

## Job Template: Administrative Program Manager 1

<b>Occupational Group</b>	Administrative Services
<b>Job Family</b>	Administrative Programs/Services
<b>Job Path</b>	Administrative Program Leadership
<b>Job Title</b>	<b>Administrative Program Manager 1</b>
<b>Job Category: M</b>	<b>Job Level: 5</b>
<b>FLSA Status: E</b>	<b>Job Code: B00000</b>

### **M5: Level Standards**

#### **GENERAL ROLE**

This level is the first with the primary function of managing employees. Incumbents may initiate and communicate a variety of staffing actions.

Oversees the day-to-day operations of a group of employees. Responsible for training and development of subordinate staff, estimating staffing needs, assigning work, meeting completion dates, and interpreting and ensuring consistent application of organizational policies. Positions at this level do not exclusively serve as the supervisory level to only student employees.

Incumbents:

- Alter the order in which work or a procedure is performed.
- Recommend or implement modifications to practices and procedures to improve efficiency and quality, directly affecting the specific office operation or departmental procedure.
- Distribute work and monitor workload among staff.

#### **INDEPENDENCE AND DECISION-MAKING**

→ *Supervision Received*

- Works under direction.
- Seeks approvals when significant changes to process steps are considered and additional resources for task completion are required.

→ *Context of Decisions*

- Decisions are driven by office/departmental policy and procedures.

→ *Job Controls*

- Free to plan and carry out all phases of work assignments, including the oversight of staff.
- Has the latitude to make daily operational decisions.

#### **COMPLEXITY AND PROBLEM SOLVING**

→ *Range of issues*

- Issues tend to be operational in nature.

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### → *Course of Resolution*

- Identifies issues and gathers facts.
- Understands the smallest details of an assigned area.

### → *Measure of Creativity*

- Problems can be resolved within provided guidelines.
- Problems are not amenable to strict technical resolution, requiring innovative thinking.

## COMMUNICATION EXPECTATIONS

### → *Manner of Delivery and Content*

- Diplomatically and effectively deliver information difficult to understand or in contrast with a student or customer's views.

## SCOPE AND MEASURABLE EFFECT

Incumbents:

- Manage a small homogenous department.
- OR
- Manage a larger process-oriented area whose members perform like activities.
  - Actions regularly affect a department or a project outcome with office/programmatic impact.
  - Actions generally have a direct impact on controlling such things as staff size and nature of work and scope of services.
  - Performance results tend to relate to efficiency, fiscal practices and standing, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.

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### Job Template

#### GENERAL SUMMARY

Manages and supervises administrative services and special projects of designated department.

#### REPORTING RELATIONSHIPS AND TEAMWORK

Works under direction of a manager. Manages the day-to-day operations and a group of employees.

#### ESSENTIAL DUTIES AND RESPONSIBILITIES

*The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.*

- Supervises the work of assigned personnel, including assigning and reviewing work, providing guidance, and conducting performance evaluations.
- Manages and is responsible for the effectiveness of administrative programs in designated areas of responsibility.
- Performs office management duties. Directs workflow and coordinates and monitors the processing of necessary paperwork and maintenance of records and filing system.
- Prepares, forecasts, and monitors departmental budget. Monitors and approves expenditures.
- Provides financial management and advice for potential and secured funds.
- Ensures compliance with University and State of Connecticut rules, policies, and procedures regarding financial responsibilities.
- Serves as a primary advisor regarding policies, long-range planning, strategies and goals.
- Prepares comprehensive analyses and recommendations for administrative decision-making.
- Evaluates administrative workflows on a regular basis to improve efficiencies and the quality of the work output. Develops and recommends changes, and determines the strategy to implement process adjustments.
- Creates and monitors requisitions, purchase orders, receipt of goods, and related billings.
- Performs related work as required.

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### MINIMUM QUALIFICATIONS

- Bachelor's degree in related field.
- Five to six years of related experience. Two years of experience must be serving as an advanced/senior team member or working as a project lead.

