GENERAL STATEMENT OF CLASS DUTIES

Directs the work of the Airport Security section at Denver International Airport (DIA) including developing annual and multi-year work plans, operating budgets, and strategies, ensuring resources are available to achieve work plans, resolving complex business issues, and establishing management practices and processes that ensure the accomplishment of performance standards.

DISTINGUISHING CHARACTERISTICS

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 in a regulatory environment. A Director position is operationally and/or functionally focused as well as strategically focused.

This is a single-position class at Denver International Airport. The classification of Manager of Aviation Security reports to this classification.

Guidelines, Difficulty and Decision Making Level:

Guidelines are in the form of stated mission, vision, and objectives for the organization.

Work assignment is unstructured. Employee is responsible for developing, directing, and managing outcomes and multi-year strategies in order to achieve the objectives of the division/agency.

Duties performed involve weighing and evaluating multiple, complex factors requiring a high degree of judgment, analytical ability, and problem solving.

Employee is responsible for managing multiple operations or functions, generally with city-wide responsibilities, that require developing and implementing strategies, business plans, and policies; determining required resources; defining and evaluating agency/division performance standards; and resolving complex business problems.

Level of Supervision Received and Quality Review:

Responsible and accountable for driving a business strategy and achieving results for a division/agency with multiple functions or units.

Work is reviewed for soundness of judgment and conclusions, fiscal accountability, and the attainment of goals and objectives of the organization.

Interpersonal Communications and Purpose:

Communication at this level is internally and externally focused. Involves establishing and maintaining effective, collaborative working relationships with employees, peers, and other
stakeholders including appointed and elected officials. Provides information and negotiates solutions to business issues that have major consequences or long term significance.

**Level of Supervision Exercised:**

Directs the managers, supervisors, and employees responsible for the security of Denver International Airport. Collaborates with the Command Staff of the Airport Bureau of the Denver Police Department to ensure officers are in compliance with City and County and federal regulations/requirements.

**ESSENTIAL DUTIES**

Directs Security activities through many operational and functional programs to include, explosive detection and awareness, airport badging and permitting, airport compliance and enforcement, security screening support and resolution, and emergency response and support.

Directs the development of security policies and procedures to enforce all Transportation Security Administrations (TSA) and Airport Security Program (ASP) regulations.

Directs the development and provides the strategic vision regarding policies and procedures for aviation credentialing for airport and airline employees, installation, operation, and maintenance of the airport’s security access control systems, security incident response, and physical security infrastructure protection.

Coordinates all special, non-standard passenger movements throughout the airport and collaborates with other federal, state, and local law enforcement agencies to support aviation security.

Is designated as an Airport Security Coordinator (ASC) and participates in the Incident Command System (ICS) in various Section Chief roles or as Incident Commander during security related events. Performs “on-call” 24/7 ASC support on a rotating basis. Directs the development and training of the alternate Airport Security Coordinators (ASC) to ensure compliance with all federal regulatory requirements.

Monitors current and future national legislative actions and initiatives regarding the Department of Homeland Security (DHS), the TSA, and the Homeland Security Investigations (HSI) to identify refinement in airport industry security policies and procedures.

Collaborates with the Technologies Division to research and apply new technologies to maintain the airport’s security systems and ensure the best solution is implemented for situational awareness to the airport’s routine and non-standard operations.

Internal collaboration with Technologies, Hi-Tech, and Planning & Development for operational and strategic support of the airport’s security systems and infrastructure.

Collaboration with stakeholders: air carriers, concession tenants, vendors, contractors and ground transportation to address security concerns and allocate resources for functional and operational areas. Facilitation of airport law enforcement activities and collaboration to ensure a unified approach across multiple jurisdictions to support the airport’s strategic plan.
Plans future security projects, programs, and technology to support the growth and complexity of DIA. Planning includes identifying funding sources from federal, state, and local grant opportunities, capital improvement dollars or even current operating and maintenance funds.

Provides security related expertise to other divisions of DIA on current and future airport projects to ensure compliance with security regulations, policies and procedures.

Collaborates with Airfield Operations, Terminal Operations, and the Training and Exercise Design team to design, develop, and conduct security drills, table-top, and exercises to evaluate security contingencies and security policies and procedures.

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

Provides strategic planning and development for the Airport Security’s Operating and Maintenance and Capital Budgets and monitors the budget and oversees financial well-being by analyzing cost effectiveness. Directs cost control activities.

Represents the Deputy Manager of Aviation – Airport Operations and/or the Airport Operations Division in meetings with elected and/or appointed officials and other city entities as necessary/directed. Serves as a city representative on various committees with external stakeholders. Fosters collaborative relationships that benefit the organization.

Performs other 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.

**MINIMUM QUALIFICATIONS**

**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.

Knowledge of the National Incident Management Systems sufficient to be able to work with other agencies/departments during all airport emergencies.

Knowledge of safety and security practices sufficient to be able to coordinate and provide security.

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 and inquiries.
- Subject to many interruptions.
- Subject to varying and unpredictable situations.
- Subject to long irregular hours.
**Education Requirement:**

Bachelors Degree in Aviation Management, Business Management, Criminal Justice or a related field.

**Experience Requirement:**

Five years of security management experience in a medium or large hub airport.

**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 substitutes for one year of experience.

**Licensure and/or Certification:**

Possession of a valid Colorado Class “R” Driver’s license at the time of application.


---

**CLASS DETAIL**

**FLSA CODE:** Exempt

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

**ESTABLISHED BY:** Steve Adkison

**REVISED DATE:**

**REVISED BY:**

**CLASS HISTORY**

This is a new aviation-specific class created as part of the Management Study