

# BANKING MANAGER

Schematic Code 10722 (31000242)

## I. DESCRIPTION OF WORK

Positions in this banded class manage, plan, direct, coordinate, monitor and/or supervise the workflow for one or more of three banking units for the North Carolina centralized banking system: Specialized Banking Services Unit, Disbursement Account Services Unit or Special Bank Reconciliation Unit. Duties include ensuring operational, procedural and regulatory requirements are met. Employees in this role lead and manage banking operations, ensure compliance with Federal Reserve standards, State Banking regulations and agency policies, and ensure goals and objectives are met on a timely basis. Employees in this roll may also advise or assist with the development of strategic, financial or human resource planning. They research operational alternatives and analyze operational choices and make recommendations to achieve goals and objectives of the agency. They may undertake budget-monitoring activities and ensure accountability.

## II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
<p>Positions at this level require considerable knowledge of principles and techniques of banking operations, banking regulations and financial analysis. Positions at this level oversee workflow and interpret and apply applicable banking laws and regulations. Employees at this level analyze banking transactions, business practices and make recommendations on how to improve services. Positions in this class are required to interpret and apply information relating to the applicable subject area and communicate the information clearly in both oral and written form. Positions at this level supervise the work of others. Positions at this level are required to exercise strong customer service skills with other state agencies or officials.</p>	<p>Positions at this level require thorough knowledge of principles and techniques of banking operations, banking regulations and financial analysis. Positions at this level are responsible for establishing objectives, interpreting regulations, reviewing and analyze transactions and evaluating compliance to applicable state and federal banking statutes, regulatory practices and procedures. Employees implement and integrate best business practices and or internal controls for banking operations or improving compliance with applicable and rules and regulations. Positions at this level design, conduct and analyze complex studies and/or interpret records; and develop program procedures, operational models and/or databases. Positions at this level supervise and resolve staffing, employee relations, and customer service problems.</p>	<p>Positions at this level serve as subject matter experts and lead and/or manage the development of strategic operational plans. Positions at this level research and analyze strategic choices and make recommendations to achieve goals and objectives of the agency. Positions at this level evaluate and determine the impact of operational and service issues; analyze and evaluate legislation; and implement and evaluate alternatives for best business practices in their subject areas. Employees at this level exercise a high level of independent decision-making and serve as subject matter experts and lead work teams for more complex issues. Positions at this level are required to conduct presentations and establish, develop, and maintain strong professional relationships with the applicable state agencies federal, state and local government officials.</p>

**III. COMPETENCIES**

<b>Competency</b>	<b>Definition</b>
<b>Knowledge - Professional</b>	Considerable knowledge of professional banking theories, techniques, practices and procedures. Considerable knowledge of banking services and skills in applying this knowledge in a review. Strong knowledge of state and federal rules and regulations governing banking operations. General knowledge of agency/university practices, procedures and principles.
<b>Program Supervision and Administration</b>	Ability to establish expectations and clear direction to meet goals and objectives. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining, and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies. Ability to determine need for formal training to supplement on-the-job training, identify external sources for training, recommend expenditures for training to management, and allocate time for completion of training.
<b>Critical Thinking</b>	Ability to utilize questioning, analysis, synthesis, interpretation, inference, inductive and deductive reasoning, intuition, application and creativity. Ability to assess and interpret work. Ability to develop, evaluate, implement, and modify work. Ability to make accurate decisions.
<b>Change Management</b>	Ability to plan and implement change initiatives. Ability to support innovation and creativity by encouraging staff to accept and resolve challenges. Ability to remain flexible to meet constantly changing and sometimes opposing demands.
<b>Communication</b>	Ability to present information effectively in a manner suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely either verbally or in writing to ensure that the intended audience understands the information and the message. Ability to listen and respond appropriately to others.
<b>Customer Service</b>	Ability to respond to customers' inquiries and develop and maintain positive relationships with state agencies on banking services.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

**IV. COMPETENCY STATEMENTS BY LEVEL**

**Knowledge - Professional**

Considerable knowledge of professional banking theories, techniques, practices and procedures. Considerable knowledge of banking services and skills in applying this knowledge in a review. Strong knowledge of state and federal rules and regulations governing banking operations. General knowledge of agency/university practices, procedures and principles.

