

**POSTING IS REQUIRED**

**Classification Notice No. 1297**

To: Agency Heads and Employees  
From: Jeff Dolan, Career Service Executive Personnel Director  
Date: March 5, 2009  
Subject: Proposed Change to the Classification and Pay Plan

**The proposed change amends the Classification and Pay Plan by adding Assistant Chief of Operations.**

Operations Management requested this class to address a need to have a higher level of day-to-day management of the Aircraft Operating Area at Denver International Airport (DIA). It will manage the activities of the Aircraft Operating Area to ensure the compliance with applicable regulations and make immediate decisions ensuring the safe operation of DIA. It will manage operational efforts in response to emergencies, significant weather events, and other non-routine situations.

**NEW CLASS**

<b><u>Job Code</u></b>	<b><u>Classification Title</u></b>	<b><u>Pay Grade &amp; Range</u></b>
CA2381	Assistant Chief of Operations	813-A (\$68,454 - \$109,238)

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 19, 2009 at 5:30 p.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 18, 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 17, 2009**.



Career Service Authority  
Assistant Chief Of Operations

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**GENERAL STATEMENT OF CLASS DUTIES**

Manages, coordinates, and controls activities within the Aircraft Operating Area at Denver International Airport.

**DISTINGUISHING CHARACTERISTICS**

The Assistant Chief Of Operations is the highest level day-to-day manager of airfield, ramp tower, communication center and terminal operations at Denver International Airport. It is distinguished from Aviation Operations Manager who reports to and supports the Assistant Chief of Operations in the day-to-day management and control of airfield, ramp tower, and terminal operations of Denver International Airport. It is distinguished from Ramp Tower Supervisor who supervises staff responsible for aircraft movement from terminal gates to taxiway and other aircraft movement areas. It is distinguished from other Assistant Aviation Operation Manager classes who report to and support the Aviation Operations Manager in the day-to-day management and control of airfield, ramp tower, and terminal operations of 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 knowledge

are required. Contacts where the exchange of information, support, influence and cooperation may have a very significant impact on the division, programs, and/or policies of the organization.

***Level of Supervision Exercised:***

Supervises the operational activities of the Aviation Operations Managers, Ramp Tower Supervisors and Assistant Aviation Operations Managers on duty for the assigned shift of operation.

**ESSENTIAL DUTIES**

Manages, coordinates, and controls activities within the Aircraft Operating Area at Denver International Airport.

Manages the activities of Aircraft Operating Area to ensure compliance with federal aviation regulations, policies, procedures, and delivery of quality customer and operational services.

Makes immediate decisions necessary to ensure the continued safe operation of Denver International Airport with intent to eliminate or mitigate operational delays, and/or negative impacts to passengers, tenants and airlines.

Manages operational efforts in response to emergencies, significant weather events and other non-routine situations. Serves as the primary source of event status information to airport senior management and the media during these events.

Coordinates the activation of the Emergency Operations Center (EOC) during emergency and special events. Incorporates all aspects of airport communications for coordinated support of the EOC while providing maximum support in maintaining day-to-day operations.

Manages the enforcement of airport security requirements in the Aircraft Operating Area, Concourses and Terminal.

Performs investigations of accidents and incidents, co-author reports and presents findings to senior management.

Oversees the publication of all shift logs and reports, including the daily activity report.

Investigates and resolves complaints from operational stakeholders.

Assists in the enforcement of airport environmental policies, procedures and standards by performing field observations and inspections of airport activities. Notifies environmental management staff of potential negative environmental impacts.

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.

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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:***

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

**Reasoning** - Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.

**Self Esteem** - Believes in own self-worth; maintains a positive view of self and displays a professional image.

**Integrity/Honesty** - Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.

**Planning and Evaluating** - Organizes work, sets priorities, determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization; monitors progress, evaluates outcomes.

**Organizational Awareness** - Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.

**Reading** - Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations.

**Attention to Detail** - Is thorough when performing work and conscientious about attending to detail.

**Legal, Government and Jurisprudence** - Knowledge of laws, legal codes, court procedures, precedents, legal practices and documents, government regulations, executive orders, agency rules, government organization and functions, and the democratic political process.

