

Individual Contributor (IC)					
	Level 1	Level 2	Level 3	Level 4	Level 5
Knowledge	Entry level. Fundamental knowledge of routine work applications. Follow standard concepts, practices and procedures and use appropriate terminology associated with field. Learns and applies new information to accomplish routine tasks.	Proficient knowledge of the concepts, practices and procedures of work applications and field. Learns and applies new information to accomplish non-routine tasks.	Comprehensive knowledge of concepts, practices and procedures within a field, fundamental knowledge or understanding of how field impacts other fields. Learns and applies new information to accomplish moderately complex tasks.	Advanced knowledge of concepts, practices and procedures of a particular field. Proficient knowledge or understanding of how field impacts other fields. Learns and applies new information to accomplish complex tasks.	Extend mastery of job knowledge to the principles, theories and practices of related specialties. Recognized within the University as an expert in functional area. Proficient knowledge or understanding of how specialty impacts other fields.
Teamwork and Leadership	Participate as a team member in a collaborative environment.	Contributes as a team member. May serve as informal resource for new or entry level colleagues. May supervise students.	Provides limited guidance, direction, and training to Level 1 and 2 positions (IC1-IC2). May supervise students.	May delegate tasks, provide direction and review work product for Level 1, 2 or 3 positions (IC1-IC3). Does not have formal management responsibilities but may provide input to managers. Provides guidance and mentoring to Level 1 to 3 positions (IC1 – IC3). May supervise students.	May act as team lead and assistant to the supervisor. Cultivates business relationships for collaboration within the school/college/function and across the University. May supervise students.

<i>Individual Contributor (IC)</i>					
	Level 1	Level 2	Level 3	Level 4	Level 5
Innovation and Problem Solving	Responsible for day-to-day routine well-defined tasks with specific instructions to achieve standard solutions. Task oriented. Limited opportunity to exercise independent judgment. Developing confidence and knowledge in field.	Performs assignments that are varied and may be difficult in character, but usually involve limited responsibility. Determines causes of non-routine occurrences and applies standard principles and practices to determine and implement solutions. Continues to develop confidence and more advanced knowledge in field.	Applies acquired skills to complete moderately complex assignments. Manages moderate to complex projects within work group. Provides solutions to less-frequent non-routine issues and questions. Incorporates new facts and ideas into group processes and applies creative thinking to develop new solutions. Leverages knowledge to accomplish objectives.	Applies knowledge to resolve complex problems that may affect multiple business operations. Manages large or complex projects. Uses analytical and problem-solving techniques to resolve complex issues. Applies established options and procedure and develops new techniques, concepts, theories, programs, or solutions (with supervisory support).	Applies specialized knowledge to identify and implement advanced or innovative solutions to important, highly complex strategic and/or operational issues. Responsible for large or complex programs and managing a cross-functional team including planning, assigning, monitoring, and reviewing progress, accuracy of work and results.
Communication	Communicates information, policies and procedures that require little explanation or interpretation. Requires collegiality and professionalism.	Communicates information, policies and procedures that require some explanation or interpretation. Requires collegiality and professionalism.	Provides detailed and moderately complex information which may be sensitive in nature. Contacts are non-routine and require discretion and thoughtful communication efforts. Influences others regarding policies, practices and procedures.	Exchanges or disseminates highly complex and important information, substantial sensitivity and cooperation required. Substantial discretion, accuracy, and clarity in communication. Uses negotiation and persuasion to build consensus and cooperation. Works to influence others to accept new concepts, practices and approaches.	Solves problems through discussion and advocacy. Diplomacy required in dealing with others. Provides measurable input into, and gains consensus and buy-in on new processes, standards or plans that impact the achievement of the overall department results and alignment with the University's goals.

