Technical/Support

Job Level	Technical/Support Level I	Technical/Support Level II	Technical/Support Level III
Oversight Received	• Works under close supervision • Work is regularly checked	• Completes tasks without immediate supervision • Work is regularly checked	• Acts independently working under limited supervision
Problem Solving	• Refers to procedures, technical aids, co-workers, or supervisors to solve routine, well-defined problems	• Problems encountered are varied but similar • Responses typically drawn from pre-established solutions • Resolves non-routine issues escalated from junior team members	• Encounters problems which are varied and non-routine • Uses knowledge of standardized rules, procedures, and operations to resolve • Resolves complex issues escalated from junior team members
Interaction/ Communication	• Interaction is of a day-to-day nature, requiring a professional manner, customer services skills, common courtesy, and tact	• Audience is typically knowledgeable about the subject matter • May need to present information in multiple written forms	• May be required to interpret and explain information to an audience
University Impact	• Accountable for the delivery of own tasks within agreed time and quality standards	• May be accountable for on-time delivery of own work or that of others on the team	• May act as a team lead, or have supervisory responsibility over others • May be accountable for on-time delivery of own work or that of others on the team
Typical Experience or Education	• Basic numeracy and literacy skills required • Ability to understand instructions and follow procedures	• Requires technical know-how and broad understanding of subject area • May require vocational qualification or certification	• In-depth experience in a technical field • May require vocational qualification or certification • May be working towards professional certification or degree

Professional/Individual Contributor

Job Level	Professional Level I	Professional Level II	Professional Level III	Professional Level IV
Oversight Received	- Close supervision - Frequent monitoring of work	- Limited supervision through review of work product - Periodic monitoring of work	- Works independently - May serve as a resource for other professionals	Complete autonomy in work approach
Problem Solving	Recurring problems with defined solutions	- Applies concepts to resolve a variety of problems - Discretion to determine a course of action with review	Defines and solves advanced problems with non-standard solutions	- Defines and solves the most complex problems - Has authority to commit the University to a decision or outcome
Interaction/ Communication	Communication typically with those familiar with occupational discipline	Communicates to a broad audience that may be outside of occupational discipline	Communication of complex concepts as a regular and primary requirement	- Communicates complex concepts to broad audiences - Viewed as expert by those within and outside occupational discipline
University Impact	- Acquiring knowledge of University policies and systems - Impact limited to immediate work team	- Working knowledge of University policies and systems - Impact is on work team or department	Potential impact is across multiple departments or even University-wide	- Impact primarily at University-wide level - Influences others through subject-matter expertise
Typical Education	May require a Bachelor's degree	Bachelor's degree	Bachelor's degree or advanced degree	Bachelor's degree or advanced degree

Project/Program Management

Job Level	Project/Program Management Level I	Project/Program Management Level II	Project/Program Management Level III
Oversight Received	• Works with close oversight of project/program accomplishments	• Works independently with high-level oversight	• Complete autonomy in work approach
Problem Solving	• May provide recommendation on analysis, project identification, design, communication, and integration for program • Identifies and escalates potential project/program hurdles and pitfalls	• Provides recommendation on analysis, project identification, design, communication, and integration of programs • Identifies and helps develop solutions to mitigate project/program hurdles and pitfalls • Manages University-wide programs, initiatives, or projects	• Develops processes and recommendation on analysis, project identification, design, communication, and integration for programs that require advanced technology or complex concepts • Develops processes, and is able to modify for unique conditions • Directs University-wide programs, initiatives, or projects
Interaction/ Communication	• Single point of contact for programs, initiatives, or projects	• Single point of contact for programs, initiatives, or projects	• Provides advanced professional/technical leadership consultation and University-wide expertise within program area of focus • Single point of contact for a large program or a portfolio of projects or programs • Inspires and mentors other Project Managers
University Impact	• Impact of projects/programs is short term (within current year) duration • Program participation tends to be elective • Projects/programs may be sub-sets of larger institutional initiatives	• Impact of programs is medium to long-term duration • Program participation tends to be required	• Impact of programs is long-term duration involving large-scale initiatives • Program participation tends to be required
Financial/ Budget Responsibility	• Recommends and administers program budget • Program budget is small	• Manages program budget • Program budget is small to medium	• Defines and manages program budget • Program budget is medium- to- large and complex
People Management	• May have responsibility for up to two support staff FTEs	• May have people management responsibility for pay reviews, performance management, and resource planning	• May have people management responsibility for pay reviews, performance management, and resource planning

