

JOB FOCUS INDICATOR GUIDE | Career Track: TECHNICAL AND ADMINISTRATIVE SUPPORT

This career path includes staff whose primary duties are characterized by administrative support and/or applying a wide range of technical standards, guidelines, and procedures to operations processes. TAS staff are responsible for providing support and continuity of service to an assigned work unit, performing specific University tasks that are generally routine, repetitive, or where information and precedents are easy to obtain or interpret. Experience and knowledge may be gained on the job or acquired via industry experience. TAS staff typically report to employees in the Management career path,. They may supervise students but do not have supervisory responsibility over other staff; they may serve in a lead capacity. The distinguishing factors of this path are that (1) tasks and problems are usually routine to moderately diverse and (2) complex issues or those not defined by existing standards, guidelines, or procedures are typically referred to the immediate supervisor for guidance, resolution, or approval.

LEVEL	ROLE	IMPACT AND COMPLEXITY	GENERALLY REQUIRED QUALIFICATIONS
TAS1	<p>Works under limited supervision in performing job responsibilities. Applies technical or process knowledge; requires capacity to understand specific needs or requirements and to apply skills/knowledge.</p> <p>Responsible for own daily work and occasional projects. Not responsible for hiring, firing, disciplinary actions, etc.</p>	<p>Performs job responsibilities working within guidelines or traditional practice. May organize, set priorities, schedule, and review work of student workers or volunteers. Exercises judgment in prioritizing, planning, and organizing own work within time, process, and results requirements; has some flexibility to modify workflow based on need and circumstances.</p> <p>Decisions made address routine or infrequently encountered questions and situations, often requiring investigation and/or research of precedents. Demonstrates ability to triage conflicting priorities and handle sensitive situations with tact and diplomacy.</p>	<p>Knowledge of standard policies, procedures, services, tools, and/or equipment in a field of specialization typically obtained by a Bachelor’s degree or equivalent and 0 to 2 years related experience.</p>
TAS2	<p>Fully proficient in applying established standards, guidelines, or procedures of the job.</p> <p>Applies intermediate technical or process knowledge; requires ability to utilize diverse but conventional methods, techniques, or approaches to meet specific needs of an assignment.</p> <p>Responsible for own daily work and occasional projects. Not responsible for hiring, firing, disciplinary actions, etc. May direct activities of student workers.</p>	<p>Performs job responsibilities through use of specialized tools, job experience, and established standards, guidelines, or procedures. May organize, set priorities, schedule, and review work of student workers or volunteers. Prioritizes, plans, and organizes own work within time, process, and results requirements; determines processes and sequences to follow based on needs and urgency required by the circumstances.</p> <p>Decisions made rely on experience and expertise to anticipate department/discipline’s needs. Routinely handles a broad array of situations or identifies appropriate resources to resolve. Problems and issues faced are moderately complex, are occasionally ill-defined and regularly need analysis to resolve. Some situations may require assessment, interpretation and analysis.</p>	<p>Knowledge of standard practices, policies, procedures, tools, and/or equipment in a field of specialization typically obtained by a Bachelor’s degree or equivalent and 2 to 4 years of experience in the area of expertise.</p>

TAS3	<p>Fully proficient in independently applying established standards, guidelines and procedures through a broad and deep knowledge base of the University acquired from several years of experience in a particular area.</p> <p>Serves as a resource and guide to others in the department and/or University in questions of policy and procedural issues, precedents, etc.</p> <p>Responsible for own daily work and occasional projects. Not responsible for hiring, firing, disciplinary actions, etc. for staff employees. May lead or oversee the work of other TAS employees. May supervise student employees.</p>	<p>Performs job responsibilities through use of specialized tools, job experience, and established standards. Fully responsible for effectively and independently handling all job responsibilities within scope of authority. Typically organizes, sets priorities, schedules, and reviews work of student workers or volunteers.</p> <p>Decision and problems are varied, often complex, and involve multiple constituencies, often with competing priorities.</p> <p>Coordinates resources from other areas within the University and externally in order to achieve the appropriate outcomes. Handles situations that require assessment, interpretation and analysis.</p>	<p>Knowledge of the technical and practical concepts, processes, and methods in a field of specialization typically obtained by a Bachelor's degree or equivalent and 4+ years of experience in the area of expertise.</p>
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JOB FOCUS INDICATOR GUIDE | Career Track: INDIVIDUAL CONTRIBUTOR

