

## COMPETENCY MODEL FOR CHIEF AIRPORT ENGINEER (7274)

The following competencies have been identified as those that best separate superior from satisfactory job performance in the class of **CHIEF AIRPORT ENGINEER**. (Numbers refers to the order of the competencies in the Competency Bank.)

- 17. Innovation
- 20. Job Knowledge
- 28. Supervision
- 30. Fiscal Management
- 33. Interpersonal Skills
- 40. Credibility
- 47. Written Communication
- 51. Program Responsibility

On the following pages are descriptions of each competency, including a definition, the level of the competency required for the class (*italicized, bolded, and underlined*), examples of behavioral indicators, and satisfactory and superior performance levels.

**17. INNOVATION** – Seeks out and/or develops drastically different work products or ways of doing work in order to improve services and/or increase productivity.

Level of Competency Required by Job:

Level 1: Identify different means of doing work or suggest changes in work product that significantly improve productivity, work product, or service provided.

Level 2: Re-engineer processes and practices to increase efficiency and/or productivity and/or to improve work product or service.

**Level 3: *Re-conceptualize purpose of function and/or how to achieve it in a way that improves efficiency and effectiveness.***

Examples of Behavioral Indicators:

- Notes inefficiencies/unnecessary steps in work processes for elimination.
- Suggests different, more expedient means of doing work.
- Conducts thorough review of work practices to identify possible points of increased efficiency in work flow and/or product/service quality.
- Identifies opportunities to increase breadth or depth of impact.
- Determines/implements novel means of accomplishing work.
- Reconfigures existing resources to improve work flow, work product, or service.

Performance Levels:

Satisfactory

Maintains constant awareness of ways to improve quantity and quality of work. Identifies and is willing to suggest changes no matter how radical a departure from current practice.

Superior

Deliberately seeks out or develops new and improved ways of doing work and/or alteration of/addition to current work product or service to vastly improve organizational performance and the “bottom line.”

**20. JOB KNOWLEDGE** – Knows information required to perform a specific job. Includes both widely available courses of study (for example, chemistry, human resources management, graphic arts) and City-specific information (parking regulation and ticketing practices; purchasing procedures; provisions of the City Charter).

Level of Competency Required by Job:

Level 1: Knowledge is concrete, factual, and/or procedural and may be defined by the organization. Situations in which it is applied are quite consistent.

Level 2: Knowledge is substantive and may be defined by an external trade, field, or profession. Situations in which it is applied vary and, as such, require breadth and depth of understanding.

**Level 3: Knowledge is abstract, conceptual, and/or complex and may be supported by a well-defined academic discipline or authoritative sources (e.g., laws, ordinances, government guidelines/regulations/ codes). Situations in which it is applied may vary greatly or be novel.**

Examples of Behavioral Indicators:

- Performs work correctly/avoids technical (job content related) errors.
- Answers technical questions about work accurately.
- Asks few technical questions about the performance of routine work activities.
- Offers advice (“coaching”) to new employees regarding their work.
- Develops training programs for other employees.
- Sought out as a source of information by others.

Performance Levels:

Satisfactory

Sufficient job knowledge to perform work correctly independently. Answers technical questions about work correctly.

Superior

Expertise in technical job information sufficient to serve as a resource to others. May develop training manuals/ programs and/or give internal and/or external presentations related to work.

## **Job Knowledge Areas**

1. Knowledge of the development and maintenance objectives related to airport changes in line with modifications of aircraft design, aircraft traffic, terminal usage, and security requirements, sufficient to participate in the development of long-range plans and schedule work to be done by the engineering staff.
2. Knowledge of new developments in aviation technology, including characteristics of new aircraft and fueling systems, sufficient to review airport plans and construction and determine whether these changes are being adequately addressed.
3. Knowledge of airport facility and equipment requirements such as required clearances between runways and taxiways; runway length, thickness, and materials; and compensation for factors including elevation of the airport, runway slope, wind flight destinations, and aircraft characteristics as set forth in FAA Advisory Circulars, sufficient to ensure that designs and specifications developed by subordinates and contractors are in compliance so that the projects are eligible for funding by federal grants.
4. Knowledge of the technical terminology and abbreviations used in airport design and construction, such as runway configuration, airport and aircraft capacity, pay load, range, landing distance, taxiway, apron, clearway, stopway, impact, primary surface, transitional surface, FAA Air Transport Association (ATA), and Airline Pilots Association (ALPA), sufficient to communicate with engineers, architects, surveyors, and inspectors.
5. Knowledge of the methods and materials used in the construction and maintenance of airport facilities, such as asphalt and concrete paving materials and techniques, appropriate use of base and sub-base materials, airfield lighting equipment, and types and uses of pipes sufficient to inspect projects for conformance of FAA requirements and City of Los Angeles Standard Specifications for Construction.
6. Knowledge of the sources and availability of information related to airport engineering, operations, planning, design, construction, and maintenance, such as publications of the FAA and International Civil Aviation Organization, the "Green Book", industry publications detailing the characteristics of various aircraft, and Sweet's Catalogue, sufficient to find or direct others to find information needed to complete projects and solve problems.
7. Knowledge of residential community sound abatement procedures such as use of walls and landscaping sufficient to review plans and specifications prepared by subordinates or outside contractors for effectiveness, practicality, and conformance to accepted engineering principles.