<i>Individual Contributor (IC)</i>					
	Level 1	Level 2	Level 3	Level 4	Level 5
Independent Decision Making and Self-Management	Performs duties with direct supervision. Relies on guidance and training from supervisor and more experienced colleagues.	Performs duties with general supervision. May rely on guidance and training from supervisor or more experienced colleagues when non-routine issues are encountered.	Performs duties with independent judgment and under limited supervision. May rely on guidance and advice for complex problems.	Performs duties with a high degree of latitude. Relies on experience and judgment. Advice and guidance made available for highly complex problems.	Performs duties independently. Exercises independent judgment in determining priorities based on general direction and in determining methods or procedures on new or special assignments.

Functional Manager					
	Level 1	Level 2	Level 3	Level 4	Level 5
Knowledge	Comprehensive knowledge within a single field and developing knowledge across multiple fields. Understands basic management approaches and project management.	Comprehensive knowledge of a field and fundamental knowledge across multiple fields. Proficient knowledge of management approaches and project management.	Advanced knowledge within a field and proficient knowledge of several related fields. Proficient knowledge of management approaches and comprehensive knowledge of project management.	Advanced knowledge within a field and comprehensive knowledge across multiple fields or in a field with University wide impact. Comprehensive knowledge of management approaches and advanced knowledge of project management.	Mastery of field and in-depth knowledge across multiple fields with University wide impact. Recognized within the University as an expert in functional area. Knowledge of strategic planning. Comprehensive knowledge of management approaches and advanced knowledge of project management.
Teamwork and Leadership	Responsible for a single work area excluding business operations. Participates as a team member within work group. May delegate tasks in furtherance of projects within area. Contributes to team performance. May supervise one full-time employee or students.	Responsible for a single work area including business operations, such as maintaining and monitoring budgets, marketing, communications, or reporting, within area. Contributes as a team member within work group. Uses judgment, evaluation, and interpretation to help others select the right course of action. Delegates work and coordinates activities to ensure successful completion of tasks and projects. May supervise one full-time employee or students.	Responsible for one work area with significant institutional span or multiple related functional areas without institutional span . Participates in teams and projects or programs that involve cooperation and coordination between multiple departments across the University or with external customers. Helps others create and apply new concepts and solutions. May supervise one full-time employee or students.	Responsible for one work area with significant institutional span. Leads teams and projects or programs that involve cooperation and coordination between multiple departments across the University or with external customers. May supervise one full-time employee or students.	Responsible for one work area that has depth and complexity, with significant institutional span. Leads cross-functional teams and manages highly complex projects or programs. Significant barriers to entry and few positions available at this level. May supervise one full-time employee or students.

Functional Manager					
	Level 1	Level 2	Level 3	Level 4	Level 5
Innovation and Problem Solving	Develops solutions to a variety of routine problems and escalates more complex issues to supervisor. Solutions determined based on related experience. Participates in the development and management of policies and initiatives for functional area, with direct impact on the immediate or short-term results of the functional area.	Develops creative recommendations for solving problems that are varied and difficult in nature but with limited scope and escalates more complex issues to supervisor. Develops and manages initiatives to deliver results with short to mid-term (1-2 year) focus.	Develops solutions to problems that require the application of relevant experience-based knowledge. Recommends implementation of new or revised programs, processes, policies, or standards within functional area based upon department strategies. Establishes mid-term (2-3 year) priorities, goals, and operational plans for assigned functional area. Significantly impacts the results of assigned areas.	Develops solutions to complex and varied problems that require substantial relevant experience-based knowledge, as well as in-depth understanding of multiple departments. Develops and implements new or revised programs, processes, policies, or standards within functional area based upon department strategies. Impact is on medium to long-term (3 - 4 year) goals. Decisions have serious impact on overall success or failure of functional area.	Applies specialized knowledge to identify and implement advanced or innovative solutions to complex problems. Recommends and collaborates with managers (M1-M5) and/or executives (E1-E5) on strategy for assigned functional area. Develops and implements long-term (5 year) strategies. Accountable for overall performance and success of assigned functional area.
Communication	Regularly collaborates to resolve non-routine work group specific matters. Communicates information, policies and procedures that require little explanation or interpretation. Requires collegiality and professionalism.	Regularly collaborates to resolve non-routine work group specific matters. Communicates information, policies and procedures that require some explanation or interpretation. Requires collegiality and professionalism.	Regularly collaborates on matters between areas and work groups. Provides detailed and moderately complex information which may be sensitive in nature. Contacts are non-routine and require discretion and thoughtful communication efforts. Influences others regarding policies, practices and procedures.	Regularly collaborates on matters between areas and work groups. Exchanges or disseminates highly complex and important information. Requires substantial sensitivity, cooperation, discretion, accuracy, and clarity in communication. Uses negotiation and persuasion to build consensus and cooperation. Works to influence others to accept new concepts, practices, and approaches.	Regularly collaborates on strategy and areas of responsibility. Solves problems through discussion and advocacy. Uses diplomacy in dealing with others. Provides measurable input into, and gains consensus and buy-in on new processes, standards or plans that impact the achievement of the overall department results and alignment with the University's goals.