**Writing** - Recognizes or uses correct English grammar, punctuation, and spelling; communicates information in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.

**Decision Making** - Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.

**Administration and Management** - Knowledge of planning, coordination, and execution of business functions, resource allocation, and production.

**Memory** - Recalls information that has been presented previously.

**Public Safety and Security** - Knowledge of public safety and security; occupational health and safety; investigation and inspection; rules, regulations, precautions, and prevention techniques for protecting people, data, property.

**Creative Thinking** - Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.

**Communicating with Persons Outside Organization** - Communicating with people outside the organization and representing the organization to customers, the public, government entities, and other external sources. This information can be exchanged in person, in writing, by telephone, or e-mail.

Knowledge of FAR Part 139 sufficient to be able to manage aircraft operations to maintain compliance.

Knowledge of airport runways, taxiways, terminal, vehicle service roads, emergency response roads (airside and landside), tunnels/baggage areas, train system and access points, gates areas, hangers, and other facilities within the airport sufficient to be able to manage operations and emergency events.

Knowledge of airport operations sufficient to be able to direct, manage, and control field operations.

Knowledge of aircraft types, size, seating capacity, evacuation routes, etc. sufficient to be able to manage emergency events.

Knowledge of all airport and City of Denver emergency plans sufficient to be able to act as the airport Incident Commander for all airport emergencies.

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.

Knowledge of public relation strategies sufficient to be able to manage public relations and facilitate information to the public through the media.

Knowledge of the simultaneous use of several radio frequencies sufficient to be able to provide and receive information from airport, FAA, airline, and other personnel.

Knowledge of safety practices and precautions sufficient to be able to supervise, train, and provide safety instructions to subordinates and others and to recognize and correct hazardous situations.

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.

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.

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

Walking: moving about on foot.

Sitting: remaining in the normal seated position

Lifting: raising or lowering an object from one level to another.

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

Balancing: maintaining body equilibrium to prevent falling over.

Stooping: bending the body by bending spine at the waist.

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

Handling: seizing, holding, grasping, or otherwise working with hand(s).

Fingering: picking, pinching, or otherwise working with fingers.

Talking: expressing or exchanging ideas by means of spoken words. Talking in a composed professional manner using multiple radio frequencies during normal and emergency operations.

Hearing: perceiving the nature of sounds by the ear.

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 distances and space relationships.

Field of Vision: ability to see peripherally.

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

Color Vision: ability to distinguish and identify different colors.

Driving: operating a vehicle for long periods of time and in adverse weather conditions affecting visibility.

### ***Working Environment:***

Extreme Cold: temperature cold enough to cause marked bodily discomfort.

Extreme Heat: Temperatures hot enough to cause bodily discomfort.

Temperature Changes: variations in temperature from hot to cold.

Noise: sufficient to cause distraction or possible hearing loss.

Hazards: conditions where there is danger to life, body, and/or health.

Exposed to hazards from electro/mechanical/power equipment.

Handles emergency or crisis situations.

Pressure due to multiple calls and inquiries.

Subject to long irregular hours.

Subject to many interruptions.  
Subject to varying and unpredictable situations.

***Education Requirement:***

Bachelor's Degree in Aviation Management, Business Administration, Management or a related field.

***Experience Requirement:***

Three years of experience of the type and at the level of Aviation Operations Manager supporting field operations, managing staff, and writing policies in a medium or large hub civilian airport or military facility.

***Education/Experience Equivalency:***

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

***Licensure and/or Certification:***

Possession of a valid Colorado Class "R" Driver's license at the time of application. Completion of a Career Service Authority supervisory training course prior to completion of the probationary period.

**CLASS DETAIL**

***FLSA CODE:*** Exempt

***ESTABLISHED DATE:*** xx/xx/2009

***REVISED DATE:***

***REVISED BY:*** Steve Adkison

***CLASS HISTORY*** This is a new class