

Engineering Management

Plans and directs the activities of a group of engineers developing complex engineering projects. Must possess extensive knowledge of a specialized engineering field. Provides technical guidance and leadership to subordinate engineers. Develops and conducts work programs in accordance with company's policies, priorities and budget constraints. Manages and/or develops budgets for assigned function or department including operating requirements and equipment and material purchases. Provides technical oversight and assistance to other departments as required.

	Level 2	Level 3	Level 4	Level 5
	Associate Manager, Engineering	Manager, Engineering	Sr. Manager, Engineering	Director, Engineering
Guidance Given/Assignments Received	Assignments are received in task-oriented terms. Provides direction to subordinates using established policies and precedents. Work is reviewed for soundness of judgment and overall quality and efficiency.	Assignments are received in task- and objective-oriented terms. Provides direction to subordinates based on general policies and management guidance. Work is reviewed upon completion for adequacy in meeting objectives.	Assignments are received in objective-oriented terms. Provides guidance to subordinates based on organizational goals and company policy. Work is reviewed in terms of meeting the organization's objectives and schedules.	Work is performed without appreciable direction. Determines organizational objectives and interprets company policies. Completed work is reviewed, from a relatively long-term perspective, for desired results.
Policy Involvement	Administers and executes policies and procedures that typically affect individual subordinate employees.	Interprets and executes policies and procedures that typically affect subordinate organizational units. Recommends modifications to operating policies.	Establishes operating policies and procedures that affect subordinate organizational units. Interprets, executes and recommends modifications to organizational policies.	Establishes organizational policies in a major segment of the company. Interprets, executes and recommends modifications to company-wide policies.
Supervisory Relationships	Accomplishes tasks mainly through direct supervision of non-exempt and entry-level exempt employees.	Accomplishes results through lower-level subordinate supervisors or through experienced exempt employees who exercise significant latitude and independence in their assignments. Often heads a centralized functional activity.	Accomplishes results through subordinate supervisors or exempt specialist employees. Subject to approval, modifies the organizational structure of centralized functions and units. Often responsible for managing a staff function of the company.	Generally accomplishes results through lower management levels. Determines and establishes organizational structures and supervisory relationships, subject to top management approval. Often responsible for managing a major segment of the company.
Operations Involvement/Direct Work Involvement	Monitors daily operations of a unit and actively assists or provides direction to subordinates, as required. May perform, especially in staff or professional groups, ongoing operational tasks of organizational units. Monitors work progress on a daily basis and actively assists subordinates.	Functions as an advisor to a unit regarding tasks, projects and operations. Becomes actively involved in daily operations only when required to meet schedules or to resolve complex problems.	Responsible for all projects assigned to the organizational unit. Acts as an advisor to subordinate supervisors or staff members to meet schedules or resolve technical or operational problems. Directly participates in establishing and administering many centralized functional projects. Develops and administers budgets, schedules and performance standards.	Responsible for the successful operation of activities of major significance to the organization. Rarely becomes involved in daily operational activities. Is more concerned to see that overall budgets, schedules and performance standards are realistically set and attained.
Impact	Ensures that projects are completed on schedule by following established procedures and schedules. Erroneous decisions or recommendations or failure to achieve results might cause delays in program schedules and result in the allocation of more resources.	Ensures that projects are completed on schedule and within budget. Erroneous decisions or recommendations or failure to complete assignments would normally result in serious delays to assigned projects, resulting in considerable expenditure of additional time, resources and funds.	Exerts influence in the development of overall objectives and long-range goals of the organization. Erroneous decisions or recommendations would normally result in critical delays and modifications to projects or operations; cause substantial expenditure of additional time, resources and funds; and jeopardize future business activity.	Decisions would affect the financial, employee or public relations posture of the company. Erroneous decisions or recommendations would result in failure to achieve major goals and objectives of the organization.
Liaison	Majority of liaison is on an internal basis with subordinates and supervisors at equivalent level or one level higher. Liaison normally involves specific phases of a project or operation. External contacts are infrequent and involve routine matters.	Frequent contacts with internal personnel and outside customer representatives at various management levels concerning operations, scheduling or specific phases of projects or contracts. Conducts briefings and participates in technical meetings for internal and external representatives concerning specific operations.	Frequent contacts with equivalent level managers and customer representatives concerning projects, operational decisions, scheduling requirements, or contractual clarifications. Conducts briefings and technical meetings for internal and external representatives.	Represents the organizational unit as prime internal and external contact on contracts or operations. Conducts briefings and technical meetings for top management and customer representatives. Interacts with equivalent-level managers concerning matters of significance to the company.

	Level 2	Level 3	Level 4	Level 5
	Associate Manager, Engineering	Manager, Engineering	Sr. Manager, Engineering	Director, Engineering
Scope	Responsible for managing programs that are of relatively low risk and complexity or are part of a larger program. Ensures that all required resources such as engineering, production and computer time are available for the program. May serve as customer contact for program information. Ensures product and customer service quality. May be responsible for profit and loss, development of current customer base and/or for new customers.	Responsible for managing programs that are of moderate risk and complexity or are developmental in nature or may have deputy responsibility for a larger program. Frequently is involved simultaneously in several programs. Ensures that all required resources such as engineering, production and computer time are available for the program. Oversees program budget and schedules prepared and managed by subordinate staff. Ensures timelines and goals are met. Serves as primary customer contact for program information. Ensures product and customer service quality. Resolves issues and/or team conflicts. May have primary responsibility for program growth, be responsible for profit and loss and developing current customer base. May be responsible for new customers or product leads.	Responsible for managing and has deputy responsibility for larger and relatively complex programs. Is frequently involved in several programs simultaneously. Ensures that all required resources, such as engineering, production and computer time, are available for the program. Oversees program budget and schedules prepared and managed by subordinate staff. Serves as primary customer contact for program information. Conducts training and/or team meetings. Organizes project and task workloads. Ensures timelines and goals are met. Has primary responsibility for program growth and follow-on business acquisition. Responsible for profit and loss, developing current customer base, and responsible for new customers. May mentor lower-level colleagues.	Responsible for direct management of cost, schedule, data and proposal activity. Selects individuals most qualified to lead efforts. Advises lower-level managers so they can plan, schedule and administer program tasks, budgets and schedules. Tracks program against schedule, budget and milestone objectives. Develops and implements recovery plans. Develops master schedules, project planning, tasking, and execution. Leads efforts to improve quality or on-time delivery processes. Provides regular status reports to customers and senior management. Conducts research and works with appropriate departments to prepare bid analyses, reports, schedules, and quotes. Responsible for business development initiatives to include profit and loss. Mentors lower level colleagues.
Minimum Education and Experience	5+ years of technical program-related experience in a government contracting environment with BS Degree in Engineering, Science or a related technical field. Specialized experience in the management of technical personnel and programs that includes three years of supervisory or lead experience.	8+ years of technical program-related experience in a government contracting environment with a BS Degree in Engineering, Science or a related field. Significant specialized experience in the management of technical personnel and programs that includes three years management experience.	10+ years of technical program-related experience in a government contracting environment with a BS Degree in Engineering, Science or a related technical field. Substantial specialized experience in the management of technical inter-disciplinary project teams and programs that includes five years management experience.	15+ Years of technical program related experience in a government contracting environment and an advanced degree in engineering, science or related technical field. Comprehensive specialized experience in the management and oversight of technical over-arching inter-disciplinary project teams and programs which includes seven years management experience of various specialty areas.