The Individual Contributor is typically an exempt, professional employee career path that includes non-supervisory employees responsible for utilizing formal education and specialized learned knowledge in order to accomplish impactful work and results to the University. An individual contributor uses significant independent judgement, has wide latitude in decision making, and is responsible for tasks, duties, assignments and projects wide-ranging in complexity and analysis. Both experience and knowledge are brought to the position, with entry level professional staff learning additional skills on the job. Individual contributor staff typically report to employees in the Management career path, with higher-level incumbent contributors reporting to Executives in a senior advisory or expert capacity. Individual contributors are *not* typically responsible for the formal supervision of staff as their *primary* duty but they may lead project teams and/or provide coaching and delegation of work to other employees. While less common, there are circumstances where individual contributors will manage one staff.

LEVEL	ROLE	IMPACT AND COMPLEXITY	GENERALLY REQUIRED QUALIFICATIONS
IC1	<p>Performs professional level work. Independently resolves operational issues and problems. Provides data and information analysis.</p>	<p>Performs work assignments that require professional understanding or practices and procedures of a particular discipline. Works under general supervision where non-routine work products are reviewed for thoroughness and accuracy. Decision making typically influenced by guidelines and parameters. Responds to internal/external customers regarding procedures and policies based on a basic knowledge of a particular discipline.</p>	<p>Knowledge and expertise in concepts, principles, and practices of designated professional discipline typically obtained by a Bachelor's degree and 0 to 2 years of professional experience.</p>
IC2	<p>Provides professional expertise to the University community and external customers. Serves as a resource and guide to others in the department and/or University. May act as a lead to students.</p>	<p>Work is performed in accordance with professional standards or defined principles. Works under general supervision with employee participating in determining objectives. Guidelines normally require interpretation to ensure appropriate application. Decision making occurs in a context where solutions may be found from many diverse alternatives and there is often uncertainty and a lack of information.</p> <p>Establishes priorities and schedules. Experience and expertise is required to anticipate needs and to handle new or infrequently encountered situations successfully.</p>	<p>Intermediate knowledge and expertise in concepts, principles, and practices of designated field typically obtained through a Bachelor's degree and 2 to 4 years of professional experience within functional area. Knowledge permits the employee to complete assignments through application of well-established principles and practices.</p>
LEVEL	ROLE	IMPACT AND COMPLEXITY	GENERALLY REQUIRED QUALIFICATIONS

IC3	<p>Provides full range of professional level work, including confidently and routinely addressing more complex and ambiguous issues.</p> <p>Works as a seasoned professional.</p> <p>May act as a lead to other employees.</p>	<p>Employee operates under supervision expressed in terms of goals, priorities, strategies, and deadlines without frequent or regular oversight. Work is performed within the parameters of established University policies or external regulations. Supervision received is typically confined to special situations requiring guidance to new and highly complex issues involving advanced levels of understanding.</p> <p>Analyzes complex information, develops detailed plans using in-depth knowledge, and initiates new methods in order to complete assignments. Independently interprets and applies incompletely defined or vague guidelines. Performs work assignments that require detailed knowledge of principles, concepts, practices, and procedures of a particular discipline to address complex and ambiguous issues and/or issues of a highly technical nature.</p>	<p>Seasoned knowledge and expertise in principles, concepts, and practices in designated field typically obtained through a Bachelor's degree and 4 to 6 years of professional experience or Master's degree with 2+ years of experience within functional area. Knowledge permits the employee to plan steps for and carry out multiphase projects and to modify techniques to solve a wide range of problems.</p>
IC4	<p>Regularly serves as a professional expert, or as lead program management for challenging and infrequently encountered processes and assignments that have direct and significant department level impact. May set strategies that align with the department, division or University. May act as a lead to other employees including students.</p>	<p>Work is guided by broad, longer term objectives and minimal supervision. Manages complex and specialized projects; assignments that are diverse and unpredictable and that require the ability to strategically, flexibly and creatively apply in-depth knowledge and know-how to a wide spectrum of intricate challenges. Must generate necessary information and frequently make decisions based on incomplete guidelines that require considerable interpretation to ensure success. Supervision received is limited to special situations requiring guidance to new and highly complex issues involving advanced levels of understanding and joint problem solving with managerial or other professional employees or external resources. Sets objectives and related milestones in collaboration with senior management.</p>	<p>Expert knowledge and expertise in theories, concepts, and principles of designated field typically obtained through a Bachelor's degree in a related field of study and 6 or more years of professional experience or Master's degree with 4+ years within functional area. Knowledge permits the employee to structure systems and solve problems touching multiple programs, systems, and business functions.</p>
IC5	<p>Serves as professional program management or expert leader for one or more significant University strategic programs, endeavors, or ongoing core functions. Leads efforts to address most challenging processes with significant consequences on the overall effectiveness and growth of the University. Collaborates with top management to deliver strategic business results. Sets strategies that align with other divisions, departments, or University. Acts as a lead to other employees, which may include students.</p>	<p>Work guided only by University strategic objectives that are established to provide general direction for obtaining end results. Breaks down University strategies and local objectives into meaningful goals. Establishes strategies to accomplish program and/or project objectives. Regularly solves business challenges requiring a high degree of ingenuity and creativity; challenges are often unique and are intrinsically tied to long range University strategic goals.</p> <p>Creates wholly new methodologies and design strategies. Regularly works on systematic problems, which have significant financial consequences and require change management expertise.</p>	<p>Expert level knowledge and expertise in theories, concepts, and principles of designated field typically obtained by a Master's or postgraduate degree or equivalent and more than 10 years of professional experience. Knowledge permits the employee to develop new hypotheses, theories, and concepts or to be recognized nationally as an expert in the specialized field.</p> <p>Requires knowledge and skills acquired through extensive professional experience.</p>
IC6	<p>Focuses on specialized field of professional expertise requiring extensive skills, knowledge, and education experience.</p>	<p>Provides specialized professional services such as legal, medical diagnosis, or psychological services. Strategically evaluate risk and suggest methods for mitigation. Executes appropriate courses of action based on application of specialized knowledge. Provides counsel and opinion in areas of expertise.</p>	<p>Typically requires a terminal (highest degree in field) degree or advanced course of study. Requires professional license or certification, or actively working towards the certifications.</p>

