



## LEVEL CRITERIA

### Professionals

- Professional 1
- Professional 2
- Professional 3
- Professional 4
- Professional 5
- Professional 6
- Professional 7

### Managers

- Manager 5
- Manager 6
- Manager 7
- Manager 8

### Specialized Professionals

- Specialized Professional 9



# PROFESSIONALS

LEVELS 1 - 7



# PROFESSIONAL I: GENERAL ROLE || EDUCATION, KNOWLEDGE, AND EXPERIENCE

## General Role

These positions are accountable for directly providing service to any assigned work unit at the University. The service can focus on a single or a variety of job functions with varying degrees of independence.

### Incumbents:

- Put into effect what is required by defined job duties and responsibilities following professional norms or established procedures and protocols for guidance.
- Tend to have assignments that are reoccurring and work outputs generally are delivered in a prescribed form/format.
- May alter the order in which work or a procedure is performed to improve efficiency and effectiveness.

## Education, Knowledge, and Experience

- BA/BS with 0 - 1 year of related experience

### Substitution:

- 4-5 years of profession-based experience may be substituted for the BA/BS with years' requirement.
- Associate's degree and 2-3 years of profession-based experience may be substituted for the BA/BS with years' requirement.

# PROFESSIONAL I: INDEPENDENCE AND DECISION-MAKING || COMPLEXITY AND PROBLEM SOLVING || SCOPE AND MEASURABLE EFFECT

## Independence and Decision-Making

Incumbents:

- Work under supervision.
- Receive some instructions with respect to details of most work assignments.
- Determine the process of how work is to be done based on precedent, practice, and existing policy at the unit/office level.
- Progress and outcomes are reviewed for consistency with instructions and established procedures.

## Complexity and Problem Solving

- Perform recurring tasks or activities with emphasis typically on precision and timeliness of execution.
- Problems tend to be of limited scope and complexity.
- Resolutions are typically generated by utilizing existing procedures or practice.
- Generally, problems can be quickly and relatively easily resolved.

## Scope and Measurable Effect

- Actions regularly affect an individual, item, event, or incident, etc.
- Actions taken are generally done to meet reporting requirements or regulatory guidelines, or to satisfy internal checks and balances and/or existing standards.
- Incumbents typically provide information on finished materials to others.
- Incumbents indirectly promote the general welfare of students, faculty and staff, and safeguard the institution by playing an important role within a process.

# PROFESSIONAL 2: GENERAL ROLE || EDUCATION, KNOWLEDGE, AND EXPERIENCE

## General Role

These positions are accountable for directly providing service to any assigned work unit at the University. The service can focus on a single or a variety of job functions with varying degrees of independence.

### Incumbents:

- Put into effect what is required by defined job duties and responsibilities following professional norms or established procedures and protocols for guidance.
- Assignments tend to be reoccurring and work outputs generally are delivered in a prescribed form/format.
- Alter the order in which work or a procedure is performed to improve efficiency and effectiveness.
- May recommend or implement modifications to practices and procedures to improve efficiency and quality, directly affecting the specific office operation or departmental procedure or practice.

## Education, Knowledge, and Experience

- BA/BS with 1-2 years of related experience

### Substitution:

- 5-6 years of profession-based experience may be substituted for the BA/BS with years' requirement.
- Associate's degree and 3-4 years of profession-based experience may be substituted for the BA/BS with years' requirement.

# PROFESSIONAL 2: INDEPENDENCE AND DECISION-MAKING || COMPLEXITY AND PROBLEM SOLVING || SCOPE AND MEASURABLE EFFECT

## Independence and Decision-Making

Incumbents:

- Work under general supervision.
- Are sufficiently experienced to handle most work situations within established practice and procedures.
- Are guided by general procedures and professional norms, with periodic checks on accuracy, quality, and timeliness of outcomes.
- Are expected to independently develop how their work is to be done based on precedent, practice, and existing policy at the unit/office levels.
- Possess the latitude to adjust the work processes or methods to effectively and efficiently manage their work assignments.

