

**POSTING IS REQUIRED**

**Classification Notice No. 1296**

To: Agency Heads and Employees  
From: Jeff Dolan, Career Service Executive Personnel Director  
Date: February 18, 2009  
Subject: Proposed Change to the Classification and Pay Plan

**The proposed change amends the Classification and Pay Plan by adding Aviation Customer Service Supervisor. CSA is also changing the title of Aviation Passenger Service Section Supervisor to Aviation Customer Service Manager.**

The Aviation Passenger Service Section Supervisor class was last updated in 1995. The duties have been updated and placed into the current class specification format.

The incumbents of the proposed classification of Aviation Customer Service Supervisor are currently classified as Supervisor of Administrative Support I (SAS I). This is a generic classification that does not reflect the specific supervisory duties they perform over Aviation Customer Service Agents. The proposed class more accurately describes the duties they perform.

**NEW CLASS**

<b><u>Job Code</u></b>	<b><u>Classification Title</u></b>	<b><u>Pay Grade &amp; Range</u></b>
CS2380	Aviation Customer Service Supervisor	806-S (\$36,724 - \$58,576)

**REVISED CLASS SPECIFICATION INCLUDING  
TITLE CHANGE**

<b><u>Job Code</u></b>	<b><u>Present Classification Title</u></b>	<b><u>Proposed Classification Title</u></b>	<b><u>Pay Grade &amp; Range</u></b>
CS1840	Aviation Passenger Service Section Supervisor	Aviation Customer Service Manager	808-S (\$41,972 - \$66,951)

Per Career Service Rule 7-37 A – “If it is determined, as a result of an audit or maintenance study, that changes to the classification and pay plan are necessary, the effective date of any resulting re-allocations shall be the beginning of the first work week following approval by the Board.”

The Career Service Executive Personnel Director shall provide those appointing authorities who are affected with a draft of proposed changes in the plan, and notice shall be posted on appropriate bulletin boards at least thirteen calendar days from the date of this notice.

**Public Notice of Changes:**

The scheduled time for the public hearing is **Thursday, March 5, 2009 at 9:15 a.m.** in the CSA Board Room, Room 4.F.6, Webb Municipal Building, 201 West Colfax Avenue.

**Note:** Please submit any questions or comments on this proposal in writing to Bruce Backer [bruce.backer@denvergov.org](mailto:bruce.backer@denvergov.org), Career Service Authority, in care of Alena Martinez [alena.martinez@denvergov.org](mailto:alena.martinez@denvergov.org) by 8:00 a.m. on **Wednesday, March 4, 2009**. Please include a contact name and phone number so that we may respond directly.

If anyone wishes to be heard by the Board on this item, please call Leon Duran [leon.duran@denvergov.org](mailto:leon.duran@denvergov.org) at (720) 913-5168 no later than noon on **Tuesday, March 3, 2009**.



## Career Service Authority

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# Aviation Customer Service Supervisor

### GENERAL STATEMENT OF CLASS DUTIES

Supervises the customer service staff that performs aviation customer service work at concourse and terminal information booths, airport call center, and other public areas of the airport, providing information and problem resolution to aviation passengers and the public at Denver International Airport.

### DISTINGUISHING CHARACTERISTICS

The Aviation Customer Service Supervisor class performs first-line supervisory duties over workers who perform aviation customer service work providing information and problem resolution to aviation passengers and the public at Denver International Airport. It is distinguished from the Aviation Customer Service Manager who performs second-level supervisory work over employees performing first-line supervisory duties and usually does not engage in the same work as the workers supervised.

#### ***Guidelines, Difficulty and Decision Making Level:***

Guidelines are in the form of stated objectives for the section, unit, function or project.

Work assignment is generally unstructured and employee is responsible for assigning and supervising a variety of functions to achieve the objectives of the section, unit or project. Duties performed involve weighing and evaluating factors requiring judgment, analytical ability and problem solving.

Employee is responsible for simultaneous coordination and supervision of several functions, programs or projects in various stages of completion.