8. Knowledge of the principles and practices of airport planning (including forecasting peak analysis, runway movements, etc.) and design for all airport facilities such as terminals, maintenance hangars, cargo, fuel system, runway system, ramp control tower and various other landside and airside facilities sufficient to direct and evaluate the work of contracted architectural/engineering firms or planning/engineering staff.
9. Knowledge of the principles and practices of civil engineering, mechanical engineering, electrical engineering, structural engineering, and information technology engineering used for airport related work such as design and construction of runway systems, terminal buildings, and central utility plants, and passenger seamless flow, sufficient to direct and evaluate the work of contracted engineering firms or engineering staff.
10. Knowledge of the structure and function of the various organizations of a major airport such as the Los Angeles World Airports such as operations, maintenance, planning, commercial development, sufficient to coordinate engineering, construction, operation, maintenance, purchasing, accounting, personnel, and/or clerical activities required to complete large projects.
11. Knowledge of public purchasing policies and procedures, typical to a large metropolitan government agency, such as use of petty cash; sub-purchase orders; contracts; and emergency walk through and ensuring vendors/suppliers possess the necessary certifications in order to approve equipment purchases.
12. Knowledge of the typical metropolitan government agency programs for minority, women, and disadvantaged business enterprises as defined by agency laws and policies, sufficient to ensure that contracts are awarded only to businesses participating at the required levels, and to ensure that any exemptions are justified and requested properly.
13. Knowledge of applicable codes with regards to building and fire protection, in order to proceed with proposed new construction or modifications of airport facilities.
14. Knowledge of safety regulations, including OSHA and FAA requirements, sufficient to assure that Airports engineering, construction, and maintenance projects and activities meet safety standards.

**28. SUPERVISION** – Ability to assume direct responsibility for all aspects of the performance of a work group, which requires knowledge and/or ability in the areas of:

- Planning and goal setting
- Creating a safe and positive work environment
- Establishing standards and training employees
- Motivating employees and teambuilding
- Performance Management (assigning, monitoring, facilitating, reviewing and evaluating work, and providing feedback)
- Supporting and developing employees through delegation and participation
- Taking disciplinary action including progressive discipline
- Provisions of employees' MOU's and handling grievances
- Legal requirements including EEO, ADA, FLSA, FMLA, and Workers' Compensation provisions
- Civil Service Commission Rules and Policies related to the management of employees
- Administrative Code provisions related to the management of employees
- Budget processes sufficient to request and justify expenditures in a correct and timely manner

Level of Competency Required by Job:

Level 1: Supervises small workgroup of employees performing the same or highly related work.

Level 2: Supervises a larger workgroup of employees performing various types of work.

**Level 3: Supervises employees including provision of coaching and advice to subordinate supervisors.**

Examples of Behavioral Indicators:

- Plans, assigns, and monitors work progress.
- Trains employees to do work.
- Evaluates work and gives positive and negative feedback.
- Displays knowledge of legal requirements including applicable Federal and State laws, Administrative Code provisions, Civil Service Commission Rules and Policies, and MOU provisions.

Performance Levels:

Satisfactory

Proficiency in supervision sufficient to supervise a workgroup in terms of task orientation, interpersonal concerns, and personnel administration.

Superior

Proficiency in supervision sufficient to serve as a resource to others and/or represent department position in a public forum

**30. FISCAL MANAGEMENT** – Develops and justifies budget proposals in a way that garners support; monitors expenditures for compliance; systematically adjusts expenditures when warranted.

Level of Competency Required by Job:

Level 1: Identify equipment and services with demonstrable cost-effectiveness for improving operations and prepare detailed budget requests that provide ample justification for purchase. Ensure money is spent for intended purpose.

**Level 2: Identify staffing needs, needs for equipment and services, and other expenditures that are necessary to fulfill the mission of a function or segment of the organization. Provide ample, compelling justification. Ensures that money is spent for intended or highly related purpose.**

Level 3: Consider the mission of the entire organization and current priorities in determining which budget proposals to submit. Provide compelling arguments for the proposals submitted that include reference to proposals omitted. Use money for intended purpose unless priorities or other circumstances change.

Examples of Behavioral Indicators:

- Identifies expenditures that will be cost-effective in their contribution to accomplishing work.
- Conducts research to determine the best available option for purchase.
- Tailors justification for budget request to the specific need and current circumstances.
- Uses money for its intended purpose.
- Makes adjustments to expenditures in accordance with price increases, changing priorities, and City policy.