## Complexity and Problem Solving

- Perform comparisons, verifications, reconciliations, compilations, etc. and such of data, program or student services/practices, or operational/staff output.
- Understand the end product/outcome and where to send and receive information and materials to fulfill the assigned responsibilities.
- Find solutions to modestly technical or operational problems.
- Once problems are identified, solutions generally can be resolved using conventional or standard procedures.
- Most of the obstacles, issues, or concerns can be handled with established practice and policy.

## Scope and Measurable Effect

- Actions typically affect an individual, item, event, or incident, etc.
- Actions taken are generally done to meet reporting requirements or regulatory guidelines, or to satisfy internal checks and balances and/or existing standards.
- Incumbents typically provide information on finished materials to others.
- Incumbents indirectly promote the general welfare of students, faculty and staff, and safeguard the institution by playing an important role within a process.

# PROFESSIONAL 3: GENERAL ROLE || EDUCATION, KNOWLEDGE, AND EXPERIENCE

## General Role

These positions are accountable for directly providing service to any assigned work unit at the University. The service can focus on a single or a variety of job functions with varying degrees of independence.

These positions may supervise student or support employees.

### Incumbents:

- Put into effect what is required by defined job duties and responsibilities following professional norms or established procedures and protocols for guidance.
- Alter the order in which work or a procedure is performed to improve efficiency and effectiveness.
- Recommend or implement modifications to practices and procedures to improve efficiency and quality, directly affecting the specific office operation or departmental procedure or practice.

## Education, Knowledge, and Experience

- BA/BS with 3-4 years of related experience

### Substitution:

- 7-8 years of profession-based experience may be substituted for the BA/BS with years' requirement.
- Associate's degree and 5-6 years of profession-based experience may be substituted for the BA/BS with years' requirement.
- Advanced degree and 1-2 years of related experience may be substituted for BA/BS with years' requirement.
- 3 years of experience serving in a professional capacity directly related to the profession.

# PROFESSIONAL 3: INDEPENDENCE AND DECISION-MAKING || COMPLEXITY AND PROBLEM SOLVING || SCOPE AND MEASURABLE EFFECT

## Independence and Decision-Making

Incumbents:

- Work under limited supervision.
- Have considerable freedom from technical and administrative oversight while the work is in progress.
- Are expected to define standard work tasks within departmental policies, practices, and procedures to achieve outcomes.
- Are expected to handle a variety of work situations that are cyclical in character, with occasionally complex situations requiring the application of general departmental guidelines to develop resolutions outside the standard practice.

## Complexity and Problem Solving

- Serve as the advanced resource to whom more junior employees go to for technical guidance.
- Assess a variety of situations, developing resolutions based on past practice or experience.
- Issues are regularly varied.
- Problems tend to be technical or programmatic in nature and are solvable through deep technical know-how and imaginative workarounds.
- Most of the obstacles, issues, or concerns encountered require considering alternative practice or policy interpretation.

## Scope and Measurable Effect

- Actions typically affect an individual, item, event, or incident, etc.
- Actions taken are generally done to meet reporting requirements or regulatory guidelines, or to satisfy internal checks and balances and/or existing standards.
- Incumbents typically provide information on finished materials to others.
- Incumbents may be designated to guide or organize the work of several employees within the unit.
- Incumbents generally have an indirect impact on a larger action or process, such as serving as a single component in an approval process, where the process is “owned” by a different work unit.



# PROFESSIONAL 4: GENERAL ROLE || EDUCATION, KNOWLEDGE, AND EXPERIENCE

## General Role

These positions are accountable for directly providing service to any assigned work unit at the University. The service can focus on a single or a variety of job functions with varying degrees of independence.

These positions may supervise student or support employees.

### Incumbents:

- Put into effect what is required by defined job duties and responsibilities following professional norms or established procedures and protocols for guidance.
- Alter the order in which work or a procedure is performed to improve efficiency and effectiveness.
- Recommend or implement modifications to practices and procedures to improve efficiency and quality, directly affecting the specific office operation or departmental procedure or practice.