JOB FOCUS INDICATOR GUIDE | Career Track: MANAGEMENT

The Management career path includes supervisory and management staff accountable for tactical, operational, and strategic activities within a specified area, department, college, or division. A management employee is a supervisor, manager, director, executive director, or executive responsible for accomplishing objectives and operations of at least one work unit. It includes managing staff, short- and long-term planning of department activities, and responsibility for the results of direct reports and achieving established unit goals. Employees in this career path take corrective action as necessary to ensure goals are accomplished by established deadlines. The most important factors are: (1) clear responsibility for managing a department / function and (2) formal supervision of at least two staff (non-student). Managing performance of staff requires writing and delivering performance evaluations and ensuring required results and work quality. The entry job title used for this path is Supervisor. Generally, Managers are responsible for the daily operations and work quality for assigned areas, and may have control or input over hiring, firing, promotion and reward authority for assigned staff or work teams. Positions allocated to this career path must meet the criteria for exclusion from the Collective Bargaining Agreements.

LEVEL	ROLE	IMPACT AND COMPLEXITY	GENERALLY REQUIRED QUALIFICATIONS
M1	Supervises work activities of a defined unit. Has significant input to personnel actions of direct reports. Position at this level may have a portion of time spent on performing duties similar to those of direct/indirect report in the department, however, supervisory activities must be a primary job function. Accountable for the effectiveness and productivity of unit.	The responsibilities for this position are clearly defined. Typically solves technical and operational problems using established guidelines and procedures. Works under general supervision and work progress/outcomes are reviewed for soundness of judgment and overall thoroughness and accuracy. Supervises workflow and processes that are clearly defined and routine. Work is guided by policies and standards. Work impacts the day-to- day objectives and results of job area.	Knowledge and expertise in designated field typically obtained through a Bachelor's degree and 1 to 3 years of lead and/or supervisory experience.
M2	Supervises/manages a defined work unit and typically has full authority for personnel actions for unit direct reports and operations. May contribute to perspectives in the development of the unit's operational plan. Accountable for achievement of unit's operational objectives.	Responsibilities require research, analysis and problem solving that is either deep in a particular subject area or broad, covering more than one specialty area. Work is performed using specialized knowledge and acquired experience in accordance with established University policies or external regulations that often require regular interpretation to ensure that proper procedures are properly followed. Work has a significant impact on the achievement of results and operational objectives beyond the immediate unit. Accountable for monitoring budgets. Identifies opportunities for increasing revenue. Contains costs and ensures compliance with policies and professional standards.	Knowledge and expertise in designated field typically obtained through a Bachelor's degree in a related field of study and 3 to 4 years of experience within functional area including supervisory experience.
M3	Typically responsible for the management of one or more defined units performing diverse but related tasks. Responsible for achieving the unit's established operating goals, full supervision of direct reports, budget planning and cost control for assigned functions and unit(s). Contributes to the operational plans of the unit's division, college, or major functional area. Accountable for achievement of short- term operational objectives within area/department.	Work is performed in accordance with professional standards or defined principles. Guidelines normally require interpretation to ensure appropriate application. Decision making occurs where solutions are found from many diverse alternatives and there is often uncertainty and a lack of information. Work requires interpretation and application of the function's operational strategy in order to set objectives for the department or unit. Work impacts the achievement of results within the job function or department. Contributes to the development of budgets and operational forecasts; accountable for monitoring budgets and identifies opportunities for increasing revenue and containing costs and ensuring compliance with policies.	Knowledge and expertise in concepts, principles, and practices of designated field typically obtained through a Bachelor's degree in a related field of study and 4 to 6 years of professional experience or Master's degree in a related field of study and 3+ years including significant management experience.

