

# Engineering/Architectural Manager

Schematic Code 16106

(31000083)

## I. DESCRIPTION OF WORK

Positions 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. Positions 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.

## II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

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. They exercise a high level of independent decision-making. Positions at this level 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. They exercise a high level of independent decision-making with greater organizational significance. Positions at this level 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. They 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. Positions at this level are generally responsible for ensuring efficient operations and adherence to policy and procedures. They are responsible for the assignment of resources (money, equipment, etc) in response to customer service needs.</p>

**III. COMPETENCIES**

<b>Competency</b>	<b>Definition</b>
<b>Knowledge - Professional</b>	Knowledge of professional engineering/architect theory, techniques, practices and procedures; knowledge of the area of engineering/architect assignment and skills in applying this knowledge in a review; knowledge of state and federal rules and regulations governing the program; knowledge of agency/university practices, procedures and principles.
<b>Program Supervision and Administration</b>	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.
<b>Critical Thinking</b>	Ability to think critically including 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.
<b>Change Management</b>	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.
<b>Communication</b>	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.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

**IV. COMPETENCY STATEMENTS BY LEVEL**

**Knowledge – Professional**

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

Contributing	Journey	Advanced
<p>General knowledge of professional engineering/architect theory, techniques, practices and procedures; skills in applying this knowledge.</p> <p>Ability to apply general knowledge of local, state and federal regulations governing the area of work.</p> <p>Ability to apply 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 require ability to assist or conduct investigations and participate in disciplinary actions. General knowledge of state government’s HR interview policies and procedures.</p> <p>General knowledge of applicable information technology, and the impact of work with other systems and programs.</p> <p>Ability to apply basic knowledge of strategic planning methodologies and practices.</p>	<p>Considerable knowledge of professional engineering/architect theory, techniques, practices and procedures.</p> <p>Ability to apply considerable knowledge of local, state and federal regulations governing the area of work.</p> <p>Ability to apply 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.</p> <p>Ability to apply considerable knowledge of applicable information technology, and the impact of work with other systems and programs.</p> <p>Ability to apply considerable knowledge of strategic planning methodologies and practices.</p>	<p>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.</p> <p>Ability to apply thorough knowledge of local, state and federal regulations governing the area of work.</p> <p>Ability to apply 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. Thorough knowledge of management concerns (e.g. financial, organizational, and/or strategic objectives).</p> <p>Ability to apply thorough knowledge of applicable information technology, and the impact of work with other systems and program.</p> <p>Ability to apply extensive knowledge of strategic planning methodologies and practices.</p>

**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
<p>Ability to assess employee competencies and conducts/participates in performance management reviews. Coach and mentor staff.</p> <p>Ability to plan and assign work tasks. Motivate employees and develops team commitment towards meeting the operational goals and objectives.</p> <p>Ability to identify and address quality of work and performance improvement issues for the unit. 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.</p> <p>Ability to provide oversight of budget administration as it relates to a specific program.</p>	<p>Ability to coach and facilitate the enhancement of employee competencies as appropriate to the needs of the work unit.</p> <p>Ability to manage resources effectively to provide for employee training and growth, to meet the operational goals and objectives.</p> <p>Ability to address quality monitoring and performance improvement issues for the unit or area of specialty. Ability to coordinate and/or develop career progression strategies for a unit or region.</p> <p>Ability to provide oversight of budget administration as it relates to a specific or multiple program(s).</p>	<p>Ability to mentor, coach and manage the total competencies of staff in multiple organizational units or region. Seek sources and opportunities for employee training and growth.</p> <p>Ability to direct the management of program and staff resources. Ability to involve employees in strategic planning and implementation and in the development of policies and procedures.</p> <p>Ability to develop strategies to improve quality of service, performance, and budgetary/operational efficiency for multiple units or region.</p> <p>Ability to provide fiscal oversight for area and may be involved in full cycle budget creation and implementation for agency/university.</p>

**Critical Thinking**

Ability to think critically including 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.

Contributing	Journey	Advanced
<p>Ability to assess, plan, implement and evaluates work. Ability to establish expectations and clear directions for staff to meet the goals and objectives of the work unit.</p> <p>Ability to base judgments on facts and reasoning and insures that the work conducted is in compliance with local, state and federal regulations and standards. Ability to identify problems, report potential problems, and assess options.</p>	<p>Ability to independently assess, plan, implement and evaluate work. Ability to make staff assignments and delegate with guidance from policies, procedures and protocols.</p> <p>Ability to recognize problematic processes and procedures affecting operational or physical product. May require ability to offer recommendations for improvements.</p>	<p>Ability to manage complex work situations. Ability to anticipate and remains alert to potentially problematic situations. Ability to resolve unusual problems.</p> <p>Ability to anticipate and develop solutions to unique problems and situations.</p>

**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
<p>Ability to understand change management strategies and principles. Ability to communicate and implement new policies and procedures.</p>	<p>Ability to lead a transition from old to new programs at the unit level. Ability to participate in the development and implement administrative rules and policies.</p>	<p>Ability to lead the development and implementation of vision and mission statements. Ability to lead and direct the development and implementation of goals and objectives.</p>

**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.

Contributing	Journey	Advanced
<p>Ability to communicate with individual work units, organization, external customers, and the public on program elements and/or engineering/architect resources. Ability to update existing communications. Ability to disseminate information on changes in policies, procedures, and protocols.</p> <p>Ability to prepare and organize written reports according to documentation standards and requirements; may require ability to review written reports; ability to guide staff in providing appropriate documentation to support conclusions.</p> <p>Ability to acquire basic understanding of working relationships with co-workers and others in order to achieve work goals.</p> <p>May require ability to act as representative to the media.</p>	<p>Ability to communicate moderately complex programmatic information or engineering/architect considerations internal or external to the organization. May require ability to interpret fiscal rules and regulations internal to the organization.</p> <p>Ability to review and approve written reports, often of moderate complexity. Ability to ensure that fiscal rules and regulations are interpreted correctly.</p> <p>Ability to develop contacts and relationships with varied “players” in achieving division/organizational goals.</p> <p>May require ability to serve as primary representative to the media for engineering/architect information.</p>	<p>Ability to communicate major and/or complex situations and actions, internal and external to the organization. Ability to interpret rules and regulations internal and external to the organization; ability to serve as a technical resource in developing response to the media.</p> <p>Ability to document and report more complex or unique issues and effectively articulates written conclusions. Ability to ensure that fiscal rules and regulations are interpreted correctly, internal and external to the organization.</p> <p>Ability to develop and maintain professional working relationships in complex and/or difficult situations in order to achieve organizational goals.</p> <p>Ability to serve as primary representative to the media for engineering/architect information.</p>

**V. MINIMUM TRAINING & EXPERIENCE**

Engineer Supervisor: Bachelor’s degree in the engineering discipline related to the area of assignment and four years of related engineering experience; or equivalent combination of training and experience. All degrees must be received from appropriately accredited institutions.

Architect Supervisor: Bachelor’s degree related to the area of assignment and four years of related experience; or equivalent combination of training and experience. Licensed to practice architecture or landscape architecture by the North Carolina Board of Architecture or the North Carolina Board of Landscape Architects. All degrees must be received from appropriately accredited institutions.

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.