## Education, Knowledge, and Experience

- BA/BS with 4-5 years of related experience

### Substitution:

- 8-9 years of profession-based experience may be substituted for the BA/BS with years' requirement.
- Associate's degree and 6-7 years of profession-based experience may be substituted for the BA/BS with years' requirement.
- Advanced degree and 2-3 years of related experience may be substituted for BA/BS with years' requirement.
- 1 year of experience serving as an advanced team member.

# PROFESSIONAL 4: INDEPENDENCE AND DECISION-MAKING || COMPLEXITY AND PROBLEM SOLVING || SCOPE AND MEASURABLE EFFECT

## Independence and Decision-Making

### Incumbents:

- Work under direction.
- Are free to plan and carry out all phases of work assignments.
- Are given the latitude to make decisions on projects that they are accountable for delivering on.
- Are given work assignments that are defined as less reoccurring or cyclical tasks, and primarily consist of development or refinement of programmatic or administrative objectives.
- Decisions should involve selecting an approach from among alternatives, timing when certain tasks should be performed, determining how to best use available resources, and other similar choices.
- Decisions require more coordination and collaboration among different sources, taking into consideration the roles and impact on work outside the immediate organization.

## Complexity and Problem Solving

- Problems are not amenable to strict technical resolution, requiring innovative thinking for resolution.
- Problem resolution and project completion require substantial planning and scheduling within the department in order to obtain and align resources when and where needed.
- Incumbents may diplomatically and effectively deliver information difficult to understand or in contrast with a student or customer's views.

## Scope and Measurable Effect

- Incumbents may supervise a small homogenous department, with proportionate responsibility to perform daily responsibilities similar to the work of subordinate staff.
- Actions typically affect an individual, item, event, or incident, etc.
- Actions taken are generally done to meet reporting requirements or regulatory guidelines, or to satisfy internal checks and balances and/or existing standards.
- Incumbents are typically designated as a lead or frequently being assigned project leadership roles within a specific administrative/ programmatic function or specialty area.
- Incumbents typically provide information or finished materials to others.
- Incumbents generally have a more direct impact on a larger action or process, such as serving as an approver in a process, where the process is “owned” by a different work unit.

# PROFESSIONAL 5: GENERAL ROLE || EDUCATION, KNOWLEDGE, AND EXPERIENCE

## General Role

These positions are accountable for serving in an advanced senior resource capacity in an area of specialization.

Incumbents:

- Serve in a subject leader and consultative capacity within an area of specialization.
- Serve in the most advanced capacity and frequently assigned project leadership roles within a specific administrative/programmatic function or specialty area.

*NOTE: The Professional 5 resembles the Manager 5 level, except these positions are responsible for highly specialized work. While a Professional 5 may supervise staff, decisions and problems are not focused on the management of staff; rather, the tactful resolution of issues requiring specialized knowledge and experience and the coordination of efforts across departmental units are the primary subject for the majority of decisions and problems.*

## Education, Knowledge, and Experience

- BA/BS and several years of *general related experience*<sup>1</sup>  
Substitution:
  - *Sufficient years*<sup>2</sup> of profession-specific experience may be substituted for the BA/BS with years' requirement.
  - Associate's degree and *more years*<sup>3</sup> of profession-based experience may be substituted for the BA/BS with years' requirement.
  - Advanced degree and *less years*<sup>4</sup> of related experience may be substituted for BA/BS with years' requirement
- 2 years of experience serving in as an advanced/senior team member or working as a project lead.

<sup>1</sup>general related experience: recommend 6 years' experience

<sup>2</sup>sufficient years: recommend 10 years' experience

<sup>3</sup>more years: recommend 8 years' experience

<sup>4</sup>less years: recommend 4 years' experience

# PROFESSIONAL 5: INDEPENDENCE AND DECISION-MAKING || COMPLEXITY AND PROBLEM SOLVING || SCOPE AND MEASURABLE EFFECT

## Independence and Decision-Making

Incumbents:

- Work under direction.
- Are free to plan and carry out all phases of work assignments.
- Have the latitude to make daily operational decisions.
- Make decisions driven by office/departmental policy and procedures.
- Seek approvals when significant changes to process steps are considered and additional resources for task completion are required.

