

**Section 2.0 Knowledge, Skills and Abilities Required by Contract Administrator
City of Carlsbad Contract Administrator Series KSA Matrix**

| Job Level: Level 1 Associate Contract Administrator | Job Level: Level 2 Buyer/Contract Administrator | Job Level: Level 3 Senior Contract Administrator |
|---|--|--|
| <i>Complexity and Scope</i> | | |
| <p>-Experienced specialist.</p> <p>-Requires full use and application of standard procurement and/or contract administration principles, theories, concepts and techniques, and a solid understanding of the organization's resources & relevant policies and procedures.</p> <p>-Independently completes routine and non-routine tasks in an accurate and timely manner.</p> | <p>-Fully qualified specialist.</p> <p>-Requires both breadth and depth in full use and application of the procurement and/or contract administration theories, concepts and techniques used, and a thorough understanding of the organization's resources & relevant policies and procedures.</p> <p>-Independently completes complex procurement and/or contract administration projects and tasks. Work is thorough, accurate, timely, and on-budget.</p> | <p>-A seasoned and experienced specialist recognized within the organization as a technical expert in their field.</p> <p>-Requires a high degree of creativity and resourcefulness. Expert knowledge of suppliers, customers, governing codes, and the organization's strategy in area of responsibility. Thorough understanding of the organization's resources & relevant policies and procedures.</p> <p>-Independently plans, conducts and completes complex procurement and/or contract administration projects or programs. Work is thorough, accurate, timely and on-budget. May develop and initiate new programs or projects as relevant to organization objectives.</p> |

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| <i>Problem solving & analysis</i> | | |
| <p>-Works on a wide variety of moderately complex problems and assignments. Proactively identifies and eliminates problems using a rational, problem-solving approach. Problems typically are semi-routine in nature, where the ability to recognize deviation from accepted practice is required.</p> <p>-Independently recognizes and solves problem or issues in areas of expertise, applying sound business judgement.</p> <p>-Demonstrates willingness and ability to be flexible, creative and innovative, taking appropriate risks, and implementing non-traditional solutions that create value. Recognizes and recommends new solutions or opportunities.</p> | <p>-Works on a wide range of difficult and complex problems and assignments. Proactively identifies and provides solutions that are imaginative, thorough and practical. Exercises judgment within defined procedures and practices to determine action.</p> <p>-Responsible for key recommendations or decisions in area of responsibility. Applies sound business and technical judgment to problems. Provides and implements creative solutions that reduce costs, create value and meet business needs.</p> <p>-Demonstrates a strong capability in the area of creativity and innovation. Thinks “outside the box.” Takes appropriate business risk. Originates change, makes things better with creative ideas and solutions.</p> | <p>-Works on a wide range of difficult and complex problems and assignments. Proactively identifies and provides solutions that are imaginative, thorough and practical. Exercises judgment where problems or issues extend the boundaries of standard procedures and practices.</p> <p>-Responsible for key recommendations or decisions in area of responsibility. Applies expert judgment to multi-faceted problems that require in-depth evaluation of many factors. Proactively works with management to set and implement organizational strategy in area of responsibility.</p> <p>-Demonstrates an advanced capability in the area of creativity and innovation. Originates change and creates value through proactively presenting and implementing creative ideas and solutions.</p> |

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Discretion and Impact: This means the job's importance as measured by the magnitude of its effect on the organization. It can be measured in terms of the importance of meeting deadlines; its financial impact; its strategic or tactical significance, effect on customers, & the rest of the organization.

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| <p>Exercises judgment within standard, defined procedures and practices to determine appropriate action.</p> <p>-Failure to achieve results or incorrect decisions or recommendations may cause delays in schedules and result in the allocation of more resources.</p> | <p>Independently exercises judgment within generally defined practices and policies, selecting methods and techniques for obtaining solutions.</p> <p>-Failure to obtain organizational outcomes, or incorrect decisions or recommendations would normally have a serious effect upon the organization's results and customer relationships and may result in substantial delays to programs, projects or operations. May results in requirement for additional costs and personnel.</p> | <p>-Independently exercises judgment within generally defined practices and policies as well as areas that require expert interpretation. Selects and may design new methods and techniques for obtaining solutions.</p> <p>-Failure to achieve objectives, or erroneous decisions or recommendations would normally have a serious effect upon the organization's results and customer relationships and failure to achieve critical organizational objectives. May cause substantial expenditure of time, people and funds and may jeopardize unit activity.</p> <p>-May serve on external committees and impact standards, regulations or policies.</p> |