Management

Job Level	Management Level I	Management Level II	Management Level III	Senior Management Level I	Senior Management Level II
Problem Solving	▪ Teams work within prescribed rules, guidelines, and policies and work is often transactional/routine/cyclical in nature	▪ Applies concepts towards the development of new rules or policy development	▪ Problems are often unclearly defined and fundamental principles may not apply ▪ Solutions must take into account future considerations	▪ Problems are often unclearly defined and fundamental principles may not apply ▪ Solutions must take into account future considerations	▪ Resolves complex issues with long-term impact ▪ Resolutions may lead to new ways of conducting operations or changes to University policy
Interaction/ Communication	▪ Adapts communication styles to differing audiences	▪ Adapts communication style and uses persuasion in delivering messages	▪ Typically reports to a department head ▪ Reconciles multiple stakeholder views	▪ Typically reports to a department head ▪ Reconciles multiple stakeholder views	▪ May report to an officer or executive director
University Impact	▪ Department/unit focused ▪ Work provided by the team has short-term (within one year) impact by nature ▪ Directs the application or existing principles	▪ Ability to impact the development of existing principles and guides the development of new policies and ideas ▪ Work provided by the team generally has longer-term impact beyond the current year	▪ Translates strategy into operational processes. ▪ May provide input into strategy of the department or function	▪ Translates strategy into operational processes. ▪ May provide input into strategy of the department or function ▪ ***Must be head of a department as defined and assigned by the University for Director designation***	▪ Sets strategy for functional area or department in line with mission of the University ▪ ***Must be head of a department as defined and assigned by the University for Director designation***
Financial/ Budget Responsibility	▪ Takes action to monitor costs of work team ▪ May contribute to the department's fiscal management	▪ Provides input into the budgeting process and may be a sub-departmental budget owner or have responsibility towards the fiscal management	▪ May develop and manage a budget	▪ May develop and manage a budget	▪ Has full oversight of budget for a department
People Management	▪ Manage teams typically comprised of technical/administrative support roles that are more homogeneous in nature ▪ May have people management responsibility for pay reviews, performance management, and resource planning	▪ Manages teams of technical/support and/or professional roles ▪ May have people management responsibility for pay reviews, performance management, and resource planning	▪ Manages teams of primarily professional roles; may supervise project management levels ▪ People management responsibility for pay reviews, performance management, and resource planning	▪ Manages teams of primarily professional roles; may supervise project management levels ▪ People management responsibility for pay reviews, performance management, and resource planning	▪ Provides direction for function/department/unit through other managers ▪ People management responsibility for pay reviews, performance management, and resource planning

Executive Leadership

Job Level	Executive Level I	Executive Level II
Problem Solving	• Resolves complex issues with long-term impact • Resolutions may lead to new ways of conducting operations or changes to University policy	• Resolves complex issues with long-term impact • Resolutions may lead to new ways of conducting operations or changes to University policy
Interaction/ Communication	• Typically reports to an officer or executive director • Integrates information from multiple functions or departments to inform the strategy of own area	• Reports to an officer or executive director • Integrates information from multiple functions or departments to inform the strategy of own area
University Impact	• Sets strategy for functional area or department in line with mission of the University	• Sets strategy for functional area or department in line with mission of the University
Financial/ Budget Responsibility	• Has full oversight of budget for a department	• Has full oversight of budget for a department or multiple departments
People Management	• Provides direction for function or department through other managers and senior managers • Develops workforce plan and responsible for developing leadership within the function or department • People management responsibility for pay reviews, performance management, and resource planning	• Provides direction for function or department through other managers and senior managers • Develops workforce plan and responsible for developing leadership within the function or department • People management responsibility for pay reviews, performance management, and resource planning