

CITY OF PORT ST. LUCIE
MANAGEMENT SUCCESSION PLAN



PREPARED – FEBRUARY 2016
HUMAN RESOURCES DEPARTMENT

TABLE OF CONTENTS

| | |
|--|----|
| Cover page | 1 |
| Table of Contents | 2 |
| <u>Basic Plan/Executive Summary</u> | 3 |
| <u>Organizational Analysis</u> | 4 |
| <u>Key Positions by Department</u> | 5 |
| <u>External Recruitment Strategies</u> | 8 |
| <u>Plan Implementation</u> | 11 |
| <u>Plan Evaluation and Revision</u> | 13 |
| <u>Conclusion</u> | 13 |
| <u>Organizational Chart</u> | 14 |
| <u>Appendix A – Core Competencies Template</u> | 15 |
| | |
| <u>Competencies by Department</u> | |
| <u>Building Department</u> | 16 |
| <u>City Clerk’s Office</u> | 25 |
| <u>City Manager’s Office</u> | 28 |
| <u>Communications Department</u> | 31 |
| <u>Community Redevelopment Agency (CRA)</u> | 34 |
| <u>Community Services Department</u> | 35 |
| <u>Finance Department</u> | 39 |
| <u>Human Resources Department</u> | 49 |
| <u>Legal Department</u> | 43 |
| <u>Management of Information Systems (MIS)</u> | 46 |
| <u>Parks & Recreation Department</u> | 56 |
| <u>Planning & Zoning Department</u> | 59 |
| <u>Police Department</u> | 62 |
| <u>Procurement Management Department</u> | 67 |
| <u>Public Works Department</u> | 70 |
| <u>Risk Management Department</u> | 75 |
| <u>Utility Systems Department</u> | 79 |
| | |
| <u>Appendix B – Individual Development Plan (Template)</u> | 88 |

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|--|--|----------------------------|-------------------------|
| SUCCESSION PLAN CITY OF PORT ST. LUCIE, FL HUMAN RESOURCES DEPARTMENT | | | |
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1.0 EXECUTIVE SUMMARY:

The process to create the City’s first succession plan began in July 2014 during the City Council Summer Retreat. A presentation was made on the demographics of the City’s workforce by City Manager Jeff Bremer. In the fall of 2014, a committee was formed that began to discuss what the future leadership needs for the City would be in the next ten years. Over the summer of 2015, meetings were conducted with each Department Head to explain the process and schedule. Each department provided the core competencies of their key leadership positions as well as Individual Development Plans for employees who would be considered to fill a key position that was vacated unexpectedly.

Although this first phase of the succession plan focuses on a management level, employees at all levels of the organization are encouraged to discuss their professional development with a Human Resources representative or their Department Head. The City is analyzing ways to provide more resources for training and education including the reinstatement of a tuition reimbursement program. It is critical for all employees to understand that professional development starts with, and is the responsibility of, the individual. Many resources are currently available to employees and are outlined in this plan. As most programs take time to develop, budget and implement, employees should consider self-funding their own educational goals (i.e. degrees) until a formal program is adopted by the City.

2.0 WHY SUCCESSION PLANNING?

In January, 2014 the City Council adopted the City’s first Strategic Plan with the high priority action item of a management succession plan. Management’s emphasis on the importance of developing the next generation of leaders is essential to accomplishing the organization’s mission, vision and goals.

Succession planning helps an organization identify, develop and retain employees. The goal of succession planning is to develop pockets of skilled employees by helping them gain the

experience and competencies they need to move into vacant positions. On a basic level a succession plan will determine a designated backup and a potential successor for select key positions. This type of planning is mutually beneficial to both the organization and the qualified employees.

The succession planning process starts with hiring the right people. Port St. Lucie, now a medium size city, has found a way to retain its small-town charm with a customer friendly atmosphere for citizens. This culture is widespread across all departments including the easily accessible Human Resources Department and City Manager's Office.

As Port St. Lucie continues to grow so will the needs of the organization including staffing. More qualified employees will be needed to meet the demands of the community. The future of an organization and the potential of its employees are intertwined. One benefit of having approximately 1,000 employees is that a significant portion of its future talent is likely working within the current organization. The development of a succession plan can help inspire talented workers and keep them from leaving for imagined greener pastures. The cost of losing good people is immeasurable. Keeping and motivating human capital creates a tremendous competitive advantage for the City.

3.0 WHO IS INVOLVED?

This Succession Planning Program is available to all classified City employees. This program serves as a development tool, and should not be construed or assumed that a position will be provided to any employee during or after completing the program. No promises or guarantees of any kind, either expressed or implied, should be expected. That said, neither the program as a whole or any portion thereof constitutes a term or condition of employment. It can be amended, modified or discontinued at any time at the sole discretion of management.

4.0 ANALYSIS OF ORGANIZATIONAL TRENDS:

One of the biggest trends affecting the local government workforce is that the percentage of employees that are retirement eligible is increasing. Workers tend to be older with greater lengths of service before they are ready to retire. One likely reason workers are delaying their expected exit from the workforce is due to the downturn of the economy nearly a decade ago. Another considerable factor is the Social Security Administration's normal retirement age (NRA) which is graduated from 66 in 1943 – 1954 by adding months per year of birth beginning in 1955 until you reach 1960, at which point the NRA is age 67. Anyone born 1/1/60 or later must be 67 to be eligible for a non-reduced benefit.

The City has already experienced some impacts from an improved job market. This includes employees leaving for jobs in both the public and private sectors. Currently, turnover at the top level is not an issue; however, turnover at the mid-level of the organization is a concern. Exit interviews are conducted by the Human Resources Department and are used to the extent possible to improve the working conditions and terms of employment for all employees.

5.0 KEY POSITIONS BY DEPARTMENT

The following table represents the key positions provided by each department for the purpose of succession planning. Key positions may be modified by the Department Head or City Manager.

Table 5.1

| | |
|--------------------------------------|---|
| Building Department | Building Official |
| | Assistant Building Official |
| | Code Compliance Manager |
| | Office Manager Code Compliance |
| | Systems Support Manager |
| | Business Tax Manager |
| | Chief Building Inspector |
| | Permit Supervisor |
| | Budget Specialist |
| City Clerk's Office | City Clerk |
| | Assistant City Clerk |
| | Deputy City Clerk |
| City Manager's Office | City Manager |
| | Assistant City Manager/Administrative Services |
| | Assistant City Manager/Comm. Development Director |
| Communications Department | Communications Director |
| | Public Information Officer |
| | TV Supervisor |
| Community Redevelopment Agency (CRA) | CRA Director |
| | |
| Community Services Department | Director |
| | Grant Specialist |
| | Budget Coordinator |
| | Housing Specialist |
| Finance Department | Finance Director |
| | Assistant Finance Director |
| | City Comptroller |
| | Property Tax Assessment Manager |
| | Revenue Manager |
| | Pension Plan Administrator |

| | |
|--|---|
| | Accounts Payable Supervisor |
| Human Resources Department | Human Resources Director |
| | HR Manager |
| | HR Benefits Manager |
| | Senior Systems Support Manager |
| Legal Department | City Attorney |
| | Labor Attorney |
| | Assistant City Attorney |
| Management of Information Services (MIS) | MIS Director |
| | MIS Assistant Director |
| | Software Development Manager |
| Office of Management and Budget | OMB Director |
| | Senior Management Analyst |
| | Management Analyst II |
| Parks and Recreation Department | Parks & Recreation Director |
| | Assistant Parks and Recreation Director |
| | Senior Systems Support Manager |
| Planning and Zoning Department | Planning & Zoning Director |
| | Assistant Director of Planning & Zoning |
| | Principle Planner |
| Police Department | Chief of Police |
| | Assistant Chief of Police |
| | Assistant Chief of Police |
| | Police Administrator |
| | Evidence Manager |
| | Animal Control Administrative Supervisor |
| Procurement Management Department | Director of Procurement Management |
| *Future position | *Assistant Director of Procurement Management |
| | Procurement Card Administrator |
| Public Works Department | Public Works Director |
| | Assistant Public Works Director |
| | Professional Engineer |
| | Environmental Services Manager |
| | Operations Manager |
| Risk Management Department | Risk Management Director |
| | Risk Management Analyst |
| | Risk Management Technician |
| Utility Systems Department | Utility Systems Director |
| | Utility Systems Assistant Director |
| | Manager, Water Distribution/WW Collection |
| | Manager, Budget, Procurement & Warehouse |

| | |
|--|----------------------------------|
| | Manager, Customer Service |
| | Manager, Public Affairs & Safety |
| | Safety and Training Coordinator |
| | Wastewater Plant Chief Operator |
| | Water Plant Chief Operator |

6.0 CORE COMPETENCIES

The leadership positions identified in Table 5.1 were provided by each department along with a set of core competencies for each position. Competencies provide the ability to:

- Translate organizational goals into expectations for each position.
- Implement more effective selection, promotion and succession decisions.
- Identify areas for employee development that are directly linked to the achievement of organizational objectives.

Competencies are the skills, behaviors, and attributes that employees possess that are generally linked to strong performance. They include knowledge, skills and abilities but also include personal characteristics. Examples of competencies include: presentation skills, written communication, effectiveness of communication, decision making, influence, stress tolerance and teamwork. The City issued a standardized template to each department to use when identifying the core competencies for each key leadership position. The core competency template and completed forms can be found in Appendix A.

7.0 INDIVIDUAL DEVELOPMENT PLANS

Once the leadership competencies for each position are developed, the next step is the identification of high-potential employees and their readiness for succession. Leaders and incumbents in key positions identify employees to be considered for succession into those positions. Individual Development Plans (IDPs) of all candidates are created including a history of qualifications, performance reviews and accomplishments. These IDPs (or profiles) are the results of collaborative discussions between the individual and the department head and will be kept on file with the Human Resources Department as part of this succession plan. The IDP template can be found in Appendix B.

8.0 DEVELOPMENT AND RETENTION OF POTENTIAL SUCCESSORS:

The way local governments conduct business is in constant evolution. Managers should look at operational departments differently. Citizens don't want a "typical government". They expect to

be connected or have access to services in the evenings, on weekends or online. The key to having a seamless succession plan starts with recruiting the best and brightest talent as skills will grow with experience. Retention strategies are needed to help prevent talented individuals from leaving the organization. Department Heads will need to ensure that each potential successor has a written IDP and regularly discusses the plan with the employee. Communication is absolutely critical to the development and retention of potential successors. Leadership training both formal and informal must be provided on a regular basis. Specific retention strategy actions and a timeline of implementation are listed in Section 10. As each program is developed the City will define ways to measure and improve these strategies.

9.0 EXTERNAL RECRUITMENT STRATEGIES:

There will be times when it's in the City's best interest to fill a vacant position externally. Table 9.1 below outlines external recruitment options available to each department. This information will be useful to the Human Resources Department in finding qualified applicants outside of the organization.

Table 9.1

| | | | |
|---------------------------|--|--|--|
| Building Department | Building Officials Association of FL (407) 804-1001 www.boaf.net | | |
| City Clerk's Office | International Institute of Municipal Clerks (800) 251-1639 www.iimc.com | Florida Association of City Clerks (850) 222-9684 www.floridaclerks.org | |
| City Manager's Office | International City/County Mgmt. Association (202) 289-4262 www.icma.org | FL City and County Management Association (850) 222-9684 www.fccma.org | Florida League of Cities (850) 222-9684 www.floridaleagueofcities.com |
| | American Society for Public Administration (202) 393-7878 www.aspanet.org | Center for State & Local Government Excellence (202) 682-6100 www.slge.org | Center for Florida Local Government Excellence (850) 487-1870 www.cflge.org |
| Communications Department | Public Relations Society of America (212) 460-1400 www.prsa.org | Florida Public Relations Association (941) 365-2135 www.fpra.org | City-County Communications & Marketing Association (703) 707-0830 www.3cma.org |

| | | | |
|--------------------------------------|--|--|--|
| Community Redevelopment Agency (CRA) | FL Redevelopment Association (800) 342-8112 www.redevelopment.net | | |
| Community Services Department | National Association of Social Workers (800) 742-4089 www.naswdc.org | National Assoc. of County Human Services Administrators (202) 898-1444 www.nachsa.org | FL Assoc. of County Human Service Administrators (239) 533-7920 www.fachsa.org |
| | National Association of Social Workers FL (800) 742-4089 www.naswfl.org | American Public Human Services Assoc. (202) 289-6555 www.aphsa.org | National Organization for Human Services (800) 597-2306 www.nationalhumanservices.org |
| Finance Department | Government Finance Officers Association (312) 977-9700 www.gfoa.org | FL Govt. Finance Officers Association (850) 222-9684 www.fgfoa.org | |
| HR Department | Society for Human Resource Management (800) 283-7476 www.shrm.org | Florida Public Human Resources Association (239) 213-1810 (239) 949-6269 www.fphra.org | St. Lucie County Human Resource Association (772) 344-4369 www.stluciehr.com |
| MIS Department | Association of IT Professionals (800) 224-9371 www.aitp.org | | |
| Office of Management and Budget | Government Finance Officers Association (312) 977-9700 www.gfoa.org | FL Govt. Finance Officers Association (850) 222-9684 www.fgfoa.org | Treasure Coast FL Govt. Finance Officers Assoc. (850) 222-9684 www.fgfoa.org |
| Parks & Recreation Department | National Recreation & Parks Association (800) 626-6772 www.nrpa.org | Florida Recreation & Parks Association (850) 878-3221 www.frpa.org | |
| Planning & Zoning Department | American Planning Association (202) 872-0611 www.planning.org | FL Chapter American Planning Association (850) 201-3272 www.floridaplanning.org | |
| Police Department | International Association of Chiefs of Police | National Association of Chiefs of Police | Florida Police Chiefs Association |

| | | | |
|-----------------------------------|---|--|---|
| | (703) 836-6767 www.iacp.org | (321) 264-0911 www.nacoponline.org | (850) 219-3631 www.fpca.com |
| | International Association of Women Police (301) 464-1402 www.iawp.org | National Organization of Black Women in Law Enforcement (712) 775-7031 www.nobwlenational.org | National Association of Women Law Enforcement Executives (847) 404-8189 www.nawlee.org |
| | National Latino Peace Officers Association (702) 204-6383 www.nlpoa.com | National Black Police Association (855) 879-6272 www.blackpolice.org | |
| Procurement Management Department | National Institute of Government Purchasing (703) 736-8900 www.nigp.org | FL Association of Public Procurement Officials (813) 435-3109 www.fappo.org | |
| Public Works Department | American Public Works Association (816) 472-6100 www.apwa.net | American Society of Civil Engineers (800) 548-2723 www.asce.org | Florida Engineering Society (850) 224-7121 www.fleng.org |
| Risk Management Department | Public Risk Mgmt. Association (703) 528-7701 www.primacentral.org | Risk and Management Insurance Society (212) 286-9292 www.rims.org | |
| Utility Systems Department | Florida Section American Water Works Association (407) 957-8448 www.fsawwa.org | Florida Water and Pollution Control Operators Association (561) 840-0340 www.fwpcoa.org | Utility Jobs.com (832) 364-6807 www.utilityjobs.com |

Department Heads will need to look at all of their key positions to determine if a situation exists in which there is no internal candidate interested or qualified to take on the duties of a vacancy. This would mean developing both a short-term “stop-gap” plan and a longer-term recruitment strategy. The Human Resources Department should be consulted in these circumstances.