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

Under managerial direction, the employee has personal accountability for carrying out the work objectives of an organizational unit or section within the scope of established guidelines and the mission of the agency or department. Employee is expected to resolve problems that arise in the normal course of the work. Work may be discussed with higher level supervisors and reviewed for soundness of judgment and feasibility of decisions.

#### ***Interpersonal Communications and Purpose:***

Contacts of a non-prescribed nature involving the negotiation and resolution of non-routine problems encountered and where exceptional degrees of discretion and judgment and specialized knowledge are required in carrying out the programs and policies of an organization.

***Level of Supervision Exercised:***

Supervises two or more full-time employees who do not supervise.

**ESSENTIAL DUTIES**

Plans, organizes, administers, schedules, reviews and evaluates the work of the aviation customer service staff. Develops long/short range term goals and objectives for the assigned areas in conjunction with departmental plans and goals. Develops procedures and coordinates operations during airport events for the safety and security of passengers.

Communicates as a liaison to the Federal Aviation Administration, Transportation Security Administration, Denver Police Department, FBI and Airport Operations during special events such as train failures, power outages, inclement weather, red/amber alerts and any other incidents that have an operational impact on the traveling public.

Monitors airport activities to identify potential threats. Responsible for reporting unsafe conditions in conjunction with directives set forth by the Department of Homeland Security at a Category X airport.

Interprets, implements, and coordinates the requested needs of airport travelers for conventions, conferences, meetings, political delegations, VIP's and special needs organizations for expedited movement through DIA. Supervises the staff responsible for calls to the Aviation Customer Service call center.

Supervises and coordinates customer service staff within the Federal Inspections Service area under the direction of the Immigration Customs Enforcement Agents (ICE) by monitoring, responding to and assisting arriving international passengers.

Develops or modifies work plans, methods and procedures, determines work priorities and develops work schedules to provide adequate staff coverage. Provides work instruction and assists employees with difficult and/or unusual assignments; encourages innovation. Assigns and distributes work, reviews work for accuracy and completeness and returns assignments with recommendations for proper completion.

Conducts hiring interviews and selects candidate(s) for job opening(s).

Resolves problems encountered during daily operations and determines appropriate solutions; promotes teamwork. Encourages regular communication, informs staff of relevant business issues and their impact on the organization.

Develops the performance enhancement plan, documents performance, provides performance feedback and formally evaluates the work of the employee; provides reward and recognition for proper and efficient performance. Develops and implements training and development plans and opportunities for subordinate staff.

Documents causes for disciplinary action and initiates letters of reprimand and makes formal recommendations for disciplinary action. Responds to formal and informal employee grievances and prepares written responses.

By position, participates in planning and managing budget systems; prepares and presents budget recommendations to higher management; adjusts work plans/activities as a result of budget changes.

Performs other duties as assigned or requested.

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's & Skills:***

**Internal Controls/Integrity** - Assures that effective internal controls are developed and maintained to ensure the integrity of the organization.

**Oral Communication** - Expresses ideas and facts to individuals or groups effectively, makes clear and convincing oral presentations, listens to others and facilitates an open exchange of ideas.

**Problem-Solving** - Identifies and analyzes problems; uses sound reasoning to arrive at conclusions; finds alternative solutions to complex problems; distinguishes between relevant and irrelevant information to make logical judgments.

**Written Communication** - Expresses facts and ideas in writing in a succinct and organized manner.

**Technical Competence** - Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise (for example, engineering, physical science, law, or accounting); maintains credibility with others on technical matters.

**Leadership** - Inspires, motivates and guides others toward goals; coaches, mentors and challenges staff, adapts leadership styles to various situations, models high standards of honesty, integrity, trust, openness and respect for individuals by applying these values daily.

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

**Supervising a Diverse Workforce** - Is sensitive to cultural diversity, race, gender, and other individual differences in the workforce. Implements diversity policies for subordinate staff; supports opportunities to recruit, develop and retain a diverse workforce; promotes teamwork, acceptance and productivity among diverse persons.

**Human Resources Management** - Empowers and mentors staff by sharing power and authority; develops lower levels of leadership; shares rewards with staff; ensures staff are appraised, developed, and are otherwise treated fairly.