### COMPETENCIES

#### Knowledge of:

- Principles and practices of employee supervision
- Audit/reconciliation procedures
- Budget preparation and management
- University procurement procedures
- Microsoft Office and related software applications

#### Skill in:

- Planning and organization
- Developing and maintaining effective and appropriate working relationships
- Critical thinking, problem solving and analysis

#### Ability to:

- Prepare clear and concise reports
- Communicate effectively through both oral and written means
- Respect diversity and work collaboratively with individuals of diverse cultural, social and educational backgrounds
- Supervise staff engaged in multi-step processing, troubleshooting, and data reconciliation
- Maintain complex records and organize data
- Maintain the confidentiality of information and professional boundaries
- Work independently to analyze available information, draw conclusions and understandings, and present such conclusions effectively to senior management

## Job Template: Administrative Program Manager 2

<b>Occupational Group</b>	Administrative Services
<b>Job Family</b>	Administrative Programs/Services
<b>Job Path</b>	Administrative Program Leadership
<b>Job Title</b>	<b>Administrative Program Manager 2</b>
<b>Job Category: M</b>	<b>Job Level: 6</b>
<b>FLSA Status: E</b>	<b>Job Code: B00001</b>

### **M6: Level Standards**

#### **GENERAL ROLE**

This level is accountable for providing management of a small- to moderate-sized office or department charged with providing a variety of cross-disciplinary services. Incumbents should generally have oversight of professional and non-professional staff, as well as business and/or administrative operations. Positions at this level do not exclusively serve as the supervisory level to only student employees

Incumbents:

- Modify practices and procedures to improve efficiency and quality of services delivered by subordinate staff.
- Ensure policies and procedures are followed and functions are carried out efficiently and correctly.
- Are accountable for setting goals and objectives for staff members to achieve operational objectives and service standards.
- Distribute work and monitor workload among staff.
- Evaluate and monitor the accuracy, quality, quantity, and timeliness of services and activities.
- May develop/enhance processes and procedures to improve efficiency or effectiveness of services, as a means to fulfill departmental or office initiatives.

#### **INDEPENDENCE AND DECISION-MAKING**

→ *Supervision Received*

- Works under direction.
- Seeks approvals when significant changes to process steps are considered and additional resources for task completion are required.

→ *Context of Decisions*

- Decisions are driven by departmental policy and procedures.
- Understands the smallest details of an assigned area.

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<b>Job Title</b>	<b>Administrative Program Manager 2</b>
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<b>FLSA Status: E</b>	<b>Job Code: B00001</b>

### → *Job Controls*

- Free to plan and carry out all phases of work assignments, including the oversight of staff.
- Has the latitude to make daily operational decisions.

## COMPLEXITY AND PROBLEM SOLVING

### → *Range of issues*

- Issues are readily identified but cannot be understood and fixed in simple cause-effect terms.
- Variables affecting the problem are generally known.

### → *Course of Resolution*

- Utilizing an understanding of best practices and the way similar units run elsewhere, convincingly recommends, develops, and implements capital and process improvements to the area.

### → *Measure of Creativity*

- Problems require integrative solutions such as how technologies, processes, resources, and people all fit together.

## SCOPE AND MEASURABLE EFFECT

- Serve as a manager of a moderate-sized department or office charged with carrying out cross-disciplinary tasks or functions
- Actions regularly affect a department or an office-centric outcome with departmental impact.
- Actions generally have a direct impact on controlling such things as staff size and nature of work and scope of services.
- Actions may have high-risk compliance or safety implications.
- Performance results tend to relate to efficiency, degree of waste/cost overruns, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.

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### **Job Template**

#### **GENERAL SUMMARY**

Provides leadership over major functions in designated department, including financial management, planning and implementing department programs and goals, and serving as the primary advisor for policies, planning, and strategies.

#### **REPORTING RELATIONSHIPS AND TEAMWORK**

Works under direction of a manager. Manages professional and non-professional staff, as well as business and/or administrative operations of a moderate sized department of cross-disciplinary services.

#### **ESSENTIAL DUTIES AND RESPONSIBILITIES**

*The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.*

- Manages the work of assigned personnel, including assigning and reviewing work, providing guidance, and conducting performance evaluations.
- Participates in administrative planning and evaluation of policies, procedures, and services. Interprets policies and procedures to assigned staff.
- Manages and is responsible for the effectiveness of administrative programs in designated areas of responsibility.
- Plans and implements administrative program services and activities and supervises the day-to-day delivery of program content.
- Coordinates development of departmental budget. Monitors and approves expenditures. Maintains and monitors financial ledgers.
- Supervises the maintenance of administrative records. Prepares annual and other periodic reports utilizing statistical data.
- Plans, organizes, and administers workshops, training programs, courses, and program curricula, in accordance with program goals.
- Serves as a resource to students, staff, and others on matters relating to program policies, procedures, and activities.
- Engages in public relations and promotional activities for the program. Plans and implements recruiting and promotional strategies, in area of responsibility.