## Complexity and Problem Solving

- Identify issues, gather facts, and resolve operational problems within provided guidelines.
- Problems are not amenable to strict technical resolution, requiring innovative thinking for resolution.
- Incumbents understand the smallest details of an assigned area.
- Incumbents diplomatically and effectively deliver information difficult to understand or in contrast with a student or customer's views.

## Scope and Measurable Effect

- Actions regularly affect a department or a project outcome with department/office impact.
- Actions generally have a direct impact on controlling such things as staff size and the 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.

# PROFESSIONAL 6: GENERAL ROLE || EDUCATION, KNOWLEDGE, AND EXPERIENCE

## General Role

These positions are accountable for serving in a highly advanced capacity in an area of specialization. The advanced resource capacity must be distinct from the regular or most common provision of work within the area of specialization.

These positions are not reflective of the majority of the workforce, but instead the most advanced functions within an area of specialization.

### Incumbents:

- Serve in a subject leader and consultative capacity within an area of expertise.
- Set goals and objectives for team members to meet project initiatives and standards.
- Distribute project work.
- Evaluate and monitor the accuracy, quality, quantity, and timeliness to meet project milestones and objectives.

## Education, Knowledge, and Experience

- BA/BS and several years of *general related experience*<sup>1</sup>  
Substitution:
  - *Sufficient years*<sup>2</sup> of profession-specific experience may be substituted for the BA/BS with years' requirement.
  - Associate's degree and *more years*<sup>3</sup> of profession-based experience may be substituted for the BA/BS with years' requirement.
  - An advanced degree and *less years*<sup>4</sup> of related experience may be substituted for BA/BS with years' requirement.
- 1 year of experience (1) overseeing large projects OR (2) serving as a senior team member regularly performing the most advanced tasks of the work unit and other team members.

<sup>1</sup>*general related experience*: recommend 7+ years' experience

<sup>2</sup>*sufficient years*: recommend 11 years' experience

<sup>3</sup>*more years*: recommend 9 years' experience

<sup>4</sup>*less years*: recommend 5 years' experience

# PROFESSIONAL 6: INDEPENDENCE AND DECISION-MAKING || COMPLEXITY AND PROBLEM SOLVING || SCOPE AND MEASURABLE EFFECT

## Independence and Decision-Making

Incumbents:

- Work under direction.
- Are free to plan and carry out all phases of work assignments, including the oversight of project staff.
- Have the latitude to make daily operational project decisions.
- Are able to convincingly recommend capital and process improvements to the area, given an understanding of best practices and the way similar units run elsewhere.
- Make decisions driven by departmental policy and procedures.
- Seek approvals when significant changes to process steps are considered and additional resources for task completion are required.

## Complexity and Problem Solving

- Problems are readily identified but cannot be understood and fixed in simple cause-effect terms.
- Variables affecting the problem are generally known.
- Problems require integrative solutions such as how technologies, processes, resources, and people all fit together.
- Incumbents understand the smallest details of an assigned area.

## Scope and Measurable Effect

- Serve as a lead over major projects within a specific administrative/programmatic function or specialty area requiring specialized education.
- Actions regularly affect a project outcome with departmental impact.
- Actions generally have a direct impact on controlling such things as the nature of work and scope of services.
- Actions may have high-risk financial, compliance, political, or safety implications.
- Performance results tend to be related to efficiency, degree of waste/cost overruns, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.

# PROFESSIONAL 7: GENERAL ROLE || EDUCATION, KNOWLEDGE, AND EXPERIENCE

## General Role

These positions are accountable for serving in an expert resource capacity in an area of specialization. These positions are not reflective of the majority of the workforce, but instead the most complex functions within an area of specialization.

### Incumbents:

- Serve in a subject leader and consultative capacity within an area of expertise.
- Provide analytical, technical, and advisory support to leaders and decision-makers within the same disciplinary track.
- Lead projects or initiatives within the specific area of expertise, to include leading vendors or cross-functional departments or teams.
- 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 as needed.
- Set project objectives, immediate- and/or long-term, as a means to fulfill project initiatives.