<i>Functional Manager</i>					
	Level 1	Level 2	Level 3	Level 4	Level 5
Independent Decision Making and Self-Management	Performs duties with general supervision. Exercises judgment within defined procedures and policies to determine appropriate action.	Performs duties with general supervision. Exercises independent judgment to resolve routine issues, may rely on guidance and training from supervisor or more experienced colleagues when non-routine issues are encountered.	Performs duties with limited supervision. May rely on guidance and advice for complex problems. Applies processes and operational policies in selecting methods and techniques for obtaining solutions.	Performs duties with a high degree of latitude. Relies on experience and judgment. Advice and guidance made available for highly complex problems. Applies knowledge of the field, strategies, and goals to make decisions affecting long term operational results.	Performs duties independently. Strong, tactical decisionmaker who handles unforeseen issues.

Management					
	Level 1	Level 2	Level 3	Level 4	Level 5
Knowledge	Proficient knowledge within a single field or developing general knowledge across multiple fields. Understands basic management approaches.	Comprehensive knowledge of field and general knowledge across multiple fields. Proficient knowledge of management approaches and project management.	Advanced knowledge of several related fields or in a field with University wide impact. Comprehensive knowledge of management approaches and project management.	Advanced knowledge across multiple fields with University wide impact. Advanced knowledge of management approaches and project management.	Mastery across multiple fields with University wide impact. Knowledge of strategic planning. Advanced knowledge of management approaches and project management.
Supervisory Role	Manages and coaches the daily activities of 2 or more full-time staff. Heads a single work group as a front-line supervisor. Responsible for team performance. May perform direct tasks for work group in addition to supervisory responsibilities.	Manages 2 or more full-time front-line supervisors (M1) and/or individual contributors who work under limited supervision (IC3). Heads a single work group. Uses judgment, evaluation, and interpretation to help others select the right course of action. May become actively involved, as required, to meet schedules and resolve problems or perform assignments that require experience and technical expertise.	Provides leadership to 2 or more full-time managers (M1-M2), functional managers and/or specialized staff who exercise a high degree of latitude in assignments (IC4). Heads one functional area with significant institutional span or multiple related functional areas without institutional span. Helps others create and apply new concepts and solutions.	Provides leadership and direction through 2 or more full-time staff, including functional managers and Level 2 or 3 Managers (M2-M3). Heads multiple functional areas with significant institutional span. Sets clear expectations and holds managers accountable for effectively coaching, mentoring, and motivating their employees.	Provides leadership and strategic direction through 2 or more full-time managers (M1-4). Significant barriers to entry and few positions available at this level. Provides leadership in multiple functional areas that have depth and complexity, with significant institutional span. Responsible for developing the talent required to execute strategies for the assigned functional areas, and realigning employee responsibilities to meet desired changes in the University. Primary contribution is establishing strategic priorities and initiatives.