10.0 PLAN IMPLEMENTATION

Table 10.1 below shows a summary of programs with their anticipated start dates. The succession plan will constantly evolve and be kept current on the City employee website.

Table 10.1

| Program Name | Description | Funding | Target Date | Lead Group |
|--|---|----------------|--------------------|--|
| Individual Development Plans | Potential successors (key positions) | N/A | 2015/2016 | All Departments |
| Defined career paths | Classification system study (in progress) | N/A | 2015/2016 | Human Resources Department |
| Acting positions/supervisor absence | Employees "fill in" during a vacation, etc. | YES | 2016 | All Departments |
| Internship – formal (paid) | Temporary employees hired for help | NO | 2016/2017 | Human Resources Department |
| Internships – formal (unpaid) | Partnership with colleges/universities | N/A | 2016 | Human Resources Department |
| Employee internship (multi-week/month) | Job rotation within department or City | N/A | 2016 | Human Resources Department |
| Ride Along Program | A day spent learning a different department | N/A | 2016 | Human Resources Department |
| Tuition Reimbursement Program | Reinstitute incentive program for college courses/degrees | NO | 2016/2017 | Human Resources Department/City Manager's Office |
| Training (All) | Revamp training program to align with succession plan | NO | 2016/2017 | Human Resources Department/City Manager's Office |
| Mentoring Program | Senior employees volunteer to mentor | N/A | 2016 | All Departments |
| Self-Study Program (employee website) | Professional development info | N/A | 2016 | Human Resources Department and MIS Department |
| Leadership Committee | Focus group on employee development | N/A | 2016 | City Manager's Office |
| Leadership Lunches | Informal discussions on leadership | N/A | 2016 | Human Resources Department |

| | | | | |
|--|--|-----|-----------|----------------------------|
| Leadership Academy | Internal program | NO | 2016/2017 | City Manager's Office |
| Flex time (school) | Flexible scheduling to attend college | N/A | 2016/2017 | City Manager's Office |
| Talent pool (job interest procedures) | Employee interests /talent tracking system | N/A | 2016/2017 | Human Resources Department |
| Performance Reviews/Evaluations | Include 360° and just in time feedback | N/A | 2016/2017 | Human Resources Department |
| Employee Recognition Program | Form a committee to revamp citywide employee recognition | N/A | 2016/2017 | City Manager's Office |
| Succession plan development | Positions/competencies added to succession plan | N/A | 2016/2017 | All Departments |
| Job descriptions, job postings and organization charts | Post job descriptions/ and organization charts online; eliminate current employee application restrictions | N/A | 2016/2017 | Human Resources Department |
| On the job training (OJT) | Train two people to do every key position | N/A | 2017/2018 | All Departments |
| Procedural manuals | Step by step manuals for key positions | N/A | 2017/2018 | All Departments |
| FAQs by department | Develop FAQ sheets for each department | N/A | 2016/2017 | All Departments |

These programs outline the start of a change in leadership culture. Although each of these programs will take time to develop, the City will need a champion for each initiative. Employees should open themselves up to be challenged and volunteer to lead any of the above professional development initiatives. There are numerous career development opportunities currently available for free on the Internet. Employees must understand that they are in charge of their own professional and career development. Networking with other City employees is a good way to learn about other departments to learn about different careers.

11.0 PLAN EVALUATION AND REVISION:

In order to be effective, succession plans must have defined action items with measurable goals, specified timelines, and people accountable for taking various actions. In general, this plan will be analyzed annually to ensure it is meeting organizational objectives. More specifically, the plan offers the following goals as measureable objectives.

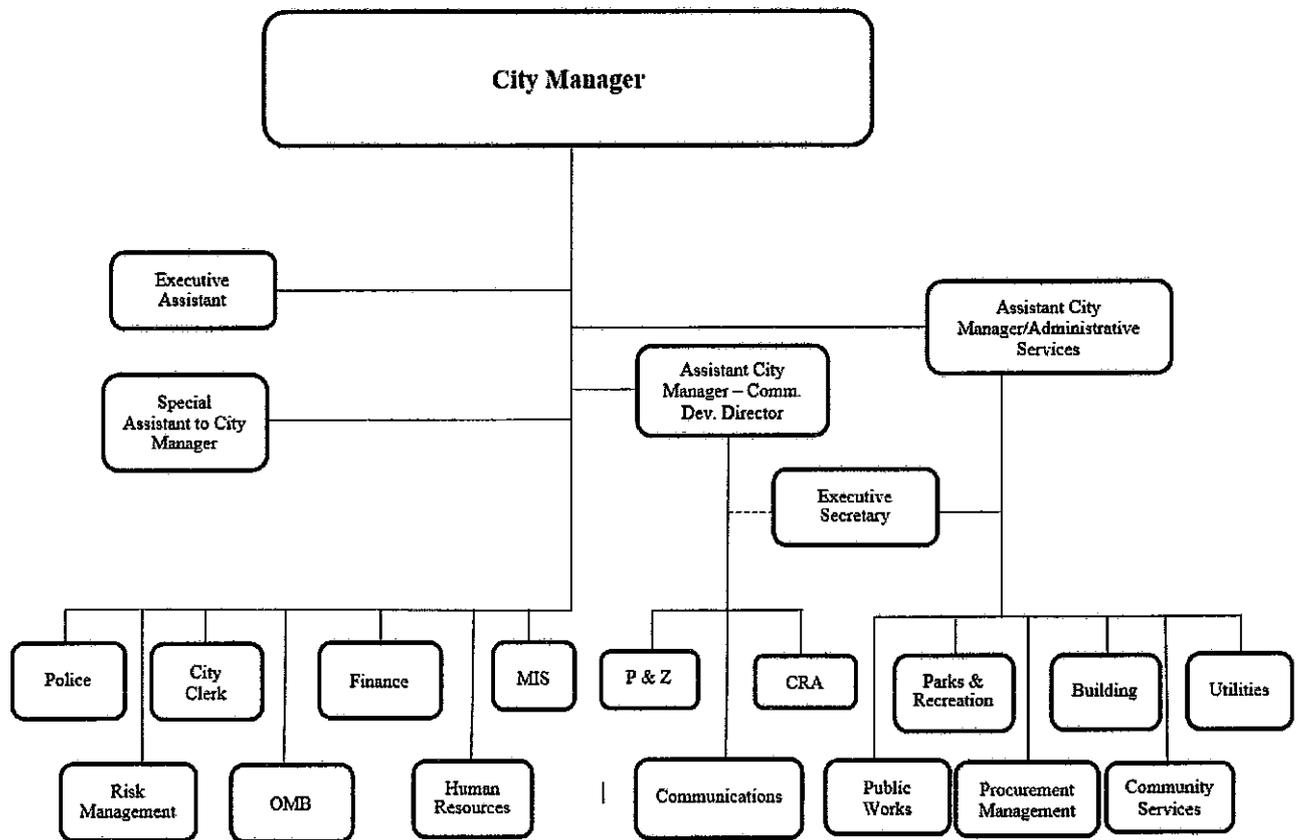
1. Determine if succession candidates have developed and/or changed;
2. On a citywide basis, increase the number of IDPs by 10% annually for each of the next 3 years;
3. Increase the percentage of qualified internal candidates for key positions;
4. Fill 65% or more of positions internally based on input from member organizations of the Society of Human Resource Management;
5. Monitor the average time to permanently fill a position from posting to acceptance (currently 41 days);

The development and maintenance of this plan and its components shall be the responsibility of the Human Resources Department. This plan shall be reviewed for necessary revisions annually and be revised as needed. The Human Resources Director shall have the authority to develop the programs according to his staffing availability and may request assistance from other department heads. Any of the information contained in this plan is subject to change at the discretion of the Human Resources Director and/or City Manager.

12.0 CONCLUSION:

The City, through the creation of this plan, is taking the proper steps in ensuring that it remains a highly efficient organization by minimizing the negative effects of employee turnover. The right people are an organization's greatest assets. It is the desire of City administration to develop and retain the highest skilled and most talented workforce as Port St. Lucie continues to grow and modernize in the future. This plan, with all of the programs listed in it, will be what employees make of it. The vision of the current workforce is to encourage and embrace leadership opportunities in all aspects of the organization. Sharing knowledge and wisdom will help employees feel connected to their work and improve morale, efficiency, productivity, growth and ultimately customer service. An organization's purpose is to become the best version of itself and employees, by doing the same, will work together in harmony to make Port St. Lucie known as one of the best places to work and live.

CITY ORGANIZATIONAL CHART



APPENDIX A

DEFINING COMPETENCIES

Department: _____ Position: _____

Skills:

| | |
|--|--|
| | |
| | |
| | |
| | |

Knowledge:

| | |
|--|--|
| | |
| | |
| | |
| | |

Education:

| | |
|--|--|
| | |
|--|--|

Experience:

| | |
|--|--|
| | |
| | |
| | |
| | |

Personal Characteristics:

| | |
|--|--|
| | |
| | |
| | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Building

Position: Building Official

Skills:

| | |
|---------------|--------------------------------|
| Technical | Computer |
| Interpersonal | Problem Solving |
| Language | Management |
| Mathematical | Communication / Organizational |

Knowledge:

| | |
|---|--------------------|
| Florida Building Code | |
| Florida Statutes 119, 162, 468, 455, 471, | 481, 553, 558, 489 |
| City of Port St Lucie Code of Ordinances | |
| | |

Education:

| | |
|------------------|--|
| Four year degree | |
|------------------|--|

Experience:

| | |
|--------------------------------|--|
| 10 years Building Construction | |
| 5 years supervisory | |
| | |
| | |

Personal Characteristics:

| | |
|------------------|-----------------|
| Leadership | Ethics |
| Customer Service | Adaptability |
| Problem Solving | Initiative |
| Motivation | Professionalism |

Other (Licenses, Certifications, etc.):

| | |
|---|--|
| State of Florida - Building Code Admin. | |
|---|--|

DEFINING COMPETENCIES

Department: Building

Position: Assistant Building Official

Skills:

| | |
|---------------|--------------------------------|
| Technical | Computer |
| Interpersonal | Problem Solving |
| Language | Management |
| Mathematical | Communication / Organizational |

Knowledge:

| | |
|---|--------------------|
| Florida Building Code | |
| Florida Statutes 119, 162, 468, 455, 471, | 481, 553, 558, 489 |
| City of Port St Lucie Code of Ordinances | |
| | |

Education:

| |
|---------------|
| 4 year degree |
|---------------|

Experience:

| | |
|--------------------------------|--|
| 10 years Building Construction | |
| 5 years supervisory | |
| | |

Personal Characteristics:

| | |
|------------------|-----------------|
| Leadership | Ethics |
| Customer Service | Adaptability |
| Problem Solving | Initiative |
| Motivation | Professionalism |

Other (Licenses, Certifications, etc.):

| | |
|---|--|
| State of Florida - Building Code Admin. | |
|---|--|

DEFINING COMPETENCIES

Department: Building

Position: Code Compliance Manager

Skills:

| | |
|--------------------------------|-------------------------|
| Technical skills | Planning and organizing |
| Oral and written communication | Delegation of work |
| Leadership | |
| | |

Knowledge:

| | |
|----------------------------|-------------------------------------|
| City codes and ordinances | Knowledge of civil rights of people |
| Code compliance procedures | Legal requirements of code |
| | |
| | |

Education:

| | |
|--|--|
| | |
|--|--|

Experience:

| | |
|--------------------------------------|-----------|
| 10 years in Code Compliance or Law | |
| Personnel Management | |
| Supervisory or Management Experience | (5 years) |
| Customer Service | |

Personal Characteristics:

| | |
|----------------------|-------------------|
| Professionalism | Adaptability |
| Dependability | Reasoning Ability |
| Interpersonal Skills | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|---|--------------------------|
| Level 1, Level 2 and Level 3 Code Cert. | Florida Driver's License |
|---|--------------------------|

DEFINING COMPETENCIES

Department: Building

Position: Office Manager - Code Compliance

Skills:

| | |
|----------------------|-------------------|
| Technical skills | Communication |
| Interpersonal Skills | Management Skills |
| Computer Skills | Problem Solving |
| Language | Mathematical |

Knowledge:

| | |
|---------------------------|---------------------------------|
| City codes and ordinances | Office practices and procedures |
| Management practices | Building department terminology |
| | |
| | |

Education:

| | |
|--|--|
| | |
|--|--|

Experience:

| | |
|----------------------------------|--|
| 10 years in municipal government | |
| | |
| | |
| | |

Personal Characteristics:

| | |
|-------------------------|--------------|
| Customer Service | Adaptability |
| Dependability | Leadership |
| Reasoning | Motivation |
| Planning and Organizing | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Building

Position: Manager, Systems Support

Skills:

| | |
|--------------------------------|------------------------------|
| Technical skills | Planning and organization |
| Oral and written communication | Mathematical |
| Leadership | Interpersonal/Organizational |
| Computer | Problem solving/Supervisory |

Knowledge:

| | |
|--|--|
| City codes and ordinances | Florida Statutes - 471, 481, 468, 119, 455 |
| Florida Building Code | and 553 |
| Department methods, policies and proc. | |
| | |

Education:

| | |
|--|--|
| | |
|--|--|

Experience:

| |
|--|
| 10 years municipal or county government experience |
|--|

Personal Characteristics:

| | |
|----------------------------|-------------------|
| Professionalism | Adaptability |
| Dependability | Reasoning Ability |
| Teamwork | Motivation |
| Attendance and punctuality | |

Other (Licenses, Certifications, etc.):

| | |
|-------------------|--|
| Permit technician | |
|-------------------|--|

DEFINING COMPETENCIES

Department: Building

Position: Business Tax Manager

Skills:

| | |
|------------------------------|---|
| Oversees work of employees | Plans, schedules, assigns, directs duties |
| Prepares for annual renewals | Monitors state codes for changes |
| Collects and researches data | Produce manuals and brochures |
| Responds to customer request | Interprets and communicates code |