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| <p>Interaction, Contact and Communication: This means interpersonal skills, or the ability to understand, influence and effectively communicate with people internal and external to the organization. In addition, the ability to express oneself through both oral and written communication.</p> | | |
| <p>-Interacts and builds relationships with team members, suppliers, customers, functional peer groups and other key stakeholder groups. May communicate outside organization (e.g. supplier meetings or visits, supplier selection presentations, training, and interaction with external organizations). Frequent inter-organizational contact. Serves on cross-functional teams. Networks within organization to support program/project needs.</p> <p>-Effective communicator, with both written and oral presentations. Developing solid presentation, demonstration, and writing skills.</p> <p>- Requires the ability to gain the cooperation of others. Capable of writing clear, coherent internal business communications. Prepares and formally presents results of work to small groups; participates in larger group presentations.</p> <p>-Strong interpersonal and communication skills. Communicates with other departments to accomplish objectives.</p> <p>-Effective team player and leader of small, local teams.</p> | <p>-Frequently interacts and builds effective relationships with team members, suppliers, customers, functional peer groups and other key stakeholder groups. Communicates outside organization (e.g. supplier or customer meetings or on-site visits, training, and interaction with external organizations). Frequent cross-functional contact and coordination. Networks, shares knowledge, and keep up to date with counterparts in the organization.</p> <p>-Skilled and effective communicator, with both written and oral presentations. Highly developed presentation, demonstration and writing skills.</p> <p>- Conducts presentations of technical information concerning specific projects. Represents the organization and works with the supplier. Produces polished, original correspondence and communication material for internal and external audiences.</p> <p>-Strong interpersonal and communication skills.</p> <p>-Effective team player and informal/formal team leader.</p> | <p>-Lead contact on strategic teams and critical business issues relating to customers, strategic partners or other companies. Works and leads cross-functionally to develop strong and strategic contacts and partnerships. Develops wide network of experts through the organization & industry for expertise. Interacts with senior management.</p> <p>-Skilled, effective, and compelling communicator, with both written and oral presentations. Excellent presentation, demonstration, facilitation and writing skills. Communicates to a broad audience.</p> <p>-Requires ability to influence others or gain acceptance in sensitive situations. May represent organization as primary supplier contact on contracts and may function in project leadership role.</p> <p>-Highly developed interpersonal and communication skills.</p> <p>-Extremely effective team player and informal/formal team leader and mentor. Actively contributes to creating an environment, which sustains motivation and the introduction/sharing of new ideas.</p> |

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| Independence; Supervision Given or Received: <i>This means the amount of freedom, discretion and guidance required in identifying and organizing the work and making decisions.</i> | | |
| <p>-Works under general supervision. Supervisor typically determines goals/objectives. Receives instructions on specific assignment objectives, complex features and possible approaches.</p> <p>- Work progress is reviewed upon completion of milestones for soundness of judgment and overall adequacy and effectiveness.</p> | <p>-Works under very general direction. Receives assignments in the form of overall objectives and proposes goals and approaches to meet objectives. Independently determines approach to most problems or projects.</p> <p>-Work is reviewed upon completion for adequacy in meeting objectives.</p> <p>-May supervise, direct or coach the work of other nonexempt employees. Makes decisions guided by established policies, procedures and precedents.</p> | <p>-Works under broad, general direction. Exercises considerable latitude in determining strategy and approach to assignments and projects. May recommend modifications in overall direction and actions necessary for desired results.</p> <p>-Completed work is reviewed for desired results from relatively long-term objectives. Assignments are often self-initiated.</p> <p>-May supervise, direct or coach the work of nonexempt employees. Interprets, executes and may modify policies that affect subordinate organizational units.</p> |
| <p>Acts as coach and teacher to other team members. Integrates team efforts and models team behavior</p> | <p>Demonstrates courage and willingness to make sound decisions in a timely manner. Places difficult issues on the table in open manner. Participates in developing and implementing solutions. Gives and receives full information in non-threatening non-decisive manner.</p> | <p>Demonstrates thoughtful consideration when making decisions. Able to take a broad view and analyze problems in a balanced manner. Can listen, creates an environment where others are comfortable communicating openly and honestly. Clearly and constructively communicates ideas to all levels.</p> |