LEVEL	ROLE	IMPACT AND COMPLEXITY	GENERALLY REQUIRED QUALIFICATIONS
M4	<p>Responsible for planning and overseeing diverse activities within a University-wide functional area, core department, or major planning or operating unit. Directs significant programs and operations through subordinate managers and professionals.</p> <p>Designs and implements strategies and manages the full spectrum of area's operating activities; is accountable for achieving objectives that align with the overall strategy of the University.</p> <p>May contribute to University strategy development. Accountable for managing and communicating long-term direction and achieving broad strategies within the functional area.</p>	<p>Situations routinely require analytical and evaluative thinking. There are significant intangibles or uncertainties.</p> <p>Coordinates and integrates diverse activities within a planning unit or functional area. Develops and manages budgets and business plans.</p> <p>Breaks down University and planning unit strategies into meaningful strategies and goals that affect the work activities and performance of one or more departments. Oversight is limited to special situations requiring advice or joint problem solving.</p> <p>Departs from standard protocols and methods in order to address unique and complex problems. Work significantly impacts the results of the planning unit.</p> <p>Manages and may develop budgets and operational forecasts; accountable for monitoring budgets and identifies opportunities for revenue enhancement and containing costs and ensuring compliance with policies.</p>	<p>Seasoned knowledge and expertise in theories, concepts, and principles of both management and designated field of study typically obtained through a Master's degree in a related field of study and 6 or more years of professional experience within functional area including experience managing a team of individual contributors. Knowledge permits the employee to structure systems and solve problems touching multiple programs, systems, and business functions.</p>
M5	<p>Responsible for planning and overseeing a significant and complex functional area or its equivalent.</p> <p>Formulates policies, strategies, and systems that best position the University in the competitive marketplace. Directs critical programs or functions through a diverse team of subordinate managers. May manage multiple layers of managers.</p> <p>Informs the University's long-term strategic vision. Accountable for managing and communicating long-term direction and achieving broad strategies within functional area that link directly to University-wide objectives.</p>	<p>Situations encountered are often unique and require the development of new approaches to problem solving.</p> <p>Develops and implements new initiatives to address complex problems and/or capitalize on opportunities. Develops systems, methods or approaches, and operating procedures.</p> <p>Responsible for integrating and aligning strategic plans for area with the University as a whole, assessing long-term needs and establishing objectives for a function.</p> <p>Decisions are guided by broad operating plans and strategic vision. Often the main decision point on issues that have major and long-term consequences for the University. Position provides long-term planning, legal compliance, budget management, and adherence to University policies for a major function. Work impacts the results of the University through the achievement of unit strategies.</p> <p>Develops and manages budget and operational forecasts; accountable for monitoring budgets and identifies opportunities for revenue enhancement and containing costs and ensuring compliance with policies.</p>	<p>Expert knowledge and expertise in theories, concepts, and principles of both management and designated field of study typically obtained through a Master's or postgraduate degree or equivalent and more than 10 years of professional experience. Knowledge permits the employee to develop new hypotheses, theories, and concepts. This will include significant experience in managing financial and human resources as well as experience developing, gaining support for, and executing short- and long-term strategic plans.</p>