible for ensuring efficient operations and adherence to policy and procedures. May be responsible for the coordination of resources in area of assignment 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.

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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 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.
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.
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.

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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; skilled in applying this knowledge.	1. Full knowledge of professional engineering/architect theory, techniques, practices and procedures; skilled in applying this knowledge.	1. Thorough knowledge of and ability to interpret professional engineering/architect theory, techniques, practices and procedures, organizational structure, and/or extraneous factors or implications; skilled in applying this knowledge.
2. Applies general knowledge of local, state and federal rules/regulations governing the area of work.	2. Applies comprehensive/considerable knowledge of local, state and federal rules/regulations governing the area of work.	2. Applies thorough knowledge of and may interpret local, state and federal rules/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 human resources policies and procedures, relevant to job duties.	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 human resources policies and procedures, relevant to job duties.	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 human resources policies and procedures, relevant to job duties.
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. NA	5. Basic knowledge of strategic planning methodologies and practices.	5. Considerable knowledge of strategic planning methodologies and practices.
6. NA	6. Managing budgets/contracts of limited scope and complexity including resources such as budget, personnel, and equipment within timelines.	6. Managing budgets/contracts of some scope and complexity including resources such as budget, personnel, and equipment within timelines.

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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 assign work and to establish work rules and acceptable levels of quality and quantity of work.

Contributing	Journey	Advanced
1. Assesses employee competencies and participates in/may conduct performance management reviews. Coaches and mentors staff in competency and career development.	1. Conducts performance management reviews. Coaches and facilitates the enhancement of employee competencies as appropriate to the needs of the work unit.	1. Manages the competencies of total staff. Seeks sources and opportunities for employee training and growth.
2. Plans and assigns work. Implements operational goals and objectives for the work unit. Addresses issues of employee performance and work quality.	2. Defines and implements operational goals and objectives for the work unit. 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 in the area of assignment.
3. Identifies work process and procedural issues; may recommend improvements.	3. Addresses work process and procedural issues for the unit or area of specialty.	3. Develops strategies to improve quality of service, performance, and budgetary/operational efficiency.
4. Reviews work to ensure compliance with standards and requirements; guides staff in providing appropriate documentation to support conclusions. May conduct and prepare work and written reports.	4. Reviews and approves work, often of moderate complexity. May have approval authority.	4. Reviews and approves work often regarding more complex or unique issues. May have approval authority.
5. Provides oversight of budget administration as it relates to area of assignment.	5. Provides oversight of budget administration as it relates to area of assignment. Ensures that fiscal rules and regulations are interpreted correctly.	5. Provides fiscal oversight for area and may be involved in full cycle budget creation and implementation for agency/university. Ensures that fiscal rules and regulations are interpreted correctly, internal and external to the area of assignment.

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Critical Thinking

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

Contributing	Journey	Advanced
1. Makes determinations based on facts. Identifies problems, reports potential problems, and assesses options. Recommends solutions in less complex situations.	1. Analyzes moderately complex situations. Recommends solutions and options; alerts leadership to impact on program.	1. Manages complex work situations. Anticipates potentially problematic situations; resolves unusual problems.
2. Evaluates work and/or determines compliance with local, state and federal rules/regulations and standards. Identifies problems, reports potential problems, and assesses options.	2. Recognizes problematic processes and procedures affecting operational or physical product. Recommends response to a moderately complex situation based on application/determination of local state and federal rules/regulations and standards. May implement response to a situation based on interpretation of local, state and federal rules/regulations and standards.	2. Develops solutions to unique problems and situations. Implements response to a situation based on interpretation of local, state and federal rules/regulations and standards.
3. Identifies risk impact on program policy and procedure issues.	3. Recommends modifications to program policy and procedures to minimize risk.	3. Ensures implementation of program policy and procedure changes to reduce risk.
4. Ability to demonstrate the methodical and logical approach to addressing engineering/architecture design needs.	4. Weighs alternatives in addressing engineering/architecture design issues; considering the opinions, facts, and tangible/intangible factors.	4. Applies innovative solutions and/or engineering/architecture designs where appropriate.

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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. Communicates and implements new policies and procedures. Demonstrates comprehension of change management strategies and principles.	1. Leads a transition from old to new programs at the unit level. May participate in the development and implementation of new rules, policies and/or procedures.	1. Leads and directs the development and implementation of new rules, policies and/or procedures. May participate in the development and implementation of vision and mission statements.

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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 to interpret rules and regulations internal to the organization. May serve as a technical resource in developing response to the media.	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 standards and requirements; guides staff in providing appropriate documentation to support conclusions.	2. Reviews and approves written reports, often of moderate complexity. Ensures that rules and regulations are interpreted correctly.	2. Reviews and approves more complex written reports or unique issues and ensures effective articulation of written conclusions. Ensures that rules and regulations are interpreted correctly, internal and external to the organization.
3. Develops basic understanding of working relationships with co-workers and others in order to achieve work goals.	3. Develops contacts and relationships with interested parties in achieving work goals.	3. Develops and maintains professional working relationships in complex and/or difficult situations in order to achieve work goals.
4. Demonstrates understanding of perspectives and opinions of others internal and external to the program.	4. Demonstrates ability to adjust approach in response to the perspectives and opinions of others internal and external to the program.	4. Seeks appropriate input from others, internal and external to the program, prior to developing new policies and procedures.
5. NA	5. May serve as representative to the media for a particular area/discipline or act as an expert.	5. May be called upon to act as representative to the media or act as an expert.

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Minimum Training and Experience:

Engineer Supervisor: Four-year engineering degree in the area of assignment and two 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 two 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.