Knowledge:

| | |
|---|--|
| Knowledge of City Business Tax Receipt | |
| Knowledge of City policies and procedures | |
| Geography of the city | |
| Knowledge of City, State law codes | |

Education:

| | |
|--|--|
| AA or AS Degree in Public Administration | |
|--|--|

Experience:

| | |
|---|--|
| Minimum 3 years of clerical work | |
| Minimum 3 years of Supervisory Role | |
| Thorough knowledge of City ordinances for Business Tax Receipts | |

Personal Characteristics:

| | |
|-------------------------|----------------------------|
| Customer service skills | Attendance and punctuality |
| Interpersonal skills | Ability to delegate |
| Planning and organizing | Adaptability |
| | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Building

Position: Chief Building Inspector

Skills:

| | |
|---------------|-----------------------------|
| Technical | Mathematical |
| Interpersonal | Computer |
| Communication | Conducting Meetings |
| Language | Organizational/ Supervisory |

Knowledge:

| | |
|---|----------|
| Florida Building Code | |
| Florida Statutes 468, 489, 455, 471, 481, | 553, 558 |
| City Code of Ordinances | |
| | |

Education:

| | |
|--|--|
| | |
|--|--|

Experience:

| | |
|---------------------------------|--|
| 5 years construction experience | |
| 5 years supervisory | |
| | |
| | |

Personal Characteristics:

| | |
|------------------|-------------------------|
| Leadership | Judgement |
| Punctuality | Planning and Organizing |
| Customer Service | Teamwork |
| Problem Solving | Ethics |

Other (Licenses, Certifications, etc.):

| | |
|--------------------------------------|----------------------------------|
| Florida Certified Building Inspector | Florida Certified Plans Examiner |
|--------------------------------------|----------------------------------|

DEFINING COMPETENCIES

Department: Building

Position: Permit Supervisor

Skills:

| | |
|------------------------------|--------------------------------------|
| Problem Solving | Ability to delegate work assignments |
| Customer service | Technical computer skills |
| Interpersonal skills | Managing people |
| Written communication skills | |

Knowledge:

| | |
|--|--|
| Knowledge of permits | |
| Familiarity with Chapter 1 of FBC | |
| City rules and ordinances | |
| Knowledge of City Policies and Procedure | |

Education:

| | |
|--|--|
| | |
|--|--|

Experience:

| | |
|--|--|
| 5 years of experience in permit division | |
| or | |
| 5 years of experience applying for permits | |
| | |

Personal Characteristics:

| | |
|---------------|----------------------------|
| Motivated | Planning and Organizing |
| Adaptability | Attendance and punctuality |
| Dependability | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| ICC Certification as Permit Technician | |
|--|--|

DEFINING COMPETENCIES

Department: Building

Position: Budget Specialist

Skills:

| | |
|-------------------------------|---------------------------------|
| Ability to calculate figures | Track revenues and expenditures |
| Prepares and presents budgets | Complete daily cash reports |
| End of Month reports | Perform yearly inventory |
| Execute quotes | Communicate Effectively |

Knowledge:

| | |
|----------------------------------|--|
| Knowledge of Accounting Software | |
| Microsoft excel | |
| Microsoft Word | |
| Mathematical skills | |

Education:

| | |
|-----------------|--|
| BA or BS Degree | |
|-----------------|--|

Experience:

| | |
|---------------------------|---------------------|
| 3 years budget experience | Computer operations |
| | |
| | |
| | |

Personal Characteristics:

| | |
|----------------------------|---|
| Adaptability | Dependability |
| Attendance and Punctuality | Displays original thinking and creativity |
| | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|--------------------|--|
| CPPB Certification | |
|--------------------|--|

DEFINING COMPETENCIES

Department: City Clerk's Office

Position: City Clerk

Skills:

| | |
|--|--|
| Custodian of all City Records, Administers and directs the Citywide Record's Management Program – FSS Ch 119 | Administers publications of the City Code and its supplements |
| Records and transcribes actions taken by the City Council and all City sanctioned Boards and Committees – FSS Ch 286 | Administers Residential Street Lighting Assessment Area Program & Elections |
| Prepares and advertises City Council agendas and packet documentation and all the same for City sanctioned Boards and Committee – FSS Ch 286 | Ability to assess department needs and prepare a yearly budget in excess \$500,000 |
| Administers Municipal Elections – FSS Ch 95-106 | Ability to hire, manage and train staff |
| Implementation of Government in the Sunshine Laws – FSS Ch 286 | Ability to prepare reports, and plan, assign and direct work |
| Prepares legal advertising per statutory requirements | Ability to appraise performance and prepare evaluations |
| Custodian of the City Seal | Ability to address complaints and resolve problems with tact and diplomacy |
| Operate Central Mail Facility | |

Knowledge:

| | |
|---------------------------------------|--|
| Sunshine Laws – FSS Chapter 286 | City and Department Policies and Procedures |
| Public Records Laws – FSS Chapter 119 | Governmental Budgetary Procedures & Principles |
| Election Laws – FSS 95 - 106 | Writing Skills - correct grammar, punctuation, sentence structure and word usage |
| Ethics Laws – FSS Chapter 112 | |

Education:

| | |
|--------------------------------|--|
| Bachelor's Degree (B.A or B.S) | |
|--------------------------------|--|

Experience:

| | |
|---|--|
| Eight years of Management/Supervisory Experience in Municipal Government, preferably in a City Clerk's Office | Proficient in professional office practices and procedures, including use of a computer, all Microsoft Office programs |
| Versed in Municipal Government procedures and practices, specifically Public Records Law | Knowledge of electronic recording, recording equipment and skilled in transcription |

Personal Characteristics:

| | |
|---------------------------|---|
| Maintains Confidentiality | Presents a professional manner at all times |
| Shows Integrity | Excellent oral & written communication skills |
| Honesty | Maintains Impartiality at all times |
| Dependable | Adaptability/Flexibility |

Other (Licenses, Certifications, etc.):

| | |
|--|--------------------------------------|
| State of Florida Notary Public | FACC/IIMC Certification (CMC or MMC) |
| Record's Management Liaison Officer (RMLO) | |

DEFINING COMPETENCIES

Department: City Clerk's Office

Position: Assistant City Clerk

Skills:

| | |
|--|--|
| Ability to perform the duties and responsibilities of a City Clerk | Ability to supervise and train staff |
| Skilled in all phases of State of Florida Record's Management requirements | Ability to appraise performance and prepare evaluations |
| Knowledge of Florida election laws and ability to conduct elections | Ability to address complaints and resolve problems with tact and diplomacy |
| Knowledge and understanding of Government in the Sunshine Laws | Ability to plan, assign and direct work |
| Knowledge of preparation of and statutory requirements for legal advertising | Ability to assess department needs and prepare a yearly budget in excess \$500,000 |
| Use of the City Seal | |

Knowledge:

| | |
|---------------------------------------|--|
| Sunshine Laws – FSS Chapter 286 | City and Department Policies and Procedures |
| Public Records Laws – FSS Chapter 119 | Governmental Budgetary Procedures |
| Election Laws – FSS 95 - 106 | City of Port St Lucie Municipal Code |
| Ethics Laws – FSS Chapter 112 | Writing Skills - correct grammar, punctuation, sentence structure and word usage |

Education:

| | |
|----------------|--|
| See Experience | |
|----------------|--|

Experience:

| | |
|--|--|
| Five years of Management/Supervisory Experience in Municipal Government, preferably in a City Clerk's Office | Proficient in professional office practices and procedures, including use of a computer, all Microsoft Office programs |
| Versed in Municipal Government procedures and practices | Knowledge of electronic recording, recording equipment and skilled in transcription |
| | |

Personal Characteristics:

| | |
|---------------------------|---|
| Maintains Confidentiality | Presents a professional manner at all times |
| Shows Integrity | Excellent oral & written communication skills |
| Honesty | Maintains Impartiality at all times |
| Dependable | Adaptability/Flexibility |

Other (Licenses, Certifications, etc.):

| | |
|--------------------------------|--------------------------------------|
| State of Florida Notary Public | FACC/IIMC Certification (CMC or MMC) |
|--------------------------------|--------------------------------------|

DEFINING COMPETENCIES

Department: City Clerk's Office

Position: Deputy Clerk Supervisor

Skills:

| | |
|---|---|
| Ability to manage and train staff | Ability to develop relationships with staff and Board & Committee members; act as Liaison |
| Ability to prepare meeting agendas; schedule, assign, and track meetings and transcription workload | Ability to address complaints and resolve problems |
| Ability to appraise performance and prepare evaluations | |

Knowledge:

| | |
|--|---|
| Sunshine Laws – FSS Chapter 286.011 | Ethics Laws – FSS Chapter 112 |
| Public Records Laws – FSS Chapter 119 | Granicus Minutes Maker |
| Writing Skills - correct grammar, punctuation, sentence structure and word usage | City and Department Policies and Procedures |

Education:

| | |
|--|--|
| | |
|--|--|

Experience:

| | |
|--|--|
| Knowledge of electronic recording and skilled in transcription | Knowledge of Municipal Government procedures and practices |
| Proficient in professional office practices and procedures | |
| | |

Personal Characteristics:

| | |
|---------------------------|---|
| Maintains Confidentiality | Excellent oral & written communication skills |
| Integrity | Adaptability/Flexibility |
| Honesty | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|--------------------------------|--------------------------------------|
| State of Florida Notary Public | FACC/IIMC Certification (CMC or MMC) |
|--------------------------------|--------------------------------------|

DEFINING COMPETENCIES

Department: City Manager's Office

Position: City Manager

Skills:

| | |
|--------------------------|-------------------------|
| Ability to manage people | Negotiation |
| Communicate effectively | Interact professionally |

Knowledge:

| | |
|--|----------------------------------|
| laws and administrative policies | financial operations and budgets |
| Ethics | Public relations |
| All phases of the general municipal government | |

Education:

| | |
|--|--|
| Master's degree (M.A. or M.S.) in Business Administration, Public Administration or a related field from an accredited college or university | |
|--|--|

Experience:

| | |
|--|--|
| Four to ten (4-10) years of experience in a responsible administrative or management position in municipal government. | |
|--|--|

Personal Characteristics:

| | |
|----------|--------------|
| Positive | Unbiased |
| Reliable | Approachable |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: City Manager's Office

Position: Assistant City Manager/Community Development

Skills:

| | |
|--------------------------|-------------------------|
| Ability to manage people | Negotiation |
| Communicate effectively | Interact professionally |

Knowledge:

| | |
|---|--|
| Principles of economic development and urban planning | Community redevelopment agency operations, methods and practices |
| Principles of economics relating to urban business development, attraction, and retention | Marketing, public administration and business administration |
| Plan and develop a business retention and attraction program | Public Relations |

Education:

| | |
|--|---|
| Master's degree in an appropriate field is preferred | Economics, urban planning, business or public administration or a related field |
|--|---|

Experience:

| | |
|---|--|
| Five years of professional and/or managerial experience | Two years of experience in a government agency in economic development |
|---|--|

Personal Characteristics:

| | |
|----------|--------------|
| Positive | Unbiased |
| Reliable | Approachable |

Other (Licenses, Certifications, etc.):

| | |
|-------------------------------------|---|
| Certified Economic Developer (CECD) | (AICP) American Institute of Certified Planners |
| Credentialed Manager | |

DEFINING COMPETENCIES

Department: City Manager's Office **Position:** Assistant City Manager – Administrative Services

Skills:

| | |
|--------------------------|-------------------------|
| Ability to manage people | Negotiation |
| Communicate effectively | Interact professionally |

Knowledge:

| | |
|--|---|
| Business management and the principles and practices of public administration. | laws and administrative policies governing municipal activities and operations of municipal government. |
| Strategic Planning | Facilitate solutions |
| Addressing complaints | |

Education:

| | |
|---|--|
| Master's degree (M.A. or M.S.) in Business Administration, Public Administration or a related field preferred | Bachelor's degree in Business Administration, Public Administration, Engineering, Construction Management or a related field |
|---|--|

Experience:

| | |
|---|--|
| Five (5) years of experience in a responsible administrative or management position in local government | |
|---|--|

Personal Characteristics:

| | |
|----------|--------------|
| Positive | Unbiased |
| Reliable | Approachable |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Communications

Position: Director

Skills:

| | |
|--|---|
| Excellent writing/editing and verbal communication skills | Ability to use computer software efficiently |
| Ability to exercise independent judgment | Ability to maintain effective working relationships with news media professionals as well as elected officials, other agencies, the public and community groups |
| Ability to supervise the work of others and develop their creativity | Ability to effectively manage, coordinate and administer a range of public information and/or engagement projects |
| Ability to work with budgets, financial data, and to analyze statistical information | Ability to deliver concise messages under pressure, on camera |

Knowledge:

| | |
|--|---|
| Extensive knowledge of public relations, media relations, public affairs, journalism, newspaper, radio, and TV broadcasting practices and procedures | Knowledge of computers with proficiency using word processing, spreadsheets, databases, presentation software, graphics, video and web-based programs, social media tools |
| Strong writing skills, knowledge of English language, spelling, punctuation and grammar, AP style | Knowledge of how to communicate professionally with the news media, public, and elected officials |
| Knowledge of news media processes | Professional demeanor and discretion |
| Knowledge of Florida public record law | Ability to conduct interviews and make oral and written presentations |

Education:

| | |
|---|--|
| Bachelor's degree in journalism, public relations, communications or relevant field | |
|---|--|

Experience:

| | |
|--|---|
| Minimum of five years' experience in Communications/journalism related field | Experience in TV production |
| Experience in handling day-to-day news media calls, responding on camera | Experience working with Florida public record law |
| Experience in local government | |
| | |

Personal Characteristics:

| | |
|--|---|
| Professional demeanor and discretion that is representative of city government | Must be able to exercise great discretion with sensitive information |
| Confidence and comfortability in front of TV camera | Ability to work well with elected officials, community leaders, city employees and public |
| Attention to detail | Ability to manage multiple projects and assignments |
| Ability to obtain valid Florida driver license | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Communications