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- Collects and analyzes program data and participates in evaluating program effectiveness. Identifies problems and makes changes.
- Manages short and long-term projects to implement administrative changes.
- Performs related work as required.

### **MINIMUM QUALIFICATIONS**

- Bachelor's degree in related field.
- Seven or more years of related experience. One year overseeing large projects OR in a supervisory capacity over a small unit.

### **COMPETENCIES**

#### **Knowledge of:**

- Principles and practices of employee supervision
- Principles and practices of budgeting and accounting
- University purchasing policies
- Federal, state, and local policies and regulations
- Microsoft Office and related software applications

#### **Skill in:**

- Project management
- Planning and organization
- Developing and maintaining effective and appropriate working relationships
- Critical thinking, problem solving and analysis

#### **Ability to:**

- Ensure compliance with policies and regulations
- Communicate effectively through both oral and written means
- Respect diversity and work collaboratively with individuals of diverse cultural, social and educational backgrounds
- Plan and organize workshops, training courses, and curricula
- Produce financial reports and maintain accurate records
- Maintain the confidentiality of information and professional boundaries



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- Work independently to analyze available information, draw conclusions and understandings, and present such conclusions effectively to senior management

## Job Template: Administrative Program Manager 3

<b>Occupational Group</b>	Administrative Services
<b>Job Family</b>	Administrative Programs/Services
<b>Job Path</b>	Administrative Program Leadership
<b>Job Title</b>	<b>Administrative Program Manager 3</b>
<b>Job Category: M</b>	<b>Job Level: 7</b>
<b>FLSA Status: E</b>	<b>Job Code: B00002</b>

### **M7: Level Standards**

#### **GENERAL ROLE**

This level is accountable for providing management of a moderate- to notably-sized department charged with providing a variety of cross-disciplinary services. Incumbents should have oversight of professional and non-professional staff, as well as business and/or administrative operations. Positions at this level do not exclusively serve as the supervisory level to only student employees.

Incumbents:

- Modify practices and procedures to improve efficiency and quality of service delivered by subordinate staff.
- Research and apply better ways to effectively achieve end results by, for example, arranging/rearranging the way work is performed, changing elements of processes, and adding or deleting new or unnecessary capabilities/functionalities for subordinate staff, as needed.
- Set staff objectives, immediate- and/or long-term, as a means to fulfill departmental or division initiatives.
- Provide analytical, technical, and advisory support to more senior members within the same disciplinary track
- May determine how to achieve directives set by directors, at a department level.

#### **INDEPENDENCE AND DECISION-MAKING**

→ *Supervision Received*

- Works under general direction.
- Seeks assistance only when unique situations arise, coupled with financial impact to the division, and political consequence.

→ *Context of Decisions*

- Work is focused on and regulated by specific division goals and milestones.

→ *Job Controls*

## **Job Template: Administrative Program Manager 3**

<b>Occupational Group</b>	Administrative Services
<b>Job Family</b>	Administrative Programs/Services
<b>Job Path</b>	Administrative Program Leadership
<b>Job Title</b>	<b>Administrative Program Manager 3</b>
<b>Job Category: M</b>	<b>Job Level: 7</b>
<b>FLSA Status: E</b>	<b>Job Code: B00002</b>

- Incumbents act based on own judgement as long as actions adhere to division policies and operating procedures, and remain focused on the division and departmental objectives.
- Subject to managerial controls through conferences, review of reports, and occasional departmental visits.
- Managerial controls are exercised on incumbents for matters of policy development and coordination, intermediate- and long-range planning, budgetary, and human resources based matters.

### **COMPLEXITY AND PROBLEM SOLVING**

#### *→ Range of issues*

- Problems are unique and unexpected.
- Challenges for problems arise due to lack of precedent or policy at a division or University level.