Performance Levels:

Satisfactory

Recognizes the critical role of the budget process in City functioning. Knows the budget cycle and makes timely submissions for all desired expenditures.

Superior

Provides convincing justifications that reflect essential organizational functions, demonstration of cost-effectiveness, and consideration of current political/economic/social climate.

### 33. INTERPERSONAL SKILLS – Interacts effectively and courteously with others.

#### Level of Competency Required by Job:

Level 1: Interact with members of the workgroup, supervision, and/or the public in a cordial, service-oriented manner.

Level 2: Interact across department lines and with appointed City officials, and/or members of the public, at times under adversarial circumstances, in a cordial, respectful manner.

**Level 3: Interact with appointed and elected City officials, department heads, representatives of external organizations, and/or the media in a cordial, effective manner.**

#### Examples of Behavioral Indicators:

- Works well with others toward mutual objectives.
- Does not arouse hostility in others.
- “Disagrees without being disagreeable.”
- Elicits acceptance/cooperation from others.
- Affords all individuals respect, regardless of their role or status.
- Effectively addresses concerns of politicians or others who may have their “own agenda.”

#### Performance Levels:

##### Satisfactory

Behaves in a courteous, respectful, cooperative manner toward co-workers, other City employees, and members of the public.

##### Superior

Facilitates positive interpersonal relations within/among workgroups and toward members of the public. Adept at finding similarities and grounds for cooperation/mutual benefit.

**40. CREDIBILITY** – Is truthful and sincere; objectively and clearly provides all pertinent information rather than being vague, omitting negative information or only stating what listeners “want to hear.”

Level of Competency Required by Job:

Level 1: Freely and openly share accurate job-related information with co-workers.

Level 2: Provide complete, accurate information to other City employees and members of the public.

**Level 3: Represent department to the Mayors’ Office, City Council, City Commissions, and/or department heads, and/or to external organizations, professional associations, and/or the media.**

Examples of Behavioral Indicators:

- Admits mistakes.
- Information provided is consistent (not contradictory or stating different things to different people).
- Answers questions directly and thoroughly.
- Shares credit for achievements.
- Acts in the best interest of the organization, not self interest.

Performance Levels:

Satisfactory

“Tells the complete story” from the onset. Is forthcoming with full information when questioned. Statements are consistent. Readily admits mistakes and gives credit to others.

Superior

Information provided is complete and accurate, and includes any negative information or information contrary to self interest. Does not attempt to be vague or put a “spin” on negative information to make it appear more positive.

## 47. WRITTEN COMMUNICATION – Communicates effectively in writing.

### Level of Competency Required by Job:

Level 1: Write notes/e-mails. Completes forms with some open-ended responses (sentences).

Level 2: Write letters, articles/reports, and/or detailed descriptions of activities/occurrences.

**Level 3: Write lengthy reports, instruction manuals, in-depth analyses/reviews of complex issues and/or articles for publication. Reviews the written work of others.**

### Examples of Behavioral Indicators:

- Writing includes the necessary information to convey the intended message.
- Sufficiently few errors in spelling, punctuation, grammar to not interfere with the intended message or distract the reader.
- Little editing or re-writing needed to produce a final product.
- Composes materials efficiently.
- Information is presented in a well organized manner.
- Tone and degree of formality are appropriate to the purpose and audience.

### Performance Levels:

#### Satisfactory

Writes material that clearly communicates the necessary information; needs little editing.

#### Superior

Precisely uses words and organizes information in a way that enhances presentation of the message. Virtually no editing needed.

**51. PROGRAM RESPONSIBILITY** – Directs all aspects of an ongoing multi-faceted program/function to ensure resources are continually available and actions are continually taken at proper times to accomplish its objectives.

Level of Competency Required by Job:

Level 1: Plan, coordinate, and direct the operation of a multi-faceted program/function.

Level 2: Plan, coordinate, and direct the operation of a large-scale, multi-faceted program/function or several smaller-scale programs/functions.

**Level 3: Plan, coordinate, and direct the operation of a very large-scale, multi-faceted program/function or multiple programs/functions.**

Examples of Behavioral Indicators:

- Plans and directs the day-to-day and long-range operation of the program(s)/function(s)
- Secures necessary resources for successful performance.
- Clearly designates roles/responsibilities/accountability.
- Monitors the processes and products of the operation to ensure they meet standard; makes adjustments when needed.
- Addresses failure to perform or other problems in a timely and effective manner to minimize negative impact.
- Audits the processes and products of the operation to identify opportunities for improvement.

Performance Levels:

Satisfactory

Ensures sufficient staff and resources are available to continually accomplish objectives of the program/function. Directs staff and establishes personal responsibility/accountability.

Superior

Continually seeks to improve the program/function to maximize productivity and minimize use of resources.