Position: Public Information Officer

Skills:

| | |
|---|--|
| Strong news judgment | Clearly communicate in writing, and in person to a wide and varied audience through a variety of media platforms |
| Ability to summarize and communicate complex issues orally and in writing. | Skill in communicating accurately in oral and written forms |
| Ability to summarize and communicate complex issues orally and in writing. | Discretion with sensitive information |
| Ability to initiate story ideas that result in positive media coverage | Ability to generate viewership in social media |
| Ability to maintain effective working relationships with media outlets, elected officials, outside agencies, city employees, and the general public | Ability to work effectively under pressure and with frequent interruptions |
| Ability to deliver concise messages under pressure, on camera | Ability to host television talk programs, solicit relevant information from guests, move conversation in interesting direction |

Knowledge:

| | |
|---|---|
| Knowledge of news production in broadcast and print media | Writing press releases and script writing |
| Familiarity with AP writing style | Multi-media storytelling |
| Knowledge of current trends, principals, developments and practices in public relations, and community outreach | Knowledge of video production |
| Knowledge of social media practices/techniques | Knowledge of journalistic principles and procedures to be followed in the preparation of news releases and articles |

Education:

| | |
|--|--|
| Bachelor's degree in Journalism, Communications or related field, or equivalent combination education, training and experience | |
|--|--|

Experience:

| | |
|---|--|
| Four years in public relations, news production or similar position | |
|---|--|

Personal Characteristics:

| | |
|---|---|
| Attention to detail | Discretion with sensitive information |
| Ability to work well with elected officials, community leaders, city employees and public | Ability to obtain valid Florida driver license |
| 24-hour availability during emergencies | Ability to manage multiple projects and assignments |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Communications

Position: TV20 Supervisor

Skills:

| | |
|---|---|
| Videography techniques, operation | Script writing for long and short length productions |
| Video storytelling | Ability to make people feel comfortable on camera |
| Studio production equipment/techniques | Creatively plan and translate abstract concepts into effective visual form |
| Meeting deadlines and manage multiple priorities | Remain current on the developments of the art video production and technology |
| Ability to supervise production staff and to develop their creative abilities | Ability to plan and schedule video shoots in an efficient/effective manner |

Knowledge:

| | |
|--|--|
| Professional video production procedures, practices, techniques | Produce video products of broadcast quality for public, delivered through television, internet or digital video file |
| Video switching equipment and techniques | Studio lighting equipment |
| Digital video effects equipment, controllers, cameras, recorders | Audio equipment including microphones, mixers, acoustics |
| Field-based video production | Video editing software and encoding media |
| Creation of video products in a variety of formats including DVDs or streaming media files | Studio production with multi-camera shooting |
| Professional television production equipment operation including video cameras and recorders | Interviewing techniques |
| | |

Education:

| | |
|--|--|
| Bachelor's degree plus two years related experience, or an Associate's degree plus four years related experience | |
|--|--|

Experience:

| | |
|---|--|
| Four years in video production, preferably at professional television news outlet or similar agency | |
|---|--|

Personal Characteristics:

| | |
|---|---|
| Attention to detail | Discretion with sensitive information |
| Ability to work well with elected officials, community leaders, city employees and public | Ability to obtain valid Florida driver license |
| 24-hour availability during emergencies | Ability to manage multiple projects and assignments |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Community Redevelopment Agency Position: Director

Skills:

| | |
|--|---|
| Ability to work independently, develop, recommend, and implement programs, policies, and strategies to carry out community redevelopment plans, and Strategic Plan | Analysis of market data, development proposals, and other documents and reports and conduct research on market data, properties, and zoning and land use issues |
| Negotiate and oversee contracts and work with consultants | Oversee and direct grant application programs for the CRA |
| Good written and oral communications skills | Ability to maintain effective working relationships with other departments, governmental agencies, the private sector, and the public. |
| Plan and oversee special CRA related events and programs | |

Knowledge:

| | |
|--|--|
| Knowledge of the basic functions of Community Redevelopment Agencies | Economic Development |
| Public and private financing and various debt financing mechanisms | Knowledge of the principles of budget administration and financial forecasting |
| Knowledge of professional services contracting, bidding procedures, and contract administration. | |

Education:

| | |
|--|--|
| Graduate Degree in business administration, public administration, economics, urban planning, or a relevant area of study. | |
|--|--|

Experience:

| | |
|--|--|
| Experience with land use and zoning laws and procedures | Experience with capital projects, infrastructure development, and commercial marketing |
| Experience preparing and presenting professional level staff reports, documents, and studies to the general public and elected officials | Experience with and/or understanding of Tax Increment Financing (TIF). |

Personal Characteristics:

| | |
|--------------------------------|--------------------------------|
| Excellent Interpersonal Skills | Excellent Communication Skills |
| Adaptability | Integrity |
| Analytical ability | Flexibility |

Other (Licenses, Certifications, etc.):

| | |
|--------------------|--|
| AICP Certification | |
|--------------------|--|

DEFINING COMPETENCIES

Department: Community Services

Position: Director

Skills:

| | |
|--------------------------------|---------------------|
| Leadership | Managing People |
| Oral and Written Communication | Planning/Organizing |
| Budgeting | |
| Innovative | |

Knowledge:

| | |
|-------------------------------|--------------------------|
| Project Management | Persuasive Communication |
| Research | |
| Reporting – State and Federal | |
| | |

Education:

| | |
|--|---------------------------------|
| Bachelor's Degree or equivalent experience | 6 – 10 years related experience |
|--|---------------------------------|

Experience:

| | |
|-----------------------------------|----------------------------------|
| Grant Research and Administration | Compliance and Quality Control |
| State and Federal Reporting | Strategic Planning |
| Management | Coordination of Housing Programs |
| Research | |

Personal Characteristics:

| | |
|-----------------|--------------------|
| Professionalism | Initiative |
| Adaptability | Reasoning |
| Motivation | Strategic Thinking |
| Ethics | Analytical |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Community Services

Position: Budget Coordinator

Skills:

| | |
|-----------------------|---------------------------|
| Interpersonal | Mathematics |
| Oral Communication | Computer – WORD and EXCEL |
| Written Communication | Data Entry |
| Problem Solving | |

Knowledge:

| | |
|----------------------------|-------------------------|
| Project Management | Basic Home Construction |
| Basic Lending Requirements | |
| | |
| | |

Education:

| | |
|----------------------|----------------------------|
| 4 yr. College Degree | 2 years related experience |
|----------------------|----------------------------|

Experience:

| | |
|---|---|
| Working with Contractors on Residential Rehab | Working with Lenders/Title Companies/Realtors on Home Purchases |
| Preparing State and Federal Reports | Compliance and Quality Control |
| Customer Service | |

Personal Characteristics:

| | |
|-----------------|----------------|
| Professionalism | Initiative |
| Adaptability | Teamwork |
| Diversity | Quick Learner |
| Quality Work | Problem Solver |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Community Services

Position: Grant Specialist

Skills:

| | |
|-----------------------|-----------------------------------|
| Analytical | Technical |
| Oral Communication | Mathematical |
| Written Communication | Organizational |
| Innovative | Computer – WORD, EXCEL, POWER PT. |

Knowledge:

| | |
|-------------------------------|--------------------------|
| Project Management | Persuasive Communication |
| Research | |
| Reporting – State and Federal | |
| | |

Education:

| | |
|---------------------------------------|----------------------------|
| 2 yr. Degree or equivalent experience | 2 years related experience |
|---------------------------------------|----------------------------|

Experience:

| | |
|-------------------|--------------------------------|
| Technical Writing | Compliance and Quality Control |
| Reporting | |

Personal Characteristics:

| | |
|------------------|--------------------|
| Professionalism | Initiative |
| Adaptability | Focused |
| Motivation | Strategic Thinking |
| Results Oriented | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Community Services

Position: Housing Specialist

Skills:

| | |
|-----------------------|---------------------------|
| Interpersonal | Data Entry |
| Oral Communication | Computer – WORD and EXCEL |
| Written Communication | |
| | |

Knowledge:

| | |
|------------------------|--|
| Organizational Support | |
| | |
| | |
| | |

Education:

| | |
|------------------------------------|--|
| High School Diploma or Equivalency | Background in Real estate, Financial or Title Company a plus |
|------------------------------------|--|

Experience:

| | |
|------------------|--|
| Customer Service | |
| | |
| | |
| | |

Personal Characteristics:

| | |
|-----------------|---------------|
| Professionalism | Initiative |
| Adaptability | Teamwork |
| Diversity | Quick Learner |
| Quality Work | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Finance

Position: Director

Skills:

| | |
|---|--|
| Ability to prepare and maintain detailed records | Use computer applications such as Excel, Word, and financial systems |
| Perform repetitive tasks effectively and accurately | Direct and coordinate work of staff |
| Communicate financial information to elected officials, citizens and others | Prepare annual financial reports |

Knowledge:

| | |
|------------------------------|----------------------------|
| Governmental accounting | Investment of public funds |
| Cash management | Ethics |
| Debt issuance and management | Payroll processing |

Education:

| | |
|--|--|
| Bachelor's degree in accounting or related field | |
|--|--|

Experience:

| | |
|-------------------------------------|--------------------------------------|
| 10 years of governmental accounting | Managing in a government environment |
| Investment of public funds | Team building |
| | |

Personal Characteristics:

| | |
|------------------------|-----------------|
| Honesty | Detail oriented |
| Integrity | Meticulous |
| Strong sense of ethics | |

Other (Licenses, Certifications, etc.):

| | |
|---|--|
| Certified Public Accountant or Certified Government Finance Officer | |
|---|--|

DEFINING COMPETENCIES

Department: Finance

Position: Assistant Finance Director

Skills:

| | |
|----------------------------------|-------------------|
| Analytical | Communication |
| Strategic thinking | Basic math skills |
| Computerized software competency | Detail oriented |
| Team builder | |

Knowledge:

| | |
|------------------------------------|--------------------------------|
| Governmental accounting principals | Entity-wide business practices |
| Governmental budgeting | Financial software management |
| Governmental reporting | |
| | |

Education:

| | |
|--------------------------|---------------------|
| 4 year Accounting Degree | MPA / MBA preferred |
|--------------------------|---------------------|

Experience:

| | |
|---|--|
| 10 years of experience & supervisory experience | Taxation and property assessment |
| | |
| CAFR preparation | Banking co-ordination |
| Treasury / Investments | Bond financing, annual disclosure, & arbitrage |
| Payroll and accounts payable | Accounting software programs |

Personal Characteristics:

| | |
|------------------------------|-------------------------------|
| Integrity and honesty | Superior communication skills |
| Dependability | Analytical |
| Inspirational motivator | Team player |
| Adaptability and flexibility | |

Other (Licenses, Certifications, etc.):

| | |
|----------------|---------------|
| CGFO preferred | CPA preferred |
|----------------|---------------|

DEFINING COMPETENCIES

Department: Finance

Position: City Comptroller

Skills:

| | |
|---------------------------------------|--------------------------|
| Excellent Mathematical Skills | Team Player |
| Excellent Computer Skills-Excel, Word | Ability to Manage People |
| Meticulous | Analytical |
| Proficient on Ten Key Calculator | Problem Solver |

Knowledge:

| | |
|---|--------------------------------|
| Accounting Principles | Budgetary Accounting |
| Governmental Accounting Principles | Preparation of Complex Reports |
| Government Accounting Standard Board (GASB) Regulations | |
| | |

Education:

| | |
|----------------------------------|-------------|
| Bachelors in Accounting, Finance | CPA or CGFO |
|----------------------------------|-------------|

Experience:

| | |
|---|-------------------------------|
| 10 years of experience in Governmental Accounting | Knowledge of Payroll |
| Accounts Payable | Manage/Supervisory Experience |
| | |
| | |

Personal Characteristics:

| | |
|------------|------------------|
| Honest | Highly motivated |
| Reliable | Adaptable |
| Dependable | Trustworthy |
| Ethical | Flexible |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Finance

Position: Property Tax/Assessment Manager

Skills:

| | |
|---|---|
| Ability to manage & supervise people | Ability to monitor and implement controls |
| Excellent organization & multi-task skills | Establish & maintain effective working relationships with all personnel and outside agencies. |
| Analyze and reconcile special revenue funds | Effectively Communicate |
| Utilize automated accounting system | Support management |

Knowledge:

| | |
|--|---|
| Generally accepted accounting principles(GAAP) | Florida Statutes as it relates to Property Tax and Special Assessment Tax Rolls |
| Governmental accounting, auditing & financial reporting. | Non Ad valorem Billing fee process and Interlocal Agreements |
| Ethics | Travel program |
| Policies and Procedures | Accounting software |

Education:

| | |
|--|--|
| Bachelor Degree in Accounting, Professional Administration | |
|--|--|

Experience:

| | |
|-------------------------------------|--|
| Leadership Class | Managing & supervising accounting functions |
| Real Estate Taxes and Assessments | Administering the MSBU reallocation process. |
| Accounting Practices and Principals | Administer Special Assessment Roll Preparation |

Personal Characteristics:

| | |
|--------------------------------|--------------|
| Excellent interpersonal skills | Team Builder |
| Effectively communicate | Honesty |
| Strong Ethics | Integrity |
| Analytical | Adaptable |

Other (Licenses, Certifications, etc.):

| | |
|----------------------------------|--|
| CGFO –Preferred but not required | |
|----------------------------------|--|

DEFINING COMPETENCIES

Department: Legal

Position: City Attorney

Skills:

| | |
|--|-------------------------------|
| Ability to Represent the City in Legal Matters | Managing Staff |
| Interpret Law | Preparing Cases and Documents |
| Review Legal Decisions | Writing Briefs |
| Excellent Communications Skills | General Counsel |
| Leadership | |

Knowledge:

| | |
|------------------------------|------------------------------|
| Local, State and Federal Law | Liability Law |
| Conducting Research | Criminal Justice |
| Florida Legal System | Bankruptcies and Forfeitures |
| Real Estate Transactions | |
| Labor and Employment Law | |

Education:

| | |
|------|--|
| J.D. | |
|------|--|

Experience:

| | |
|--|--|
| 5-7 Years in Criminal Justice or Related Field | |
| Min. 5 Years in a Union Environment | |
| 5 Years Municipal Government | |

Personal Characteristics:

| | |
|---------------------------|---------------------------|
| Advisor | Works Well Under Pressure |
| Mediator | |
| Diplomacy | |
| Professional Presentation | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| Member in Good Standing Florida Bar Assoc. | FL Driver's License with a Good Record |
| | |

DEFINING COMPETENCIES

Department: Legal

Position: Assistant City Attorney

Skills:

| | |
|---|--|
| Ability to Represent the City in Legal Matters | Negotiate Contracts |
| Interpret Law | Ability to Take On New Assignments in Municipal Government |
| Review Legal Decisions | Supervise Administrative Staff |
| Excellent Communications Skills | Good Computer Skills |
| Ability to Act as General Counsel in a Wide Range of Municipal Government Functions | Leadership |