## Education, Knowledge, and Experience

- BA/BS and several years of *general related experience*<sup>1</sup>

Substitute:

- An advanced degree and *less years*<sup>2</sup> of related experience may be substituted for the BA/BS with years' requirement.
- 1 year of experience serving as a lead over major projects within a specific administrative/programmatic function or specialty area requiring specialized education and/or work experience directly in the field.

<sup>1</sup>*general related experience*: recommend 8+ years' experience

<sup>2</sup>*less years*: recommend 6 years' experience

# PROFESSIONAL 7: INDEPENDENCE AND DECISION-MAKING || COMPLEXITY AND PROBLEM SOLVING || SCOPE AND MEASURABLE EFFECT

## Independence and Decision-Making

- Incumbents work under general direction.
- Incumbents are subject to managerial controls through conferences, review of reports, and occasional on-site visits or check-ins.
- Managerial controls are exercised on incumbents for matters of intermediate- and long-range planning, budgetary, and human resources based matters.
- Work is focused on and regulated by specific department/division goals and milestones.
- Generally can act based on own judgement as long as actions adhere to division policies and operating procedures, and remain focused on the department and division objectives and missions.
- Seek assistance only when unique situations arise, coupled with financial impact to the division and political consequence.

## Complexity and Problem Solving

- Problems are unique and unexpected.
- Challenges for problems arise due to lack of precedent requiring incumbents to regularly develop new methods/methodology for evaluation and implementation plans for new initiatives.
- Problems require response/adaptation to changing conditions or circumstances, necessitating enterprise and new approaches with broad impacting effects.
- Problem resolution should regularly require collaboration and coordination with units internal to the division, with occasional collaboration and coordination outside the division.
- Choices for problem resolution typically remain within the authority of the division, requiring limited external validation.
- Incumbents 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

- Serve as an expert on specific subject matter evidenced by regularly researching and producing reports (e.g., white papers) on technical matters of systematic importance and consulting with managers throughout the division/University on specific issues in the position's area of expertise.
- Actions regularly affect a departmental outcome with division-wide impact.
- Actions have a direct impact on controlling such things as project scope, team size and nature of assignments, operating budget, etc.
- Actions may have high-risk financial, compliance, political, or safety implications.
- Performance results tend to be related to efficiency, degree of waste/cost overruns, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.





# MANAGERS

LEVELS 5 - 8



# MANAGER 5:

## GENERAL ROLE || EDUCATION, KNOWLEDGE, AND EXPERIENCE

### General Role

These positions are the first level 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. These positions 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.

### Education, Knowledge, and Experience

- BA/BS and several years of *general related experience*<sup>1</sup>

#### Substitution:

- *Sufficient years*<sup>2</sup> of profession-specific experience may be substituted for the BA/BS with years' requirement.
  - Associate's degree and *more years*<sup>3</sup> of profession-based experience may be substituted for the BA/BS with years' requirement.
  - Advanced degree and *less years*<sup>4</sup> of related experience may be substituted for BA/BS with years' requirement
- 2 years of experience serving as an advanced/senior team member or working as a project lead.

<sup>1</sup>*general related experience*: recommend 6 years' experience

<sup>2</sup>*sufficient years*: recommend 10 years' experience

<sup>3</sup>*more years*: recommend 8 years' experience

<sup>4</sup>*less years*: recommend 4 years' experience

# MANAGER 5: INDEPENDENCE AND DECISION-MAKING || COMPLEXITY AND PROBLEM SOLVING || SCOPE AND MEASURABLE EFFECT

## Independence and Decision-Making

Incumbents:

- Work under direction.
- Are free to plan and carry out all phases of work assignments, including the oversight of staff.
- Have the latitude to make daily operational decisions.
- Have to make decisions are driven by office/departmental policy and procedures.
- Seek approvals when significant changes to process steps are considered and additional resources for task completion are required.