Management					
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Innovation and Strategy	Administers policies and procedures typically affecting direct reports. Plans and establishes goals and objectives for work group, with direct impact on the immediate or short-term results.	Develops and manages initiatives, work objectives, and plans within work group and in accordance with department, unit, or college goals. Participates in the development and administration of policies and procedures for work group. May have the authority to make exceptions to routine policies and procedures for their work group. Impact is on short to mid-term (1-2 year) goals.	Guides execution of operational plans within functional area. Leads implementation of new or revised services, programs, processes, policies, or standards within functional area based upon department strategies. Recommends departmental operational plans within University strategic direction to supervisor. Impact is on mid-term (2-3 year) goals.	Participates in the development of operational plans and goals for assigned functional areas in alignment with College, Division and University strategy. Provides detailed plans for changes to specific policies and procedures to align with the overall direction and long-term strategies for department, unit, or college. May develop or assist in developing long-term strategy for assigned functional areas. Impact is on medium to long-term (3 - 4 year) goals.	Develops and articulates broad goals and objectives for assigned functional areas in alignment with College, Division and University strategy. Makes final decisions on operational matters and ensures operation's effective achievement of objectives. Accountable for overall success or failure of assigned functional areas. Impact is on long-term (5 year) goals.
Problem Solving	Develops solutions to a variety of routine problems and escalates more complex issues to supervisor. Resolves problems within immediate work group. Solutions determined based on related experience.	Develops solutions for problems that are varied and difficult in nature but with limited scope and escalates more complex issues to supervisor.	Develops solutions to complex or cross-functional problems that require the application of advanced knowledge. Solutions to problems typically affect multiple functional areas.	Develops solutions to complex problems that require subject matter expertise, as well as in-depth understanding of multiple departments.	Addresses complex operational and strategic challenges where new solutions need to be devised based on limited information or prior precedent and impact business operations outside of immediate responsibility.

Management					
	Level 1	Level 2	Level 3	Level 4	Level 5
Communication	Provides daily direction to reports and/or peer groups to share information in order to resolve routine work-group specific matters. Explains policies, standards, and processes to others.	Regularly collaborates to resolve non-routine work group specific matters. Interaction normally requires the ability to gain cooperation of others. May conduct presentations on technical information concerning specific projects or schedules.	Regularly collaborates to set and execute college, unit, or University objectives for assigned functional areas. Uses diplomacy and advanced communication skills to influence others outside of immediate functional area(s) on policies, practices, and procedures to gain cooperation. May conduct briefings for Level 4 or 5 Managers (M4-M5). Primary contact for complex or escalated issues.	Regularly collaborates to execute college or division operational and strategic goals. May interact with executive leadership (E1–E6) or external parties on routine matters. Reviews objectives with Level 5 Managers (M5) to determine success of operation. Demonstrates diplomacy in persuading and influencing a variety of people to achieve results.	Regularly collaborates to set strategy for college or division. Demonstrates high level of diplomacy in persuading and influencing a wide variety of people at various levels and locations to achieve results. Negotiates change and compromise with multiple levels of stakeholders across the university. May be responsible for making presentations to University trustees.
Independent Decision Making and Self-Management	Exercises independent judgment within defined procedures and policies to determine appropriate action. Typically reports to a Level 2 Manager (M2).	Exercises independent judgment to resolve routine issues. May rely on guidance and training from supervisor or more experienced colleagues when non-routine issues are encountered. Typically reports to a Level 3 or Level 4 Manager (M3-M4).	Applies processes and operational policies in selecting methods and techniques for obtaining solutions. Typically reports to a Level 4 or 5 Manager (M4-M5) or Level 1 or 2 Executive (E1-E2).	Applies knowledge of the function, strategies, and goals to make decisions affecting long term operational results. Typically reports to a Level 5 Manager (M5), or a Level 1, 2 or 3 Executive (E1-E3).	Strong, tactical decisionmaker, handles unforeseen issues. Typically reports to a Level 2 or 3 Executive (E2-E3).