Knowledge:

| | |
|------------------------------------|------------------------------|
| Local, State and Federal Law | Researching Legal Questions |
| Conducting Research | Rendering Legal Opinions |
| Preparing Presentations | Bankruptcies and Forfeitures |
| Writing Briefs and Legal Documents | Criminal Justice |

Education:

| | |
|------|--|
| J.D. | |
|------|--|

Experience:

| | |
|----------------------------------|--|
| 5 Years Active Practice | |
| 5 Years Public Sector Employment | |

Personal Characteristics:

| | |
|---------------------------|---------------------------|
| Advisor | Works Well Under Pressure |
| Mediator | Good Presenter |
| Diplomacy | Adaptability |
| Professional Presentation | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| Member in Good Standing Florida Bar Assoc. | FL Driver's License with a Good Record |
|--|--|

DEFINING COMPETENCIES

Department: Legal

Position: Assistant City Attorney-Labor

Skills:

| | |
|--|--------------------------------|
| Ability to Represent the City in Legal Matters | Labor Negotiations |
| Interpret Law | Preparing Cases and Documents |
| Review Legal Decisions | Supervise Administrative Staff |
| Excellent Communications Skills | Good Computer Skills |

Knowledge:

| | |
|------------------------------|------------------------------|
| Local, State and Federal Law | EEOC Claims and Process |
| Conducting Research | Sunshine Law |
| Florida Labor Law | Bankruptcies and Forfeitures |
| ADA Compliance | Criminal Justice |

Education:

| | |
|------|--|
| J.D. | |
|------|--|

Experience:

| | |
|---------------------------------------|--|
| 2-5 Years in Labor and Employment Law | |
| Min. 5 Years in a Union Environment | |
| 5 Years Public Sector Employment | |

Personal Characteristics:

| | |
|---------------------------|---------------------------|
| Advisor | Works Well Under Pressure |
| Mediator | Good Presenter |
| Diplomacy | Adaptability |
| Professional Presentation | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| Member in Good Standing Florida Bar Assoc. | FL Driver's License with a Good Record |
| | |

DEFINING COMPETENCIES

Department: MIS

Position: Director

Skills:

| | |
|-----------------------|--------------------------|
| IT Strategic Planning | Ability to manage people |
| Budget Development | |
| Project Management | |
| | |

Knowledge:

| | |
|-------------------|-------------------------|
| Computer Networks | Ethics |
| IT Best Practices | Policies and Procedures |
| | |
| | |

Education:

| | |
|--|--|
| Bachelor's Degree in Computer Science, Information Technology, or Management | |
|--|--|

Experience:

| | |
|--|--------------------|
| 10 years of experience in enterprise IT management | Strategic planning |
| | |
| | |
| | |

Personal Characteristics:

| | |
|---|--------------|
| Leadership | Flexibility |
| Able to work in high stress environment | Integrity |
| Analytical | Adaptability |
| | |

Other (Licenses, Certifications, etc.):

| | |
|-----|--|
| N/A | |
|-----|--|

DEFINING COMPETENCIES

Department: MIS

Position: Assistant Director

Skills:

| | |
|--------------------|--------------------------|
| Project Management | Ability to manage people |
| Budget Development | |
| | |
| | |

Knowledge:

| | |
|---------------------------|-------------------------|
| Network Infrastructure | Ethics |
| Client/Server Environment | Policies and Procedures |
| | |
| | |

Education:

| | |
|--|--|
| Bachelor's Degree in Computer Science, Information Technology, or Management | |
|--|--|

Experience:

| | |
|--|--------------------|
| 10 years experience working in a Network Environment | Strategic Planning |
| | |
| | |
| | |

Personal Characteristics:

| | |
|---|--------------|
| Leadership | Flexibility |
| Able to work in high stress environment | Adaptability |
| Work independently and in a team | Integrity |
| Analytical | |

Other (Licenses, Certifications, etc.):

| | |
|-----|--|
| N/A | |
|-----|--|

DEFINING COMPETENCIES

Department: MIS

Position: Application Development Manager

Skills:

| | |
|---------------------|--|
| (same as knowledge) | |
| | |
| | |

Knowledge:

| | |
|-------------|--|
| Management | |
| Programming | |
| Databases | |
| GIS | |

Education:

| | |
|--|--|
| Bachelor's Degree in Computer Science, Information Technology, or Management | |
|--|--|

Experience:

| | |
|---|--|
| 10 years programming, databases, and project management | |
| | |
| | |

Personal Characteristics:

| | |
|---|--|
| Leadership | |
| Able to work in high stress environment | |
| Work independently and in a team | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|-----|--|
| N/A | |
|-----|--|

DEFINING COMPETENCIES

Department: Human Resources

Position: Director

Skills:

| | |
|----------------------------------|--------------------------|
| Ability to develop relationships | Ability to manage people |
| Cost Management | Negotiation |

Knowledge:

| | |
|--------------------------|----------------------------------|
| Employment and Labor Law | Diversity |
| Benefits Administration | Policies and Procedures |
| Recruitment Strategies | Interviewing Practices |
| Retention Strategies | Ethics |
| Training Program | Collective Bargaining Agreements |

Education:

| | |
|--|--|
| 4 Year College Degree – Public Administration, Human Resources, etc. | |
|--|--|

Experience:

| | |
|---------------------------------|--------------------|
| Managing in a Union Environment | Leadership |
| HR Generalist | Strategic Planning |
| Organizational Development | |
| | |

Personal Characteristics:

| | |
|--------------------------------|--------------------------------|
| Excellent Interpersonal Skills | Excellent Communication Skills |
| Honesty | Integrity |
| Adaptability | Flexibility |
| Analytical | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|-------------|-----------------------|
| PHR or SPHR | SHRM – CP or SHRM-SCP |
|-------------|-----------------------|

DEFINING COMPETENCIES

Department: Human Resources

Position: Human Resources Manager

Skills:

| | |
|----------------------------------|---------------------------|
| Ability to develop relationships | Ability to manage people |
| Cost management | Training and facilitating |
| Organization Development | |
| | |

Knowledge:

| | |
|---|---------------------------------|
| Employment and Labor Law | Personnel Management Techniques |
| HR Disciplines: Recruitment/Retention, Training | HRIS Systems |
| Union Contract Administration | |
| | |
| | |

Education:

| | |
|--|--|
| Two year degree required – Bachelor degree preferred | |
|--|--|

Experience:

| | |
|---------------------------------|-------------------|
| Managing in a union environment | Leadership |
| HR Generalist | Budget Management |
| Training and Facilitating | |
| | |
| | |

Personal Characteristics:

| | |
|--------------------------------|--------------------|
| Excellent Interpersonal Skills | Honesty, Integrity |
| Adaptability, Flexibility | Analytical |
| | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|-----|---------|
| PHR | SHRM-CP |
| | |

DEFINING COMPETENCIES

Department: Human Resources

Position: Human Resources Manager- Benefits

Skills:

| | |
|----------------------------------|---------------------------|
| Ability to develop relationships | Ability to manage people |
| Cost management | Training and facilitating |
| Organization Development | |
| | |

Knowledge:

| | |
|---|---|
| Health, Dental and Life Insurance Plans | Personnel Management Techniques |
| HR Disciplines: Benefits Administration | HRIS Systems |
| Union Contract Administration | Some knowledge of DB and DC Pension Plans |
| | |
| | |

Education:

| | |
|--|--|
| 2 year degree required – Bachelor degree preferred | |
|--|--|

Experience:

| | |
|------------------------------------|-------------------|
| Administration of Insurance Plans | Leadership |
| Working within a union environment | Budget Management |
| Training and Facilitating | |
| | |
| | |

Personal Characteristics:

| | |
|--------------------------------|--------------------|
| Excellent Interpersonal Skills | Honesty, Integrity |
| Adaptability, Flexibility | Analytical |
| | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|-----|---------|
| PHR | SHRM-CP |
| | |

DEFINING COMPETENCIES

Department: Human Resources

Position: Sr. Systems Support Manager

Skills:

| | |
|----------------------------------|--------------------------|
| Ability to develop relationships | Ability to manage people |
| Cost management | |
| | |
| | |

Knowledge:

| | |
|---|----------------------------------|
| Health, Dental and Life Insurance Plans | Personnel Management Techniques |
| HR Disciplines: Employment Law, Payroll Administration, | HRIS Systems and Payroll Systems |
| Union Contract Administration | |
| | |
| | |

Education:

| | |
|------------------------|--|
| Some college preferred | |
|------------------------|--|

Experience:

| | |
|------------------------------------|---------------------------|
| Payroll administration | Budget management |
| Working within a union environment | Training and facilitating |
| HR Generalist | |
| | |
| | |

Personal Characteristics:

| | |
|--------------------------------|--------------------|
| Excellent Interpersonal Skills | Honesty, Integrity |
| Adaptability, Flexibility | Analytical |
| | |
| | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|---------------|-------------------|
| PHR Preferred | SHRM-CP Preferred |
| | |

DEFINING COMPETENCIES

Department: Office of Management & Budget **Position: OMB Director**

Skills:

| | |
|-------------------------------------|-------------------------|
| MS Excel Spreadsheet Software | MS Word Software |
| Strength in Math | Negotiations |
| Communications - Verbal and Written | Public Speaking |
| MS PowerPoint Software | Ability to manage staff |

Knowledge:

| | |
|-------------------------------|--|
| Governmental Accounting | |
| State of Florida TRIM Process | |
| | |
| | |

Education:

| | |
|--|---|
| Bachelor Degree – Accounting or Business | Advanced Degree or certification is helpful |
|--|---|

Experience:

| | |
|------------------------------------|-------------------------------|
| Budget Development | State of Florida TRIM Process |
| Financial Modeling and Forecasting | |
| | |
| | |

Personal Characteristics:

| | |
|--------------------------|----------------------|
| Analytical Skills | Communication Skills |
| Ability to train / teach | Presentation Skills |
| | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| Certified Government Finance Officer (helpful) | |
|--|--|

DEFINING COMPETENCIES

Department: Office of Management & Budget Position: OMB Senior Management Analyst

Skills:

| | |
|-------------------------------------|-------------------------|
| MS Excel Spreadsheet Software | MS Word Software |
| Strength in Math | Negotiations |
| Communications - Verbal and Written | Public Speaking |
| MS PowerPoint Software | Ability to manage staff |

Knowledge:

| | |
|-------------------------------|--|
| Governmental Accounting | |
| State of Florida TRIM Process | |
| | |
| | |

Education:

| | |
|--|---|
| Bachelor Degree – Accounting or Business | Advanced Degree or certification is helpful |
|--|---|

Experience:

| | |
|------------------------------------|-------------------------------|
| Budget Development | State of Florida TRIM Process |
| Financial Modeling and Forecasting | |
| | |
| | |

Personal Characteristics:

| | |
|--------------------------|----------------------|
| Analytical Skills | Communication Skills |
| Ability to train / teach | Presentation Skills |
| | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| Certified Government Finance Officer (helpful) | |
|--|--|

DEFINING COMPETENCIES

Department: Office of Management & Budget Position: OMB Management Analyst II

Skills:

| | |
|-------------------------------------|------------------|
| MS Excel Spreadsheet Software | MS Word Software |
| Strength in Math | |
| Communications - Verbal and Written | |
| MS PowerPoint Software | |

Knowledge:

| | |
|------------|--|
| Accounting | |
| | |
| | |
| | |

Education:

| | |
|---------------------|-----------------------------|
| High School Diploma | College classes are helpful |
|---------------------|-----------------------------|

Experience:

| | |
|------------------------------------|--|
| Budget Development | |
| Financial Modeling and Forecasting | |
| | |
| | |

Personal Characteristics:

| | |
|-------------------|----------------------|
| Analytical Skills | Communication Skills |
| | |
| | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Parks & Recreation

Position: Director

Skills:

| | |
|--|---|
| Ability to motivate, manage and lead staff. | Ability to cultivate and develop relationships with external agencies and City departments. |
| Ability to multi-task to oversee five diverse work units. | Cost management. |
| Evaluates and forecasts current and future parks & recreation needs. | Ability to develop innovative ways of generating revenue. |

Knowledge:

| | |
|---|--|
| Parks & Recreation Management. | Golf Course Maintenance & Operations. |
| Policies and Procedures. | Ethics. |
| Budget Preparation (including operating, personal services and capital outlay). | Development and maintenance of long-term Capital Improvement Plan. |

Education:

| | |
|---|--|
| Bachelor's degree (B.A.) from an accredited four-year college of university required. | Master's (M.A. or M.S.) from an accredited university preferred. |
|---|--|

Experience:

| | |
|---|-----------------------------------|
| Leadership. | Strategic Planning. |
| Capital Improvement Plan. | Managing in a fast-paced setting. |
| Planning and execution of Special Events. | |

Personal Characteristics:

| | |
|---------------------------------|---------------------------------|
| Excellent interpersonal skills. | Excellent communication skills. |
| Adaptability/flexibility. | Honesty/integrity. |
| Ability to multi-task. | |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| Certified Parks & Recreation Professional (CPRP) | |
|--|--|

DEFINING COMPETENCIES

Department: Parks & Recreation

Position: Assistant Director

Skills:

| | |
|---|---|
| Leadership/Supervisor/Managing people. | Administrative/Computer/Record keeping. |
| Language (written & oral)/Mathematical. | Budgeting & cost management. |
| Analytical/ Reasoning/Design/Visioning. | Strategic thinking/Planning. |
| Public interaction/Customer service. | Conflict Resolution. |

Knowledge:

| | |
|--|---|
| Public Park & Recreation Programming & Operations. | Public procurement policies & procedures. |
| Short & long range planning. | Staff development & training. |
| Personnel policies & procedures. | Risk management/Safety training. |
| Diversity training/Ethics. | Collective Bargaining Agreements. |
| Local government processes. | Project management. |

Education:

| | |
|---|--|
| Bachelor's degree (B.A.) from an accredited four-year college or university required. | Master's (M.A. or M.S.) from an accredited university preferred. |
|---|--|

Experience:

| | |
|---|--|
| Athletic field operations & maintenance. | Adult/youth athletic leagues & programs. |
| Special events/Public crowd/traffic control. | Project Management. |
| Landscaping & maintenance. | Hiring/Evaluation/Discipline staff. |
| Preparing annual budgets. | Safety & Security/Risk management. |
| Grant preparation & administration. | Venue management. |
| Five (5) years progressively responsible experience in parks & recreation administration. | |