**Interpersonal Skills** - Considers and responds appropriately to the needs, feelings and capabilities of others; adjusts approaches to suit different people and situations.

**Self Direction** - Demonstrates belief in own abilities and ideas; is self-motivated and results-oriented; recognizes own strengths and weaknesses; seeks feedback from others and opportunities for self-learning and development.

**Team Building** - Manages group processes; encourages and facilitates cooperation, pride, trust and group identity; fosters commitment and team spirit; works with others to achieve goals.

**Decisiveness** - Makes sound and well-informed decisions; perceives the impact and implications of decisions. Specifies goals and obstacles to achieving those goals, generates alternatives, considers

risks and evaluates and chooses the best alternative in order to make a determination, draw conclusions or solve a problem.

Knowledge of supervisory principles and practices sufficient to be able to perform elements of full, formal supervision.

Knowledge of supervisory principles and practices sufficient to be able to develop an employee performance enhancement plan and determine priorities.

Knowledge of supervisory principles and practices sufficient to be able to determine the most appropriate course of action in responding to grievances and in problem resolution/developing alternatives.

Knowledge of airport service and resources sufficient to be able to assist the traveling public.

Knowledge of Federal and City laws, policies, and procedures sufficient to be able to monitor and report conditions in the airport that affect safety and security and create efficient passenger flow.

Skill in applying existing guidelines or creating new approaches to the development and modification of work plans, methods and procedures for the work unit or function.

Skill in prioritizing and scheduling work to allow for its efficient and effective completion.

Skill in reviewing work for accuracy and completeness.

Skill in communicating in stressful situations and with large groups.

### ***Physical Demands:***

Standing: remaining on one's feet in an upright position.

Walking: moving about on foot.

Sitting: remaining in the normal seated position.

Carrying: transporting an object usually by hand, arm, or shoulder.

Reaching: extending the hand(s) and arm(s) in any direction.

Handling: seizing, holding, grasping, or otherwise working with hands.

Fingering: picking, pinching, or otherwise working fingers.

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.

Vision Far Acuity: ability to see clearly at 20 feet or more.

Vision Near Acuity: ability to see clearly at 20 inches or less.

Depth Perception: ability to judge distance and space relationships.

Field of Vision: ability to see peripherally.

Accommodation: ability to adjust vision to bring objects into focus.

***Working Environment:***

Subject to varying and unpredictable situations.  
Subject to many interruptions.  
Pressure due to multiple calls and inquiries.

***Education Requirement:***

Graduation from high school or possession of a GED Certificate.

***Experience Requirement:***

Three years of experience of the type and at the level of an Aviation Customer Service Agent.

***Education/Experience Equivalency:***

A combination of appropriate education and experience may be substituted for the minimum education and experience requirement.

**CLASS DETAIL**

***FLSA CODE:*** Exempt  
***ESTABLISHED DATE:*** xx/xx/2009  
***REVISED DATE:***  
***REVISED BY:*** Steve Adkison  
***CLASS HISTORY*** This is a new class



## Career Service Authority

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# Aviation Customer Service Manager

### GENERAL STATEMENT OF CLASS DUTIES

Performs second level supervisory work over first-line supervisors of aviation customer service work at concourse and terminal information booths, airport call center, and other public areas of the airport, providing information and problem resolution to aviation passengers and the public at Denver International Airport.

### DISTINGUISHING CHARACTERISTICS

The Aviation Customer Service Manager performs second-level supervisory work over employees performing first-line supervisory duties and usually does not engage in the same work as the workers supervised. It is distinguished from the Aviation Customer Service Supervisor class who performs first-line supervisory duties over workers who perform aviation customer service work providing information and problem resolution to aviation passengers and the public at Denver International Airport.

#### ***Guidelines, Difficulty and Decision Making Level:***

Guidelines are in the form of stated objectives for the section, unit, function or project.

Work assignment is generally unstructured and employee is responsible for assigning and supervising a variety of functions to achieve the objectives of the section, unit or project. Duties performed involve weighing and evaluating factors requiring judgment, analytical ability and problem solving.