#### *→ Course of Resolution*

- Problems require response/adaptation to changing conditions or circumstances, necessitating enterprise and new approaches.
- Problem resolution should frequently require collaboration and coordination with units internal to the division, with occasional collaboration and coordination outside the division.

#### *→ Measure of Creativity*

- Incumbents are required to develop new policy for approval and conceptualize an implementation plan for new procedures or processes due to the new policy.

### **COMMUNICATION EXPECTATIONS**

#### *→ Manner of Delivery and Content*

- Deliver statements and information in a combined persuasive and motivational fashion to subordinate staff, departmental and University administrators, and the campus community as a whole.

### **SCOPE AND MEASURABLE EFFECT**

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- Manage a department of notable size, complexity, and significance that, in part, directly affects how well the organization to which the department belongs operates.
- Actions regularly affect a department or a project outcome with division-wide impact.
- Actions generally have a direct impact on controlling such things as program scope, staff size and nature of work, scope of services, operating budget, etc.
- Actions may have high-risk financial, compliance, political or safety implications.
- Performance results tend to related to efficiency, degree of waste/cost overruns, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.

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### Job Template

#### GENERAL SUMMARY

Provides supervision over major functions in a designated department, including financial management. Plans and implements departmental administrative and business operations programs and goals, serving as the primary advisor for policies, planning, and strategies.

#### REPORTING RELATIONSHIPS AND TEAMWORK

Works under the general direction of a manager. Manages professional and non-professional staff, as well as business and/or administrative operations of a large-sized department of cross-disciplinary services.

#### ESSENTIAL DUTIES AND RESPONSIBILITIES

*The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.*

- Oversees the planning and implementation of administrative programs and/or departmental services and activities and is responsible for the day-to-day delivery of business and administrative services.
- Directs the day-to-day operation and administration of departmental administrative services in accordance with program goals and objectives.
- Supervises the work of assigned personnel, including assigning and reviewing work, providing guidance, and conducting performance evaluations.
- Leads administrative planning and evaluation of policies, procedures, and services. Interprets policies and procedures to assigned staff.
- Manages, and is responsible for, the effectiveness of administrative programs in designated area(s) of responsibility.
- Plans and implements administrative program services and activities and supervises the day-to-day delivery of program content.

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- Facilitates work between units within and outside the division to ensure continuity of programmatic services.
- Develops departmental budget in conjunction with top leadership. Monitors and approves expenditures. Supervises staff engaged in maintaining and monitoring financial records.
- Accountable for and supervises staff engaged in maintaining administrative records. Prepares annual and other periodic reports utilizing statistical data.
- Plans, organizes, and administers workshops, training programs, courses, and program curricula, in accordance with program goals.
- Serves as a resource to students, staff, and others on matters relating to program policies, procedures, and activities.
- Collects and analyzes program data and participates in evaluating program effectiveness. Identifies problems and makes changes.
- Manages short and long-term projects to implement administrative changes, requiring identifying and coordinating the delivery of different duties for the larger work process between external work.
- Performs related work as required.

### **MINIMUM QUALIFICATIONS**

- Bachelor's degree in related field.
- Eight years of related experience. One year must be serving as a supervisor of a moderate-sized department or unit charged with carrying out cross-disciplinary tasks or functions.

OR

- Master's degree in related field.
- Six years of related experience. One year must be serving as a supervisor of a moderate-sized department or unit charged with carrying out cross-disciplinary tasks or functions.

### **COMPETENCIES**

#### **Knowledge of:**

- Several business and/or administrative processes
- Principles and practices of employee supervision, considerable understanding required
- Principles and practices of budgeting and accounting

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- University purchasing policies
- Financial management and planning
- Federal, state, and local policies and regulations
- Microsoft Office and related software applications

### **Skill in:**

- Project management
- Planning and organization
- Developing and maintaining effective and appropriate working relationships
- Critical thinking, problem solving, and analysis

### **Ability to:**

- Ensure compliance with policies and regulations
- Communicate effectively through both oral and written means
- Respect diversity and work collaboratively with individuals of diverse cultural, social and educational backgrounds
- Plan and organize workshops, training courses, and curricula
- Produce financial reports and maintain accurate records
- Maintain the confidentiality of information and professional boundaries
- Work independently to analyze available information, draw conclusions and understandings, and present such conclusions effectively to senior management