Personal Characteristics:

| | |
|--|---|
| Competent/Professional/Ethical/Educated. | Dependable/Honest/Trustworthy/Integrity.. |
| Innovative/Motivated. | Punctual/Organized. |
| Team Player/Cooperative. | Fair & open minded. |
| Excellent interpersonal skills. | Cost Conscious. |
| Respectful of others. | Mission dedicated. |

Other (Licenses, Certifications, etc.):

| | |
|---|--|
| Certified Parks and Recreation Professional | Valid Florida Driver's License (Class "E") |
|---|--|

DEFINING COMPETENCIES

Department: Parks & Recreation

Position: Manager, Systems Support

Skills:

| | |
|--|---|
| Ability to motivate, manage & lead staff & volunteers. | Ability to cultivate and develop relationships with external agencies and City departments. |
| Cost management. | Ability to organize and multi-task among a wide variety of duties. |
| Ability to process tasks analytically. | Excellent written communication skills. |
| Excellent proofreading skills. | Understanding of AP Style. |

Knowledge:

| | |
|--|-----------------------------------|
| Policies and Procedures. | Collective Bargaining Agreements. |
| Budget Preparation (including operating, personal & capital outlay.) | Ethics. |
| Above average understanding of the English language when applied to business correspondence. | |

Education:

| | |
|--|--|
| Bachelor's degree (B.A. or B.S.) in a related field from an accredited four-year college or university | |
|--|--|

Experience:

| | |
|--|--|
| Leadership. | Strategic Planning. |
| Contract interpretation and application. | Managing in a fast-paced industry. |
| Background in legal environment. | Minimum of five (5) years of related experience and/or training of progressively responsible experience. |

Personal Characteristics:

| | |
|---------------------------------|---------------------------------|
| Excellent interpersonal skills. | Excellent communication skills. |
| Adaptability/Flexibility. | Honesty/integrity. |
| Ability to multi-task | Analytical. |

DEFINING COMPETENCIES

Department: Planning & Zoning

Position: Planning & Zoning Director

Skills:

| | |
|--------------------|------------------|
| Communication | Customer service |
| Project management | Computer |
| Analytical | Team building |
| Supervision | |

Knowledge:

| | |
|--|--|
| General city planning knowledge | Specific city planning knowledge of Florida |
| Familiar with local land development regulations | Familiar with Florida laws regulating planning |
| | |
| | |

Education:

| | |
|---|--|
| Master's degree in City Planning or related field | |
|---|--|

Experience:

| | |
|---|--|
| 10 years of experience in a supervisory planning position (in FL) | |
| | |
| | |
| | |

Personal Characteristics:

| | |
|--------------|--------------|
| Ethical | Communicator |
| Professional | Dependable |
| Adaptable | Empathy |
| Discretion | |

Other (Licenses, Certifications, etc.):

| | |
|--------------------|--|
| AICP certification | |
|--------------------|--|

DEFINING COMPETENCIES

Department: Planning and Zoning

Position: Assistant Director

Skills:

| | |
|-------------------------|----------------------|
| Project Management | Personnel Management |
| Communication | Computer skills |
| Problem Solving | Customer Service |
| Analytical/Mathematical | Quality Management |

Knowledge:

| | |
|---|---|
| Knowledge of local development regulations | Knowledge of land use law |
| Knowledge of Florida laws regarding Comprehensive Plans | Knowledge of Florida laws regarding Developments of Regional Impact |
| | |

Education:

| | |
|--|--|
| Master's Degree in Urban Planning or related field | |
|--|--|

Experience:

| | |
|---|--|
| Five (5) years of progressively responsible work experience | |
| Minimum of two (2) years of related supervisory experience | |

Personal Characteristics:

| | |
|--------------|-------------------|
| Ethical | Good communicator |
| Professional | Adaptable |
| Dependable | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|--------------------|--|
| AICP certification | Valid Florida Driver's License and maintenance of clean driving record |
|--------------------|--|

DEFINING COMPETENCIES

Department: Planning & Zoning

Position: Principle Planner

Skills:

| | |
|--------------------|------------------|
| Communication | Customer service |
| Project management | Computer |
| Analytical | Team building |
| | |

Knowledge:

| | |
|--|--|
| General city planning knowledge | Specific city planning knowledge of Florida |
| Familiar with local land development regulations | Familiar with Florida laws regulating planning |
| | |
| | |

Education:

| | |
|---|--|
| Master's degree in City Planning or related field | |
|---|--|

Experience:

| | |
|---|--|
| Five years of experience in a planning position (in FL) | |
| | |
| | |
| | |

Personal Characteristics:

| | |
|--------------|--------------|
| Ethical | Communicator |
| Professional | Dependable |
| Adaptable | |
| | |

Other (Licenses, Certifications, etc.):

| | |
|--------------------|--|
| AICP certification | |
|--------------------|--|

DEFINING COMPETENCIES

Department: Police

Position: Chief of Police

Skills:

| | |
|---|---|
| Plan, assign, direct and supervise the activities of the department | Demonstrates knowledge of the market and competition. Aligns work with strategic goals |
| Ability to express ideas clearly in writing and orally | Define problems, collect data, establish facts and draw valid conclusions |
| Providing strong leadership to the department and the community | Looks for ways to improve and promote quality, accuracy and thoroughness |
| Mentor and train subordinates for future opportunities | Sets expectations and monitors delegated activities. Provides recognition for results |

Knowledge:

| | |
|---|---|
| Knowledge of Stratified Policing Model | Knowledge of the City's Strategic Plan |
| Knowledge of the organization and functions of the city departments | Knowledge of principles and practices of modern police science and police administration and crime prevention |
| Budgeting Management | Purchasing/ordering supplies |
| Knowledge of controlling laws and ordinances | Overall Investigations |
| Accreditation standards | |

Education:

| | |
|--|---|
| M.S. in Public Administration, Business Administration or Criminal Justice | Completion of an Executive Level Command School |
|--|---|

Experience:

| | |
|-------------------------------|--|
| 10+ Years in Law Enforcement | Responsible for Administrative positions |
| 5+ Years as a Command Officer | A record of successful setting and accomplishing goals |
| | |
| | |

Personal Characteristics:

| | |
|------------------|-------------------------|
| Leader | TEAM player |
| Good Core values | Visionary |
| Problem solver | Adaptable to change |
| Ethical | Motivated |
| Sound Judgment | Customer Service driven |

Other (Licenses, Certifications, etc.):

| | |
|--|--------------------------------|
| Florida Law Enforcement certification | Valid Florida Driver's license |
| Comparable amount of training, education or experience may substitute for minimum qualifications | |

DEFINING COMPETENCIES

Department: Police

Position: Assistant Chief of Police

Skills:

| | |
|---|---|
| Plan, assign and direct a Bureau | Communicate affectively orally and in writing |
| Good working relationship with city staff | Delegate, set expectations and provide feedback |
| Assess, select and promote quality people | Identifies and resolves problems in a timely manner |
| Develops innovative approaches and ideas | Solicits customer feedback to improve service |

Knowledge:

| | |
|--|--|
| Knowledge of Stratified Policing Model | General guidelines, SOP's, Policies |
| Union contracts | Computer systems (OSSI, evidence module) |
| Budgeting Management | Purchasing/ordering supplies |
| Evaluation Performance of Employees | Overall Investigations |
| Accreditation standards | The City's Strategic Plan |

Education:

| | |
|---|---|
| M.S. in Law Enforcement, Criminal Justice or Public Administration or related field | Completion of an Executive Level Command School |
|---|---|

Experience:

| | |
|-------------------------------------|--------------------|
| 5 + Years in Command level position | Oversee of Budgets |
| Knowledge of Union Contracts | Strategic planning |
| Commanding a group, unit or team | |
| | |

Personal Characteristics:

| | |
|------------------|-------------------------|
| Leader | TEAM player |
| Good Core values | Visionary |
| Problem solver | Adaptable to change |
| Ethical | Motivated |
| Sound Judgment | Customer Service driven |

Other (Licenses, Certifications, etc.):

| | |
|--|--------------------------------|
| Florida Law Enforcement certification | Valid Florida Driver's license |
| Comparable amount of training, education or experience may substitute for minimum qualifications | |

DEFINING COMPETENCIES

Department: Police

Position: Police Administrator

Skills:

| | |
|--|--------------------------------------|
| Advanced knowledge of budgets | Good communication skills |
| Good management skills (people & projects) | Well organized, good time management |
| Critical thinking | Good at negotiations |
| Ability to multi-task | Forward thinking |

Knowledge:

| | |
|---|---|
| Solid understanding of business & finance | Well versed in all areas of Policing |
| Chapter 119 F.S.S. | Computer systems (all that relate to Public Safety) |
| Contracts | Able to evaluate performance (people & systems) |
| Budgets | Analysis (SWOT, project mgmt., etc.) |

Education:

| | |
|---|--------------------------------------|
| B.S. or B.A. in Business and/or Finance | Solid Business Management background |
|---|--------------------------------------|

Experience:

| | |
|---|-------------------------------|
| 5+ years in Supervision/Management | 3+ years dealing with budgets |
| Solid Leadership skills | 3+ years purchasing/inventory |
| 3+ years dealing with negotiations (contracts, union) | Facilities management |
| 3+ years in Public safety | Project management |

Personal Characteristics:

| | |
|----------------|-------------|
| Leader | Trustworthy |
| Self-motivated | Adaptable |
| TEAM player | Dependable |
| Honest | Confident |

Other (Licenses, Certifications, etc.):

| | |
|-------------------------|---|
| FCIC/NCIC Certification | Florida Public Records Management Cert. |
|-------------------------|---|

DEFINING COMPETENCIES

Department: Police

Position: Manager, Property & Evidence

Skills:

| | |
|------------------------------------|-----------------------|
| Ability to manage people | Customer relations |
| Critical Thinking | Ability to multi-task |
| Ability to communicate effectively | |
| | |

Knowledge:

| | |
|---------------------------------------|--|
| FSS pertaining to evidence/forfeiture | General guidelines, SOP's, Policies |
| Union contracts | Computer systems (OSSI, evidence module) |
| Budgeting | Purchasing/ordering supplies |
| Evaluate employee performance | SWOT analysis, long term planning |
| Accreditation standards for evidence | State certification standards |

Experience:

| | |
|--|--------------------------------|
| Leadership | Forfeiture laws and procedures |
| Dealing with evidence management systems | Police evidence procedures |
| Dealing with courts/prosecutors | |
| chain of custody issues | |
| Strategic planning | |

Personal Characteristics:

| | |
|-------------|--------------|
| Honest | TEAM player |
| Trustworthy | Approachable |
| hardworking | |
| dependable | |
| adaptable | |

Other (Licenses, Certifications, etc.):

| | |
|--------------------------|-----------------------------|
| PEAF evidence tech cert. | NCIC/FCIC certification |
| IAPE evidence tech cert. | Lift truck operator license |

DEFINING COMPETENCIES

Department: Police

Position: Animal Control Administrative Supervisor

Skills:

| | |
|------------------------------|------------------------------------|
| Ability to manage people | Ability to communicate effectively |
| Customer relations | Organized |
| Critical Thinking | Ability to multi-task |
| Ability to work with animals | |

Knowledge:

| | |
|--|-------------------------------------|
| Varying types of animals/husbandry | Policies, SOP's, General Guidelines |
| Local ordinances and FSS pertaining to animals | Computer systems (OSSI, RMS, HTE) |
| Union contracts | Purchasing/Ordering of supplies |
| Budgeting | SWOT analysis, long term planning |
| Evaluate employee performance | Public Record laws |

Experience:

| | |
|---|--------------------|
| Leadership | Strategic planning |
| Dealing with dangerous/aggressive animals | Capture techniques |
| Dealing with upset customers | Business writing |
| | |
| | |

Personal Characteristics:

| | |
|-------------|---------------|
| Honest | Approachable |
| Trustworthy | Adaptable |
| Hardworking | Team player |
| Dependable | Strong willed |
| | |

Other (Licenses, Certifications, etc.):

| | |
|------------------------------------|--------------------|
| Florida Animal Control Association | Chemical Capture |
| Disaster Animal Response Training | Public Records law |

DEFINING COMPETENCIES

Department: Procurement Management Department

Position: Director

Skills:

| | |
|----------------------|------------------------------|
| Analytical | Interpersonal Skills |
| Global understanding | Communication-oral & written |
| Problem Solving | Public Speaking |
| Customer Service | Organizational |
| Strategic Thinking | |

Knowledge:

| | |
|---|--|
| Leadership, Management Skills | |
| Knowledge of all Procurement laws, Regulations, principals for public agencies | |
| Political sensitivity | |

Education:

| | |
|---|------|
| Masters Public Management, procurement, business | CPPO |
|---|------|

Experience:

| | |
|---|--|
| 5-7 year public procurement experience That included all procurement functions Construction, professional services, services, Software, insurance and so forth | |
|---|--|

Personal Characteristics:

| | |
|---------------------------------|-----------------|
| Team player | Ethics |
| Embraces innovation | Business Acumen |
| Visionary leadership | Judgement |
| Optimistic approach to problems | Motivation |
| Professionalism | Adaptability |

Other (Licenses, Certifications, etc.):

| | |
|------|--|
| CPPB | |
|------|--|

DEFINING COMPETENCIES

Department: Procurement Management Department **Position: Assistant Director (Future Position)**

Skills:

| | |
|--------------------------------------|------------------------------|
| Analytical | Interpersonal Skills |
| Statistic research and Data creation | Communication-oral & written |
| Problem Solving | Public Speaking |
| Customer Service | Organizational |
| Strategic Thinking | |

Knowledge:

| | |
|---|--|
| Leadership, Management Skills | |
| Knowledge of all Procurement laws, Regulations, principals for public agencies | |
| | |

Education:

| | |
|---|------|
| BA/BS Public Management, procurement, business | CPPO |
|---|------|

Experience:

| | |
|---|--|
| 3-5 year public procurement experience That included all procurement functions Construction, professional services, services, Software, insurance and so forth | |
|---|--|

Personal Characteristics:

| | |
|------------------------|-----------------|
| Team player | Ethics |
| Attendance/punctuality | Business Acumen |
| Dependability | Judgement |
| Initiative | Motivation |
| Professionalism | Adaptability |

Other (Licenses, Certifications, etc.):

| | |
|------|--|
| CPPB | |
|------|--|

DEFINING COMPETENCIES

Department: Procurement Management Department

Position: Procurement Card Administrator

Skills:

| | |
|-------------------------------|--------------------------|
| Detailed Oriented | Computer skills |
| Interpersonal Skills | Customer Service |
| Communication- Oral & Written | Evaluate Risk |
| Public Speaking | Create training programs |
| Mathematical Skills | |