Employee is responsible for simultaneous coordination and supervision of several functions, programs or projects in various stages of completion.

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

Under managerial direction, the employee has personal accountability for carrying out the work objectives of an organizational unit or section within the scope of established guidelines and the mission of the agency or department. Employee is expected to resolve problems that arise in the normal course of the work. Work may be discussed with higher level supervisors and reviewed for soundness of judgment and feasibility of decisions.

#### ***Interpersonal Communications and Purpose:***

Contacts of a non-prescribed nature involving the negotiation and resolution of non-routine problems encountered and where exceptional degrees of discretion and judgment and specialized knowledge are required in carrying out the programs and policies of an organization.

***Level of Supervision Exercised:***

Supervises two or more first-line supervisors.

**ESSENTIAL DUTIES**

Directs and supervises the work of subordinate supervisors and employees involved in providing passenger services for the airport.

Develops and implements aviation customer service operational policies in accordance with departmental, state, and/or federal aviation mandates and/or legislation and ensures policies are regularly evaluated in accordance with legislation, governmental requirements, and standards.

Develops and improves relationships among various airport work groups by encouraging, developing, and strengthening cooperation and leadership in inter-group relations and communications.

Assists in developing and managing the budget for the aviation customer service section and allocating funds in order to accomplish division goals and objectives.

Determines the priorities, goals, and objectives of the aviation customer service staff.

Oversees daily briefings with management, peers, airlines, Airport Operations, Transportation Security Administration, Federal Aviation Administration, Immigration & Customs Enforcement, Federal Inspection Services, Airport Security, contractors, and outside agencies, covering significant information events that may have an operational impact on the traveling public.

Implements and interprets policies and procedures developed by higher level managers. Develops, recommends and coordinates the implementation of new procedures for the assigned function.

Directs the development of performance evaluation standards for functions managed within the guidelines set by top management. Formally evaluates the work of directly subordinate supervisor and/or staff.

Receives formal and informal grievances and conducts preliminary discussions for settlement when necessary. Initiates disciplinary action for employees when necessary and assists lower level supervisors as required.

Develops and implements staff training and development programs that provide opportunities for individual employee growth and long range development of employees.

Performs other duties as assigned or requested.

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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.

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**MINIMUM QUALIFICATIONS**

***Competencies, Knowledges & Skills:***

**Leadership** – Initiates and sustains action to accomplish the goals of an assigned area(s) by guiding and motivating others and gaining the confidence and active support of subordinates, peers, administrative staff from other organizations, internal and external customers, and



local stakeholder groups. Achieves voluntary commitment to shared values and goals and adapts leadership style to different situations.

**Human Resource Management** – Works with human resource staff to implement human resource policies to ensure accomplishment of organizational goals through effective recruitment, selection, training, performance appraisal, recognition, and corrective/disciplinary action, maintains effective employee relations, and complies with government/citywide regulations and policies.

**Managing Diverse Workforce** – Implements diversity policies for an assigned area(s), supports opportunities to recruit, develop, and retain a diverse workforce, and promotes teamwork, acceptance, and productivity among persons exhibiting cultural, ethnic, gender, and other individual differences.

**Planning and Evaluating** – Establishes objectives and strategies, identifies required resources, and develops plans for carrying out the work in a timely manner. Monitors and evaluates progress to ensure that policies are being implemented and adjusted as necessary to accomplish the organization's mission.

**Oral Communication** – Clearly communicates and explains organizational policies and work assignments to staff and communicates information about the assigned areas' activities to peers, higher-level managers, administrative staff of other organizations, and internal and external customers.

**Written Communication** – Composes, reviews, edits, and issues written materials for diverse audiences and communicates purpose in a succinct and organized manner appropriate for context, time, and place. Written materials are of a routine nature and affect the immediate assigned area(s).

**Interpersonal Skills** – Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, staff from other organizations, internal and external customers, and local stakeholder groups to accomplish the department's mission. Adapts approach to different people and situations.