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| Functional Competencies: Project Management | | |
| <p>-Effective project team member.</p> <p>-May manage projects or programs.</p> <p>-Sets task schedules. Effectively uses resources</p> | <p>-Develops and executes implementation plans. Understands and effectively applies project management fundamentals.</p> <p>-May manage projects or programs</p> <p>-Determines project approach, scheduling, costing and resource management. Identifies appropriate resources for a project. Sets priorities within projects.</p> | <p>-Develops and executes complex implementation plans. Understands and effectively applies advanced project management skills</p> <p>-May manage large and complex projects or programs.</p> <p>-Determines project approach, scheduling, costing and resource management. Identifies appropriate resources for a project. Sets priorities within projects.</p> |
| <p>-Understands and applies basic concepts of financial planning and analysis</p> | <p>-Understands and applies standard concepts of financial planning and analysis</p> | <p>-Understands and applies standard concepts of financial planning and analysis.</p> |

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| <i>Purchasing, Supply Management and Contract Administration:</i> | | |
| <ul style="list-style-type: none"> -Understands customer's business needs. -Experienced in use/application of purchasing and/or contract administration principles, theories and concepts. -Experienced in use of business concepts related to procurement of services and goods. -Leads moderate cost reduction efforts. -Acts as a resource for knowledge related to assigned commodities especially in processes. | <ul style="list-style-type: none"> -Thorough understanding of customer's business needs. -Fully proficient in application of purchasing and/or contract administration principles, theories and concepts. -Displays knowledge of the business environment. Applies expertise in value analysis. -Demonstrates basic understanding of business concepts related to procurement of services and goods, e.g., economic indices, logistics, forecasting, performance metrics. -Identifies opportunities for cost reduction efforts and leads cost reduction efforts. -Acts as a resource for knowledge related to assigned commodities. | <ul style="list-style-type: none"> -Thorough understanding of customer's strategy & business needs. -Applies extensive expertise in purchasing and/or contract administration principles, theories and concepts. -Displays in-depth knowledge of the business environment- Applies extensive expertise in value analysis. -Demonstrates advanced understanding of business concepts related to procurement and contract administration, e.g., economic indices, forecasting, performance metrics. -Leads complex total cost reduction efforts. -Seen as an expert resource for knowledge related to assigned commodities. |

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| Technical, Organization, Business and Industry Knowledge: | | |
| <p>Requires a thorough understanding of:</p> <ul style="list-style-type: none"> -Understands customer’s business needs. -Experienced in use/application of purchasing and/or contract administration principles, theories and concepts. -Experienced in use of business concepts related to procurement of services and goods. -Leads moderate cost reduction efforts. -Acts as a resource for knowledge related to assigned commodities especially in processes. | <p>Requires an advanced understanding of:</p> <ul style="list-style-type: none"> -Thorough understanding of customer’s business needs. -Fully proficient in application of purchasing and/or contract administration principles, theories and concepts. -Displays knowledge of the business environment. Applies expertise in value analysis. -Demonstrates basic understanding of business concepts related to procurement of services and goods, e.g., economic indices, logistics, forecasting, performance metrics. -Identifies opportunities for cost reduction efforts and leads cost reduction efforts. -Acts as a resource for knowledge related to assigned commodities. | <p>Requires an expert understanding of:</p> <ul style="list-style-type: none"> -Thorough understanding of customer’s strategy & business needs. -Applies extensive expertise in purchasing and/or contract administration principles, theories and concepts. -Displays in-depth knowledge of the business environment-Applies extensive expertise in value analysis. -Demonstrates advanced understanding of business concepts related to procurement and contract administration, e.g., economic indices, forecasting, performance metrics. -Leads complex total cost reduction efforts. -Seen as an expert resource for knowledge related to assigned commodities. |

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| <i>Guidelines for Typical Minimum Education and Experience:</i> | | |
| <p>--Any combination equivalent to experience and education that could likely provide the required knowledge and abilities would be qualifying.</p> <p>Typically requires at least 1 year's experience where the primary responsibility is providing a key support role in the purchasing of goods or procurement of services and/or contract administration. High school education or GED.</p> | <p>--Any combination equivalent to experience and education that could likely provide the required knowledge and abilities would be qualifying.</p> <p>Typically requires at least 3 year's experience where the primary responsibility is providing a key support role in the purchasing of goods or procurement of services and/or contract administration. High school education or GED.</p> | <p>--Any combination equivalent to experience and education that could likely provide the required knowledge and abilities would be qualifying.</p> <p>Typically requires at least 5 years experience where the primary responsibility is purchasing goods or procurement of services and/or contract administration. High school education or GED.</p> |