Knowledge:

| | |
|--|--|
| Knowledge of Procurement Card procedures | |
| Knowledge of Merchant Bank Services | |
| Cities Procurement Policies | |
| | |

Education:

| | |
|-------------------------|---|
| AA- Finance or Business | Certified Purchasing Card Administrator |
|-------------------------|---|

Experience:

| | |
|-------------------------------|--|
| 3 years of Card experience or | |
| 3 years accounting | |
| | |
| | |

Personal Characteristics:

| | |
|------------------------|-----------------|
| Salesman | Ethics |
| Attendance/punctuality | Business Acumen |
| Dependability | Judgement |
| Initiative | Motivation |
| Professionalism | Adaptability |

Other (Licenses, Certifications, etc.):

| | |
|------|--|
| CPCA | |
|------|--|

DEFINING COMPETENCIES

Department: Public Works

Position: Director

Skills:

| | |
|---|--|
| Delegate authority and responsibility | Plan, organize, direct and coordinate the work of lower level staff |
| Lead and direct the operations, services and activities of the Public Works Department | Determine the feasibility of various municipal projects |
| Coordinate design, construction, inspection, and maintenance activities for a variety of projects | Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals |
| Develop and administer goals, objectives and procedures | Identify and respond to community issues, concerns and needs |
| Prepare and administer large and complex budgets | Interpret and apply Federal, State and local policies, procedures, laws and regulations |

Knowledge:

| | |
|--|--|
| Management skills to analyze programs, policies and operational needs | Operational characteristics, services and activities of a comprehensive public works program |
| Construction techniques involving streets and roads, drainage systems, flood control, etc. | Principles and practices of program management, development and administration |
| Principles and practices of municipal budget preparation and administration | Principles of supervision, training and performance evaluations |
| Current Human Relation and employee labor law issues | Pertinent Federal, State and local laws, codes and regulations |

Education:

| | |
|--|--|
| 4 Year College Degree – Civil Engineering or related field | |
|--|--|

Experience:

| | |
|--|--|
| Seven (7) years' experience in civil engineering | Seven (7) years' supervisory/management experience |
| Seven (7) years' experience in public administration | Strategic Planning |

Personal Characteristics:

| | |
|-------------|--------------|
| Judicious | Intellectual |
| Insightful | Competent |
| Industrious | Logical |
| Analytical | Decisive |

Other (Licenses, Certifications, etc.):

| | |
|--|---|
| Possession of an appropriate, valid driver's license | Advanced Maintenance of Traffic Certification |
| Qualified FDEP Stormwater Inspector | Florida Professional Engineer Registration |

DEFINING COMPETENCIES

Department: Public Works

Position: Assistant Director

Skills:

| | |
|--|---|
| Provides highly responsible and complex administrative support to the Director, Public Works | Under administrative direction, directs, manages, supervises and coordinates assigned programs and activities within the department |
| Plan, direct, coordinate and review the work plan for Public Works staff | Participate in the development and administration of the division's annual budget |
| Manage and participate in the development and implementation of goals, objectives, policies and priorities for assigned programs | Serve as the liaison for the Public Works department with other City departments, divisions and outside agencies |
| Performs office administration and supervision | Assists in preparation, review and issuance of Standard Operating Procedures (SOPs) |

Knowledge:

| | |
|---|---|
| Operational characteristics, services and activities of a public works programs | Principles and practices of program development and administration |
| Pertinent federal, state and local laws, codes and regulations | Principles and practices of municipal budget preparation and administration |
| Principles of supervision, training and performance evaluation | Modern office procedures, methods and equipment including computers |
| Principles and practices of engineering | Research, analyze and evaluate new service delivery methods and techniques |

Education:

| | |
|--|--|
| 4 Year College Degree – Civil Engineering or related field | |
|--|--|

Experience:

| | |
|---|--|
| Five (5) years of progressively responsible experience in public administration, management and civil engineering | |
|---|--|

Personal Characteristics:

| | |
|----------------|----------------|
| Judicious | Reliable |
| Personable | Articulate |
| Self-motivated | Well-Organized |

Other (Licenses, Certifications, etc.):

| | |
|--|---|
| Possession of an appropriate, valid driver's license | Advanced Maintenance of Traffic Certification |
| Qualified FDEP Stormwater Inspector | Florida Professional Engineer Registration |

DEFINING COMPETENCIES

Department: Public Works

Position: Professional Engineer - Traffic

Skills:

| | |
|--|--|
| Analyzing and evaluating information accurately, and in expressing ideas clearly, when providing oral or written reports and recommendations | Planning, coordinating, and scheduling multiple competing design and construction projects |
| Responding appropriately to issues and concerns voiced by contractors and the community | Interpreting, negotiating and monitoring professional service and construction contracts |
| Performs office administration and supervision | Preparation and Presentation of Public Information |

Knowledge:

| | |
|--|---|
| Management practices and administrative processes | Traffic engineering principles and practices |
| Principles and techniques of budgeting and project management | Federal and state uniform traffic control guidelines |
| Regulatory agency permitting and requirements (FDOT, FDEP, HRS, SFWMD, etc.) | Manages and supervises roadway, drainage, and water quality capital improvement programs. |

Education:

| | |
|--|-----------------------------------|
| Bachelor of Science in Civil Engineering | Master of Business Administration |
|--|-----------------------------------|

Experience:

| | |
|-------------------------------------|--|
| Managing | Leadership |
| Supervising the work of contractors | Strategic Planning |
| Organizational Development | Responding to citizens' traffic complaints |

Personal Characteristics:

| | |
|------------|-------------|
| Diplomatic | Analytical |
| Ambitious | Industrious |
| Innovative | Reliable |

Other (Licenses, Certifications, etc.):

| | |
|---|-------------------------------------|
| Advanced Maintenance of Traffic Certificate | Valid Florida Driver's License |
| Florida Professional Engineer Registration | Qualified FDEP Stormwater Inspector |

DEFINING COMPETENCIES

Department: Public Works

Position: Environmental Services Manager

Skills:

| | |
|---------------------------------------|--------------------------|
| Ability to develop relationships | Ability to manage people |
| Manage numerous Maintenance Contracts | Negotiation |

Knowledge:

| | |
|---|--|
| City Stormwater System | Policies and Procedures |
| Plant Biology (Aquatic and Terrestrial) specific to south Florida | Review/Utilize engineering construction plans; specifically landscaping/irrigation |
| Horticulture | Prepare and present Power Point Presentations |

Education:

| | |
|--|--|
| 4 Year College Degree – Public or Business Administration, Economics, or Agricultural/Environmental. | |
|--|--|

Experience:

| | |
|--|--------------------|
| Three (3) years' experience in Budgeting | Leadership |
| Five (5) years' experience in management and civil engineering | Strategic Planning |

Personal Characteristics:

| | |
|--------------|----------------|
| Insightful | Self-confident |
| Integrity | Productive |
| Adaptability | Diligent |
| Analytical | Resourceful |

Other (Licenses, Certifications, etc.):

| | |
|-------------------|--|
| TCP-IP networking | Valid Florida Driver's License with clean driving record |
|-------------------|--|

DEFINING COMPETENCIES

Department: Public Works

Position: Operations Manager

Skills:

| | |
|----------------------------------|--------------------------|
| Ability to develop relationships | Ability to manage people |
| Project Management | Negotiation |

Knowledge:

| | |
|--|-------------------------|
| Employment and Labor Law | Diversity |
| Standards of Roadway and Bridge Construction | Policies and Procedures |
| Principle and practices of Public Works Management, issues and terminology | Interviewing Practices |
| Retention Strategies | Ethics |

Education:

| | |
|---|--|
| 4 Year College Degree – Civil Engineering, Public Administration or related field | |
|---|--|

Experience:

| | |
|--|---|
| Minimum of five (5) years' experience in public works operations | Five (5) years' supervisory/management experience |
| Five (5) years' experience in Construction | Strategic Planning |
| Organizational Development | Leadership |

Personal Characteristics:

| | |
|--------------------------------|--------------------------------|
| Excellent Interpersonal Skills | Excellent Communication Skills |
| Honesty | Integrity |
| Adaptability | Flexibility |
| Analytical | |

Other (Licenses, Certifications, etc.):

| | |
|---------------------------|---|
| Valid FL Driver's License | Advanced Maintenance of Traffic Certification |
|---------------------------|---|

DEFINING COMPETENCIES

Department: Risk Management

Position: Risk Management Director

Skills:

| | |
|---|--|
| Ability to collect and analyze data. Demonstrates attention to detail. | Ability to formulate solutions. |
| Ability to communicate well both orally and in writing. Demonstrates group presentation skills, and participates in meetings and training programs. | Ability to provide good customer service through listening, reasoning, problem solving, inter-personal skills, meeting commitments and deadlines, etc. |
| Ability to prioritize and plan work activities; | Ability to delegate and match the responsibility / task to the appropriate person. |
| Ability to perform basic math skills including rate, ratio, and percent | Ability to maintain confidentiality. |
| Ability to demonstrate competency in Microsoft Outlook, Word, Excel, and PowerPoint, and Risk Management software | Ability to adapt to changes in the work environment; Manage competing demands, and deal with frequent changes, delays or unexpected events. |
| Ability to follow instructions, and respond to management direction; Take responsibility for own actions; Keep commitments; Commit to long hours when necessary to reach goals. | |

Knowledge:

| | |
|---|--|
| Knowledge of state, local laws and ordinances pertaining to insurance and safety. | Knowledge of the Florida Workers' Compensation system, FSS 440. |
| Knowledge in processing of Workers' Compensation and insurance claims. | Knowledge of the City's Strategic Plan and Risk Management's part in helping achieve the City's goals. |
| Knowledge of Federal & Florida DMV laws pertaining to CDL licenses. | Knowledge of the organization's goals and values. |
| Knowledge in litigation management. | Knowledge in business English. |
| Knowledge and ability to uphold the City policies and procedures for Safety, EEOC, Harassment, Substance Abuse, Diversity, Ethics, etc. | . |

Education:

| | |
|--------------------|--|
| Bachelor's Degree. | |
|--------------------|--|

DEFINING COMPETENCIES

Department: Risk Management

Position: Risk Management Director Continued

Experience:

| | |
|---|--|
| Minimum eight years progressive experience in occupational safety, Workers' Compensation, and/or related field. | |
|---|--|

Personal Characteristics:

| | |
|---|---|
| Analytical – Collects and researches data; Uses intuition and experience to complement data. | Customer Service – Manages difficult or emotional customer situations; meets commitments. |
| Problem Solving – Identifies and resolves problems in a timely manner. | Interpersonal Skills – Focuses on solving conflict; Maintains confidentiality; Remains open to others' ideas and tries new things. |
| Judgment – Displays willingness to make decisions; Supports and explains reasoning for decisions; Includes appropriate people in decision-making process; Makes timely decisions. | Teamwork - Balances team and individual responsibilities; Contributes to building a positive team spirit; Puts success of team over own interests; Able to build moral and group commitments to goals and objectives. |
| Visionary Leadership - Inspires respect and trust. | Cost Consciousness - Cost conscious of City resources. |
| Quality Management – Looks for ways to improve and promote quality; Demonstrates accuracy and thoroughness. | Leadership – Exhibits confidence in self and others; Inspires other to perform well and gives appropriate recognition to others. |
| Professionalism – Reacts well under pressure; Treats others with respect; Accepts responsibility for own actions; Follows through on commitments. | Change Management – Communicates changes effectively; Builds commitment and overcomes resistance. |
| Innovation – Displays original thinking and creativity; Develops innovative approaches and ideas. | Initiative – Volunteers readily; Seeks increased responsibilities; Looks for and takes advantage of opportunities. Asks for and offers help when needed. |

Other (Licenses, Certifications, etc.):

| | |
|--------------------------------|---|
| Valid Florida Driver's License | Professional Safety or Risk Management certification required. Professional Workers' Compensation Certification required. |
|--------------------------------|---|

DEFINING COMPETENCIES

Department: Risk Management

Position: Risk Management Analyst

Skills:

| | |
|---|--|
| Ability to collect and analyze data. Demonstrates attention to detail. | Ability to formulate solutions |
| Ability to communicate orally and in writing. Demonstrates group presentation skills. | Ability to provide good customer service through listening, reasoning, problem solving, inter-personal skills, meeting commitments and deadlines, etc. |
| Ability to identify and resolve problems in a timely manner. | Ability to demonstrate leadership in situations |
| Ability to perform basic math skills including rate, ratio, and percent | Ability to maintain confidentiality |
| Ability to demonstrate competency in Microsoft Outlook, Word, Excel, and PowerPoint, and Risk Management software | Ability to manage competing demands, and deal with frequent changes, delays or unexpected events |

Knowledge:

| | |
|---|---|
| Knowledge in business English | Continuously builds knowledge and skills; Shares expertise with others. |
| Knowledge of processing W/C and insurance claims | Knowledge of the City's Strategic Plan and Risk Management's part in helping achieve the City's goals |
| Upholds City policies (Safety, EEOC, Harassment, Ethics, etc.). | Knowledge of the organization's goals and values; participates in outside activities in support. |

Education:

| | |
|------------------|--|
| Associate Degree | |
|------------------|--|

Experience:

| | |
|---|--|
| Minimum five years Safety, Insurance, and/or Risk Management experience | |
|---|--|

Personal Characteristics:

| | |
|---|--|
| Initiative – Volunteers regularly, undertakes self-development activities. Asks and offers help when needed. | Innovative – Thinks outside the box of new ideas and ways in which to complete tasks and projects. |
| Dependable – Takes responsibility for actions, completes tasks on times, notifies appropriate persons if an alternate plan. | Balances team and individual responsibilities. |
| Cost conscious of City resources | |

Other (Licenses, Certifications, etc.):

| | |
|--------------------------------|---|
| Valid Florida Driver's License | Professional Safety, Risk Management, or Insurance Certification - Associate in Risk Mgt. – ARM designation |
|--------------------------------|---|

DEFINING COMPETENCIES

Department: Risk Management

Position: Risk Management Technician

Skills:

| | |
|---|--|
| Ability to communicate orally and in writing | Ability to provide good customer service through listening, reasoning, problem solving, inter-personal skills, meeting commitments and deadlines, etc. |
| Ability to perform basic math skills including rate, ratio, and percent | Ability to maintain confidentiality |
| Ability to apply common sense / good judgment | Ability to carry out instructions |
| Ability to demonstrate competency in Microsoft Outlook, Word, Excel, and PowerPoint, and Risk Management software | |