**Conflict Management** – Minimizes confrontations, disagreements, complaints, and grievances and resolves them in a constructive manner. Works with staff, higher-level managers, peers, administrative staff from other organizations, internal and external customers, and local stakeholder groups to generate areas of agreement and joint action.

**Financial Management** – Recommends, administers, allocates, negotiates, and monitors revenue and/or expenditures to ensure cost-effective management of an assigned area(s).

**Decisiveness** – Commits to action, even in uncertain situations, by making sound and timely decisions necessary to carry out programs, ideas, systems, or policies that affect an assigned area(s). Legal, public, and financial consequences are generally limited to the assigned area(s).

**Problem Solving** – Identifies and analyzes problems, uses sound reasoning to arrive at conclusions, finds alternative solutions to complex problems, and distinguishes between relevant and irrelevant information to make logical judgments.

**Flexibility** – Is open to new ideas, adapts to changing work situations and priorities by modifying existing plans and work methods that affect the assigned area(s), internal and external customers, and local stakeholder groups, and remains calm under pressure.

**Self-Direction** – Sets goals, takes initiative in implementing ideas, systems, or policies that affect an assigned area(s), manages time efficiently, encourages feedback, and invests in self-development.

**Client Orientation** – Applies quality management principles and processes for delivery of high-quality products and service(s) within an assigned area(s), meets routine demands of internal and external customers, and strives for continuous improvement.

**Contracting and Procurement** – Knowledge of various types of contracts, techniques for contracting or procurement, and contract negotiation and administration.

**Team Building** – Encourages and facilitates cooperation and open communication, promotes team work at all levels, cooperates with staff, higher-level managers, peers, administrative staff from other organizations, internal and external customers, and local stakeholder groups to accomplish the department's goals.

**Internal Controls/Integrity** – Follows guidelines to implement and maintain accounting and administrative controls for an assigned area(s) within an agency/department. Exhibits personal integrity, promotes ethical conduct by employees, and abides by the City's Code of Ethics.

**Technical Competence** – Is knowledgeable about the subject matter, procedures, requirements, regulations, and policies related to the area of responsibility. Provides expert advice to staff, higher-level managers, peers, administrative staff from other organizations, internal and external customers, and local stakeholder groups.

**Information Management** – Identifies a need for and knows where or how to gather information and organizes and maintains information or information management systems.

Knowledge of supervisory principles and practices sufficient to be able to perform a variety of supervisory functions.

Knowledge of budgeting principles and practices sufficient to be able to administer a budget to accomplish objectives.

Knowledge of airport service and resources sufficient to be able to assist the traveling public.

Knowledge of Federal and City laws, policies, and procedures sufficient to be able to monitor and report conditions in the airport that affect safety and security and create efficient passenger flow.

Skill in applying existing guidelines or creating new approaches to the development and modification of work plans, methods and procedures for the work unit or function.

Skill in prioritizing and scheduling work to allow for its efficient and effective completion.

Skill in communicating in stressful situations and with large groups.

***Physical Demands:***

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Fingering: picking, pinching, or otherwise working fingers.  
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.  
Vision Far Acuity: ability to see clearly at 20 feet or more.  
Vision Near Acuity: ability to see clearly at 20 inches or less.  
Depth Perception: ability to judge distance and space relationships.  
Field of Vision: ability to see peripherally.  
Accommodation: ability to adjust vision to bring objects into focus.

***Working Environment:***

Subject to varying and unpredictable situations.  
Subject to many interruptions.  
Pressure due to multiple calls and inquiries.

***Education Requirement:***

Bachelor's Degree in Business Administration, Public Administration, Sociology, Psychology, or a related field.

***Experience Requirement:***

Three years of supervisory experience in aviation customer service operations.

***Education/Experience Equivalency:***

A combination of appropriate education and experience may be substituted for the minimum education and experience requirements.

**CLASS DETAIL**

***FLSA CODE:*** Exempt

***ESTABLISHED DATE:*** 09/16/1995

***REVISED DATE:*** xx/xx/2009

***REVISED BY:*** Steve Adkison

***CLASS HISTORY*** This class will replace the Aviation Passenger Service Section Supervisor established in September, 1995