Contributing	Journey	Advanced
<p>Considerable knowledge of professional banking/credit union techniques, practices and procedures, and may require knowledge of internal controls; skills in applying this knowledge.</p> <p>Considerable knowledge of state and federal banking regulations and statutes governing the area of work.</p> <p>Knowledge of applicable banking information technology and internal controls to meet work needs.</p> <p>Basic knowledge of supervisory practices and skill in supervising others, including communication skills, how to delegate and assign duties, how to deal effectively with difficult employees, how to evaluate performance and to participate in disciplinary actions. Basic knowledge Human Resources to include interviewing policies and procedures.</p>	<p>Full knowledge of professional banking/credit union theory, techniques, practices and procedures and may require knowledge of internal control, financial or bank auditing; skills in applying this knowledge.</p> <p>Full knowledge of local, state and federal regulations and statutes governing the area of work.</p> <p>Knowledge of applicable information technology sufficient to independently perform duties. Knowledge to ensure integrity of information systems, internal controls and data, including recommending modifications as required.</p> <p>Considerable knowledge of supervisory practices and skill in supervising others, including communication skills, delegation and assignment of work, dealing effectively with difficult employees, evaluating performance and may assist or conduct investigations and participate in disciplinary actions. Working knowledge of Human Resources policies and procedures.</p>	<p>Extensive knowledge of professional banking theory, techniques, practices and procedures and may require knowledge of generally accepted bank auditing principles; skills in applying this knowledge.</p> <p>Extensive knowledge of local, state and federal regulations and statutes governing the area of work.</p> <p>Thorough knowledge of the reliability of systems and internal controls. Knowledge to identify problems and changing requirements.</p> <p>Extensive knowledge of supervisory practices and skill in supervising others, including communication skills, how to delegate and assign work, how to deal effectively with difficult employees, how to evaluate performance and to conduct investigations and participate in disciplinary actions. Knowledge to mentor new supervisors. Knowledge of state government's Human Resources policies and procedures.</p> <p>Basic knowledge of strategic planning methodologies and practices.</p>

Definitions:

*Basic knowledge* – The span of knowledge minimally necessary to complete defined assignments.

*Full/Considerable knowledge* –The span of knowledge necessary to independently complete defined assignments to produce an effort or activity directed toward the production or accomplishment of the work objectives.

*Extensive knowledge* – The broad scope of knowledge demonstrated on the job that is beyond journey competencies.

**Program Supervision and Administration**

Ability to establish expectations and clear direction to meet goals and objectives. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining, and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies. Ability to determine need for formal training to supplement on-the-job training, identify external sources for training, recommend expenditures for training to management, and allocate time for completion of training.

Contributing	Journey	Advanced
<p>Ability to assess employee competencies and conduct/participate in performance management reviews. Ability to coach and mentor staff.</p> <p>Ability to plan and assign work tasks. Ability to motivate employees and develop team commitment towards meeting the operational goals and objectives.</p> <p>Ability to identify and address quality of work and performance improvement issues for the unit.</p> <p>Ability to review work and written reports to ensure compliance with standards and requirements. Ability to guide staff in providing appropriate documentation to support conclusions. May require the ability to conduct and prepare work and written reports.</p>	<p>Ability to coach and facilitate the enhancement of employee competencies as appropriate to the needs of the work unit.</p> <p>Ability to manage resources effectively to provide for employee training and growth, to meet the operational goals and objectives.</p> <p>Ability to address quality monitoring and performance improvement issues for the program or area of responsibility.</p> <p>Ability to review and approve work findings and written reports, often of moderate complexity. Ability to ensure that fiscal rules and regulations are interpreted correctly.</p>	<p>Ability to mentor, coach and manage the total competencies of staff in multiple organizational units or region. Skill in seeking sources and opportunities for employee training and growth.</p> <p>Ability to direct the management of program and staff resources. Ability to involve employees in strategic planning and implementation and in the development of policies and procedures.</p> <p>Ability to identify and address quality monitoring and performance improvement issues for fiscal services for the program or area of responsibility for multiple units or region.</p> <p>Ability to review and approve documents and reports of more complex or unique issues. Ability to effectively articulate written conclusions. Ability to ensure that fiscal rules and regulations are interpreted correctly, internal and external to the organization.</p>

**Critical Thinking**

Ability to utilize questioning, analysis, synthesis, interpretation, inference, inductive and deductive reasoning, intuition, application and creativity. Ability to assess and interpret work. Ability to develop, evaluate, implement, and modify work. Ability to make accurate decisions.