Knowledge:

| | |
|--|---|
| Knowledge in business English | Knowledge of City's policies (EEOC, Harassment, Ethics, etc.) |
| Knowledge of processing W/C and insurance claims | Knowledge of the City's Strategic Plan and Risk Management's part in helping achieve the City's goals |

Education:

| | |
|------------------|--|
| Associate Degree | |
|------------------|--|

Experience:

| | |
|--|--|
| Minimum three years Safety, Insurance, and/or Risk Management experience | |
|--|--|

Personal Characteristics:

| | |
|--|-----------------------|
| Ability to set and achieve goals; be motivated / a self-starter | Ability to multi-task |
| Ability to maintain a balance of quantity and quality of work produced | Dependable |
| Team Player | |

Other (Licenses, Certifications, etc.):

| | |
|--------------------------------|---|
| Valid Florida Driver's License | Professional Safety, Risk Management, or Insurance Certification - Associate in Risk Mgt. - ARM designation |
|--------------------------------|---|

DEFINING COMPETENCIES

Department: Utility Systems

Position: Director

Skills:

| | |
|--|---|
| Ability to develop relationships | Ability to manage people |
| Cost Management/Forecast long range goals for water & wastewater systems | Skilled at water and wastewater systems/ their construction and maintenance of lines/services |

Knowledge:

| | |
|---|--|
| Water & Wastewater Treatment Plans | Practices, methods, techniques and equipment used in the operation and maintenance in water and wastewater plants and systems. |
| Design & Construction of Treatment Plants | State and Federal regulations pertaining to Utilities |
| Rules, regulations, policies and procedures involved in the administration of utilities | |

Education:

| | |
|---|--|
| 4 Year College Degree – Civil or Sanitary Engineering | |
|---|--|

Experience:

| | |
|--|---|
| Five (5) years of progressive administrative experience. | Minimum of three (3) years supervisory experience, including progressive responsibility in the water and wastewater treatment field, preferred. |
|--|---|

Personal Characteristics:

| | |
|--------------------------------|--------------------------------|
| Excellent Interpersonal Skills | Excellent Communication Skills |
| Honesty | Integrity |
| Adaptability | Flexibility |
| Analytical | Leadership |

Other (Licenses, Certifications, etc.):

| | |
|---|--|
| Advanced certification by the State of Florida as water and/or wastewater treatment plant operator. | |
|---|--|

DEFINING COMPETENCIES

Department: Utility Systems

Position: Assistant Director

Skills:

| | |
|---|---|
| Ability to develop capital improvement projects | Ability to manage people |
| Cost Management/Formulating long range goals for water & wastewater systems | Ability to plan, organize, direct and participate in water and wastewater systems including the construction and maintenance of lines and services. |

Knowledge:

| | |
|---|--|
| Water & Wastewater Treatment Plans | Practices, methods, techniques and equipment used in the operation and maintenance in water and wastewater plants and systems. |
| Design & Construction of Treatment Plants | State and Federal regulations pertaining to Utilities |
| Rules, regulations, policies and procedures involved in the administration of utilities | |

Education:

| | |
|---|--|
| 4 Year College Degree – Civil or Sanitary Engineering | |
|---|--|

Experience:

| | |
|--|---|
| Five (5) years of progressive administrative experience. | Minimum of three (3) years supervisory experience, including progressive responsibility in the water and wastewater treatment field, preferred. |
|--|---|

Personal Characteristics:

| | |
|--------------------------------|--------------------------------|
| Excellent Interpersonal Skills | Excellent Communication Skills |
| Honesty | Integrity |
| Adaptability | Flexibility |
| Analytical | Leadership |

Other (Licenses, Certifications, etc.):

| | |
|---|--|
| Advanced certification by the State of Florida as water and/or wastewater treatment plant operator. | |
|---|--|

DEFINING COMPETENCIES

Department: Utility Systems Position: Manager, Water Distribution & Wastewater Collection (D&C)

Skills:

| | |
|---|---|
| Ability to manage planned preventive maintenance programs. | Ability to manage people in operations of the Water Distribution & Wastewater Collection. |
| Cost Management/Forecast goals/Budget development/Proposals | Consult with engineers on field improvements, modification, and replacement of equipment. |

Knowledge:

| | |
|---|---|
| Functions, processes and operations of utility systems. | Principles, operating methods and equipment usual to utility systems. |
| Occupational hazards / Safety requirements of complex treatment facilities / field systems. | |

Education:

| | |
|---|--|
| 4 Year College Degree – Communications, administration or a related field | |
|---|--|

Experience:

| | |
|---|------------|
| Minimum of five (5) years progressively responsible experience in Utility operations. | Leadership |
|---|------------|

Personal Characteristics:

| | |
|--------------------------------|--------------------------------|
| Excellent Interpersonal Skills | Excellent Communication Skills |
| Honesty | Integrity |
| Adaptability | Flexibility |
| Analytical | |

Other (Licenses, Certifications, etc.):

| | |
|---|---|
| Possess a valid level III Distribution license. | Possess a valid class c collection license. |
|---|---|

DEFINING COMPETENCIES

Department: Utility Systems

Position: Manager, Budget Procurement & Warehouse

Skills:

| | |
|---|---|
| Ability to develop relationships | Ability to manage people |
| Cost Management/Long Range Budget Forecasting/Capital Improvement Budgets | Operations of the department's Budget & Procurement Division |
| Management of warehouse operations involving purchasing | Utility Physical Audit/ Utility Capital purchases/ Utility fixed assets records |

Knowledge:

| | |
|---|----------------------------------|
| Budget preparation and monitoring | Budgeting applications |
| Implement budget procedures and specifications | Procurement policies/regulations |
| Forecast department requirements, strategic planning for a period of five (5) years | |

Education:

| | |
|--|--|
| 4 Year College Degree – Accounting, Business Administration or a related field | |
|--|--|

Experience:

| | |
|--|--------------------|
| Minimum of five (5) years experience of progressively responsible experience in Utility operations | Leadership |
| Organizational Development | Strategic Planning |

Personal Characteristics:

| | |
|--------------------------------|--------------------------------|
| Excellent Interpersonal Skills | Excellent Communication Skills |
| Honesty | Integrity |
| Adaptability | Flexibility |
| Analytical | Leadership |

Other (Licenses, Certifications, etc.):

| | |
|------|--|
| None | |
|------|--|

DEFINING COMPETENCIES

Department: Utility Systems

Position: Manager, Customer Service

Skills:

| | |
|--|---|
| Customer Service policies and procedures. | Ability to manage people |
| Cost Management/ Department budget | Customer billing, new services, delinquent accounts and quality control |
| Operations of Customer Service, providing quality services to City utility customers | Ability to assemble and organize data and to prepare reports |

Knowledge:

| | |
|---|--|
| Extensive knowledge of customer service, employee relations, billing, purchasing and auditing procedures. | Knowledge of laws, rules and regulations of an enterprise fund controlling budgetary fiscal record keeping and contract procedures |
| Modern business office management practices and procedures | Knowledge of automated information systems, including word processing operations |

Education:

| | |
|---|--|
| 4 Year College Degree – Business Administration or related field. | Plus five (5) years related experience and/or training |
|---|--|

Experience:

| | |
|---|-------------------------------|
| Five (5) years of progressively responsible managerial experience, at least three (3) of which were in a utilities-related field. | Leadership / Customer Service |
|---|-------------------------------|

Personal Characteristics:

| | |
|--------------------------------|--------------------------------|
| Excellent Interpersonal Skills | Excellent Communication Skills |
| Honesty | Integrity |
| Adaptability | Flexibility |
| Analytical | Initiative/Leadership |

Other (Licenses, Certifications, etc.):

| | |
|-------|--|
| None. | |
|-------|--|

DEFINING COMPETENCIES

Department: Utility Systems

Position: Manager, Public Affairs and Safety

Skills:

| | |
|--|---|
| Ability to develop relationships/manage | Public speaking/ Official spokesperson/Press Conferences/ Special Events |
| Ability to write and distribute Utility Systems Department press releases | Informed on local developments in the area of Utility Systems management |
| Media Information Guide/Assembly/Maintain | Organization and management that promote an effective and team-oriented work environment |
| Ability to respond in a timely manner to incidents requiring coordination with media representatives | Ability to plan and forecast department requirements, strategic planning for a period of five (5) years |

Knowledge:

| | |
|--|---|
| State and Federal regulations pertaining to Utilities | City Codes governing the department and City's policies, procedures and practices |
| Organization and functions of the Utility Systems department | Principles of community organization and group action |
| Safety and OSHA rules/regulations | Clear, Concise & Excellent writing ability |

Education:

| | |
|---|--|
| 4 Year College Degree – Communications, administration or a related field | |
|---|--|

Experience:

| | |
|--|--------------------|
| Minimum of five (5) years progressively responsible experience in Utility operations | Strategic Planning |
|--|--------------------|

Personal Characteristics:

| | |
|--------------------------------|--------------------------------|
| Excellent Interpersonal Skills | Excellent Communication Skills |
| Honesty | Integrity |
| Adaptability | Flexibility |
| Analytical | Leadership |

Other (Licenses, Certifications, etc.):

| | |
|--|--|
| | |
|--|--|

DEFINING COMPETENCIES

Department: Utility Systems

Position: Safety and Training Coordinator

Skills:

| | |
|--|--|
| Coordination/implementation of Emergency Management & safety practices/OSHA | Ability to investigate accidents and recommend preventative measures |
| Correcting unsafe conditions or unsafe work practices through personal inspections | Coordinate Safety Training Program/Training Records |
| Utility Systems' Safety Review Committee | Risk Management Liaison/Incident Reports |

Knowledge:

| | |
|--|---|
| Conducting training sessions | Materials Safety Data Sheets |
| Utility's hurricane and emergency action plans | Hazardous material storage requirements |
| Heavy equipment and construction vehicles | |

Education:

| | |
|---|--|
| Graduation from an accredited high school or possession of an acceptable equivalency diploma. | |
|---|--|

Experience:

| | |
|---|------------|
| Minimum of five (5) years of field experience in safety | Leadership |
|---|------------|

Personal Characteristics:

| | |
|--------------------------------|--------------------------------|
| Excellent Interpersonal Skills | Excellent Communication Skills |
| Honesty | Integrity |
| Adaptability | Flexibility |
| Analytical | |

Other (Licenses, Certifications, etc.):

| | |
|------|--|
| None | |
|------|--|

DEFINING COMPETENCIES

Department: Utility Systems

Position: Wastewater Treatment Plant Chief Operator

Skills:

| | |
|--|--|
| Ability to plan, develop, organize wastewater treatment plant operations | Ability to manage people |
| Inspect plant installations / direct corrective action | Cost Management/forecasting budgets |
| Compliance & Regulatory requirements | Ability to perform laboratory tests under standard procedures and make treatment adjustments accordingly |

Knowledge:

| | |
|--|---|
| Department of Environmental Protection rules regarding Treatment Plant Classification and Staffing | Policies and Procedures/ Chemical and physical processes involved in treatment of wastewater. |
| Health and safety factors in wastewater treatment and in operating plants' equipment | Supervisory responsibility: interviewing, hiring, training employees; planning, assigning, directing work; appraising performance; employee relations; addressing complaints and customer service |

Education:

| | |
|---|--|
| Graduation from high school or possession of an acceptable equivalency diploma, AA or AS degree in related subjects preferred | |
|---|--|

Experience:

| | |
|---|------------|
| Four (4) years related administrative experience; or an equivalent combination of education, training and experience. | Leadership |
| Knowledge of job-related software utilized by the Department. | |

Personal Characteristics:

| | |
|--------------------------------|--------------------------------|
| Excellent Interpersonal Skills | Excellent Communication Skills |
| Honesty | Integrity |
| Adaptability | Flexibility |
| Analytical | Initiative |

Other (Licenses, Certifications, etc.):

| | |
|--|---|
| Valid Class A Wastewater Treatment Plant Operator's License issued by FDEP | Valid Florida driver's license and clean driving record |
|--|---|

DEFINING COMPETENCIES

Department: Utility Systems

Position: Water Treatment Plant Chief Operator

Skills:

| | |
|---|--|
| Ability to plan, develop, organize water treatment plant operations | Ability to manage people |
| Inspect water plant installations / direct corrective action | Cost Management/forecasting budgets |
| Compliance & Regulatory requirements | Ability to perform laboratory tests under standard procedures and make treatment adjustments accordingly |

Knowledge:

| | |
|--|---|
| Department of Environmental Protection rules regarding Treatment Plant Classification and Staffing | Policies and Procedures/ Methods and practices of advanced water treatment and operating procedures |
| Health and safety factors in water treatment and in operating plants equipment | Supervisory responsibility: interviewing, hiring, training employees; planning, assigning, directing work; appraising performance; employee relations; addressing complaints and customer service |

Education:

| | |
|---|--|
| Graduation from high school or possession of an acceptable equivalency diploma, AA or AS degree in related subjects preferred | |
|---|--|

Experience:

| | |
|---|------------|
| Four (4) years related administrative experience; or an equivalent combination of education, training and experience. | Leadership |
| Knowledge of job-related software utilized by the Department. | |

Personal Characteristics:

| | |
|--------------------------------|--------------------------------|
| Excellent Interpersonal Skills | Excellent Communication Skills |
| Honesty | Integrity |
| Adaptability | Flexibility |
| Analytical | Initiative |

Other (Licenses, Certifications, etc.):

| | |
|---|---|
| Valid Class A Water Treatment Plant Operator's License issued by FDEP | Valid Florida driver's license and clean driving record |
|---|---|

APPENDIX B

INDIVIDUAL DEVELOPMENT PLAN

(Completed forms kept on file in the Human Resources Department)

Name: _____ **Date:** _____
Department: _____ **Position:** _____

SPECIFIC DEVELOPMENTAL GOAL(S) AND COMPETENCIES:

| |
|--|
| |
| |

EXPECTED OUTCOMES:

| How the organization will benefit | How I will benefit |
|-----------------------------------|--------------------|
| | |
| | |
| | |

ACTION PLAN SHORT-RANGE (critical in current context):

| Competencies/Skills | Resources Needed (Rotation, Mentor, Training) | Success Criteria | Time Frame (Start – Complete) |
|---------------------|---|------------------|----------------------------------|
| | | | |
| | | | |
| | | | |

ACTION PLAN LONG-RANGE (important for goals and growth):

| Competencies/Skills | Resources Needed (Rotation, Mentor, Training) | Success Criteria | Time Frame (Start – Complete) |
|---------------------|---|------------------|----------------------------------|
| | | | |
| | | | |
| | | | |