## Complexity and Problem Solving

- Identify issues, gather facts, and resolve operational problems within provided guidelines.
- Incumbents understand the smallest details of an assigned area.
- Incumbents diplomatically and effectively deliver information difficult to understand or in contrast with a student or customer's views.
- Problems are not amenable to strict technical resolution, requiring innovative thinking for resolution.

## Scope and Measurable Effect

Incumbents:

- Manage a small homogenous department.  
OR
- Supervise 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.

# MANAGER 6:

## GENERAL ROLE || EDUCATION, KNOWLEDGE, AND EXPERIENCE

### General Role

These positions are accountable for providing supervision 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. These positions 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.

### Education, Knowledge, and Experience

- BA/BS and several years of *general related experience*<sup>1</sup>

#### Substitution:

- *Sufficient years*<sup>2</sup> of profession-specific experience beyond the general years expected with a bachelor's degree may be substituted for the BA/BS with years' requirement.
- Associate's degree and *more years*<sup>3</sup> of profession-based experience may be substituted for the BA/BS with years' requirement.
- An advanced degree and *less years*<sup>4</sup> of related experience may be substituted for the BA/BS with years' requirement.
- 1 year of experience (1) overseeing large projects OR (2) in a supervisory capacity over a small unit.

<sup>1</sup>*general related experience*: recommend 7+ years' experience

<sup>2</sup>*sufficient years*: recommend 11 years' experience

<sup>3</sup>*more years*: recommend 9 years' experience

<sup>4</sup>*less years*: recommend 5 years' experience

# MANAGER 6: INDEPENDENCE AND DECISION-MAKING || COMPLEXITY AND PROBLEM SOLVING || SCOPE AND MEASURABLE EFFECT

## Independence and Decision-Making

Incumbents:

- Work under direction.
- Are free to plan and carry out all phases of work assignments, including the oversight of staff.
- Have the latitude to make daily operational decisions.
- Are able to convincingly recommend, develop, and implement capital and process improvements to the area, given an understanding of best practices and the way similar units run elsewhere.
- Make decisions driven by departmental policy and procedures.
- Seek approvals when significant changes to process steps are considered and additional resources for task completion are required.

## Complexity and Problem Solving

- Problems are readily identified but cannot be understood and fixed in simple cause-effect terms.
- Variables affecting the problem are generally known.
- Problems require integrative solutions such as how technologies, processes, resources, and people all fit together.
- Incumbents understand the smallest details of an assigned area.

## 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 compliance or safety implications.
- Performance results tend to relate to efficiency, degree of waste/cost overruns, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.

# MANAGER 7: GENERAL ROLE || EDUCATION, KNOWLEDGE, AND EXPERIENCE

## General Role

These positions are 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. These positions 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.

## Education, Knowledge, and Experience

- BA/BS and several years of *general related experience*<sup>1</sup>

Substitution:

- An advanced degree with *less years*<sup>2</sup> of related experience may be substituted for the BA/BS with experience requirement.
- 1 year of experience serving as a manager of a moderate-sized department or unit charged with carrying out cross-disciplinary tasks or functions.

<sup>1</sup>*general related experience*: recommend 8+ years' experience

<sup>2</sup>*less years*: recommend 6 years' experience

# MANAGER 7: INDEPENDENCE AND DECISION-MAKING || COMPLEXITY AND PROBLEM SOLVING || SCOPE AND MEASURABLE EFFECT

## Independence and Decision-Making

- Incumbents work under general direction.
- Incumbents are 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.
- Work is focused on and regulated by specific division goals and milestones.
- 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.
- Seek assistance only when unique situations arise, coupled with financial impact to the division and political consequence.

## Complexity and Problem Solving

- Problems are unique and unexpected.
- Challenges for problems arise due to lack of precedent or policy at a division or University level, requiring incumbents to develop new policy for approval and conceptualizing an implementation plan for new procedures or processes due to the new policy.
- 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.
- Choices for problem resolution typically remain within the authority of the division, requiring limited external validation.
- Incumbents 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

- 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.

# MANAGER 8: GENERAL ROLE || EDUCATION, KNOWLEDGE, AND EXPERIENCE

## General Role

These positions are accountable for managing multiple offices, to include supervisors, their subordinate staff, and the services central to their department.