Contributing	Journey	Advanced
<p>Ability to makes determinations based on facts. Ability to identify problems, report potential problems, and assess options.</p> <p>Ability to interpret delivery of service and compliance with local, state and federal regulations and standards.</p> <p>Ability to identify risk impact on program policy and procedure issues.</p>	<p>Ability to analyze moderately complex situations. Ability to recommend solutions and options and to alert leadership to impact on program.</p> <p>Ability to recommend response to a moderately complex situation based on interpretation of local state and federal regulations and standards.</p> <p>Ability to recommend modifications to program policy and procedures to minimize risk.</p>	<p>Ability to manage complex work situations. Ability to anticipate and remain alert to potentially problematic situations. Ability to resolve unusual problems.</p> <p>Ability to implement response to a situation based on interpretation of local state and federal regulations and standards.</p> <p>Ability to ensure implementation of program policy and procedure changes.</p>

**Change Management**

Ability to plan and implement change initiatives. Ability to support innovation and creativity by encouraging staff to accept and resolve challenges. Ability to remain flexible to meet constantly changing and sometimes opposing demands.

Contributing	Journey	Advanced
<p>Ability to demonstrate understanding of change management strategies and principles.</p> <p>Ability to communicate and implement new policies and procedures.</p>	<p>Ability to lead a transition from old to new programs at the unit level.</p> <p>Ability to participate in the development and implementation of goals and objectives.</p>	<p>Ability to lead the development and implementation of vision and mission statements.</p> <p>Ability to leads and direct the development and implementation of goals and objectives.</p>

**Communication**

Ability to present information effectively in a manner suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely either verbally or in writing to ensure that the intended audience understands the information and the message. Ability to listen and respond appropriately to others.

<b>Contributing</b>	<b>Journey</b>	<b>Advanced</b>
<p>Ability to communicate with individual work units or entire organization on fiscal program elements. Ability to update existing communications. Ability to disseminate information on changes in policies, procedures, and protocols.</p> <p>Ability to prepare, organize, and review written reports according to documentation standards and requirements. Ability to guide staff in providing appropriate documentation to support conclusions.</p> <p>Ability to acquire basic understanding of working relationships with co-workers and others contacts in order to achieve work goals.</p>	<p>Ability to communicate moderately complex fiscal/programmatic information outside of the organization. Ability to interpret fiscal rules and regulations internal to the organization.</p> <p>Ability to review and approve written reports, often of moderate complexity. Ability to ensure that fiscal rules and regulations are interpreted correctly.</p> <p>Ability to develop contacts and relationships with interested parties in achieving division/organizational goals.</p>	<p>Ability to communicate major and/or complex situations and actions, internal and external to the organization. Ability to interpret rules and regulations internal and external to the organization and to serve as a technical resource in developing response to the media.</p> <p>Ability to document and report more complex or unique issues and effectively articulates written conclusions. Ability to ensure that fiscal rules and regulations are interpreted correctly, internal and external to the organization.</p> <p>Ability to develop and maintain professional working relationships in complex and/or difficult situations in order to achieve organizational goals.</p>

**Customer Service**

Ability to respond to customers' inquiries and develop and maintain positive relationships with state agencies on banking services.

Contributing	Journey	Advanced
Ability to independently respond to inquiries from customers that require research and analysis.	Ability to demonstrate understanding of customer banking needs of the agency and coordinate with senior management decision-makers on an on-going basis to build and maintain positive relationships.	Ability to regularly provide consultation and expertise to customers on banking support and internal controls.

**V. MINIMUM TRAINING & EXPERIENCE**

Bachelor's degree in banking, business administration, business systems management, finance or a related discipline and four years experience in banking, credit union, or financial services, of which one year is supervisory; or an equivalent combination of training and experience. All degrees must be received from appropriately accredited institutions.

Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.