### Incumbents:

- Determine how to achieve the directives set by the department's strategy and division leadership.
- Establish measures and set goals as a means to fulfill the department's long-term plans.
- Develop new systems, new products/offerings, new methods or approaches, and new operating procedures to position the department for future stability and growth.

## Education, Knowledge, and Experience

- A seasoned professional with a BA/BS and several years of *general related experience*.<sup>1</sup>  
Substitution:
  - An advanced degree with *less years*<sup>2</sup> of related experience may be substituted for the BA/BS with experience requirement.
- 2 years of experience serving as a manager of an office of notable size, complexity, and significance.
- Incumbents must:
  - Exhibit technical and operational mastery of an area and serve as the resident expert in a specialized field
  - Demonstrate excellence in a discipline and understand the implications of decisions and actions on segments of the organization outside one's immediate area

<sup>1</sup>general related experience: recommend 10 years' experience

<sup>2</sup>less years: recommend 8 years' experience



# MANAGER 8: INDEPENDENCE AND DECISION-MAKING || COMPLEXITY AND PROBLEM SOLVING || SCOPE AND MEASURABLE EFFECT

## Independence and Decision-Making

Incumbents:

- Work under the administrative review of a management exempt leader.
- Implement departmental strategy by developing the necessary plans and actions.
- Are subject to managerial controls through occasional contacts and reviews.
- Exercise control over broad plans and policies of the organization as opposed to establish employee assignments or a prescribed method to achieve tasks for the work of staff under their supervision.

## Complexity and Problem Solving

- Determine how to get the department from "here" to "there," creatively using only the mission and goals of the division as a guide.
- Fulfill objectives that are established in concert with division leadership.
- Usually is called upon to respond to new situations and circumstances that require sensitive and special attention.
- Regular challenges that arise have substantial implications to services and processes.
- Develop innovative solutions for difficult, complex, and systemic problems that may have precedent-setting implications for the division.
- Exercise discretionary authority on matters of financial significance to the department.
- Understand the nuances, fine print, trade-offs, exceptions, etc. of an issue.

## Scope and Measurable Effect

- Actions regularly have a measurable effect on a department function of the division.
- Evaluative measures generally concern fiscal practices and standing, constituent satisfaction, student/employee experiences, productivity, etc.



# SPECIALIZED PROFESSIONALS

LEVEL 9



# SPECIALIZED PROFESSIONAL 9: GENERAL ROLE || EDUCATION, KNOWLEDGE, AND EXPERIENCE

## General Role

This level is reserved for highly specialized positions.

Incumbents:

- Are accountable for the maintenance and restoration of health.
- Determine diagnoses.
- Develop and provide treatment strategies.

## Education, Knowledge, and Experience

Requires extensive education and up-to-date certifications to perform the primary role and core functions of the job:

- Doctorate inclusive of a residency training program
- Board certification
- Connecticut licensure to practice

# SPECIALIZED PROFESSIONAL 9: INDEPENDENCE AND DECISION-MAKING

## || COMPLEXITY AND PROBLEM SOLVING || SCOPE AND MEASURABLE EFFECT

### Independence and Decision-Making

Incumbents:

- Work under the administrative review of a management exempt leader.
- Foster departmental goals and initiatives through exercising sound diagnostic and treatment strategies.
- Are subject to managerial controls through administrative protocols and occasional contacts and reviews by assigned leadership.
- Incumbents act based on their own judgement as long as actions adhere to profession, state, and University laws, regulations, and policies, and uphold ethical medical practice.

### Complexity and Problem Solving

- Diagnose health conditions through examinations, assessment of health history, and laboratory tests utilizing formal education and training to perform analyses.
- Develops treatment plans by determining appropriate medication prescriptions, health regimens, and lifestyle adjustments.

### Scope and Measurable Effect

- Actions and decisions have a direct impact on health and/or institution-wide initiatives.
- Directly accountable for diagnosis of and treatment consequences for community members under their care.
- Evaluative measures generally concern successfully supporting and positively impacting community health.