

Six Position Levels

Support	Professional/ Individual Contributor	Program/Project Management	Management	Senior Management	Executive Leadership
					President
					Executive II
					Executive I
		Program/Project Management III		Sr Management II	
		Program/Project Management II	Management III	Sr Management I	
	Professional IV		Management II		
	Professional III	Program/Project Management I	Management I		
	Professional II				
Support III	Professional I				
Support II					
Support I					

Descriptions of Six Position Levels/Career Paths

- **Support.** Clerical, support, or technician roles that perform specific activities and follow general guidelines and processes to either service the organization's students or support the College's operations. Education requirements consist of a high school diploma, equivalent, or vocational certification.
- **Professional/Individual Contributor.** Individual contributors with knowledge of the principles and practices within a professional discipline requiring academic preparation. Their scope of responsibility is measured based on the amount of latitude they have to schedule and manage their own work loads.
- **Project/Program Management.** Individual Contributors responsible for the development and implementation of small to large projects/programs, often being the single point of contact. Managerial responsibilities are primarily limited to coordinating tasks and ensuring projects are completed on time and within scope, though some may manage staff.
- **Management.** These individuals are typically degreed professionals that have responsibility for leading, supervising, or managing other employees. Managers ensure the alignment of team priorities with broader organizational initiatives and objectives.
- **Senior Management.** Senior Managers are responsible for implementing strategies within a defined business area, functional area, or several smaller areas that have may have competing interests. May supervisor managers and directors.
- **Executive Leadership.** The highest level of leadership within an organization with multiple business or functional areas. This group holds ultimate accountability for the strategic vision, operational execution, and financial performance of the entire organization.

Position Level Scope and Responsibilities

Support Positions

Job Level	Support Level I	Support Level II	Support Level III
Oversight Received	<ul style="list-style-type: none"> Works under close supervision Work is regularly checked 	<ul style="list-style-type: none"> Completes tasks without immediate supervision Work is regularly checked 	<ul style="list-style-type: none"> Acts independently working under limited supervision
Problem Solving	<ul style="list-style-type: none"> Refers to procedures, technical aids, co-workers, or supervisors to solve routine, well-defined problems 	<ul style="list-style-type: none"> Problems encountered are varied but similar Responses typically drawn from pre-established solutions Resolves nonroutine issues escalated from junior team members 	<ul style="list-style-type: none"> Encounters problems which are varied and nonroutine Uses knowledge of standardized rules, procedures, and operations to resolve Resolves complex issues escalated from junior team members
Interaction/ Communication	<ul style="list-style-type: none"> Interaction is of a day-to-day nature, requiring a professional manner, customer services skills, common courtesy, and tact 	<ul style="list-style-type: none"> Audience is typically knowledgeable about the subject matter May need to present information in multiple written forms 	<ul style="list-style-type: none"> May be required to interpret and explain information to an audience Audience may not be knowledgeable
College Impact	<ul style="list-style-type: none"> Accountable for the delivery of own tasks within agreed time and quality standards 	<ul style="list-style-type: none"> May be accountable for on-time delivery of own work or that of others on the team 	<ul style="list-style-type: none"> 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
Education or Equivalent Experience	<ul style="list-style-type: none"> Basic numeracy and literacy skills required Ability to understand instructions and follow procedures 	<ul style="list-style-type: none"> Requires technical know-how and broad understanding of subject area May require vocational qualification or certification 	<ul style="list-style-type: none"> In-depth experience in a technical field May require vocational qualification or certification May be working towards professional certification or degree

Position Level Scope and Responsibilities

Professional/Individual Contributor

Job Level	Professional Level I	Professional Level II	Professional Level III	Professional Level IV
Oversight Received	<ul style="list-style-type: none"> Close supervision Frequent monitoring of work 	<ul style="list-style-type: none"> Limited supervision through review of work product Periodic monitoring of work 	<ul style="list-style-type: none"> Works independently May serve as a resource for other professionals 	<ul style="list-style-type: none"> Works independently and is primary expert in area of oversight Provides input into the budgeting process and may be a sub-departmental budget owner or have responsibility towards the fiscal management
Problem Solving	<ul style="list-style-type: none"> Recurring problems with defined solutions 	<ul style="list-style-type: none"> Applies concepts to resolve a variety of problems Discretion to determine a course of action with review 	<ul style="list-style-type: none"> Defines and solves advanced problems with non-standard solutions 	<ul style="list-style-type: none"> Defines and solves complex problems May have authority to commit the College to a decision or outcome
Interaction/ Communication	<ul style="list-style-type: none"> Communication typically with those familiar with occupational discipline 	<ul style="list-style-type: none"> Communicates to a broad audience that may be outside of occupational discipline 	<ul style="list-style-type: none"> Communication of complex concepts as a regular and primary requirement 	<ul style="list-style-type: none"> Communicates complex concepts as a regular and primary requirement Viewed as expert by those within and outside occupational discipline
College Impact	<ul style="list-style-type: none"> Acquiring knowledge of College policies and systems Impact limited to immediate work team 	<ul style="list-style-type: none"> Working knowledge of College policies and systems Impact is on work team or department 	<ul style="list-style-type: none"> Potential impact is across multiple departments or even College-wide 	<ul style="list-style-type: none"> Impact primarily is across multiple departments or at College-wide level Influences others through subject matter expertise
Education or Equivalent Experience	<ul style="list-style-type: none"> Bachelor's degree 	<ul style="list-style-type: none"> Bachelor's degree 	<ul style="list-style-type: none"> Bachelor's degree or advanced degree 	<ul style="list-style-type: none"> Bachelor's degree or advanced degree

Position Level Scope and Responsibilities

Project/Program Management

Job Level	Project/Program Management Level I	Project/Program Management Level II	Project/Program Management Level III
Oversight Received	<ul style="list-style-type: none"> Works with close oversight of project/program accomplishments 	<ul style="list-style-type: none"> Works independently with high-level oversight 	<ul style="list-style-type: none"> Complete autonomy in work approach
Problem Solving	<ul style="list-style-type: none"> May provide inputs to recommendation on analysis, project identification, design, communication, and integration for program Identifies and escalates potential project/program hurdles and pitfalls 	<ul style="list-style-type: none"> Provides recommendation on analysis, project identification, design, communication, and integration for programs that may require advanced technology or complex concepts Identifies and helps develop solutions to mitigate project/program hurdles and pitfalls 	<ul style="list-style-type: none"> 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
Interaction/ Communication	<ul style="list-style-type: none"> Single point of contact for programs, initiatives, or projects 	<ul style="list-style-type: none"> Provides advanced professional/technical leadership consultation and College-wide expertise within program area of focus Single point of contact for programs, initiatives, or projects 	<ul style="list-style-type: none"> Provides advanced professional/technical leadership consultation and College-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
College Impact	<ul style="list-style-type: none"> Impact of projects/programs is short term (within current year) duration Projects/programs may be small with less visibility or College priority Directs projects for a program/unit or within a team 	<ul style="list-style-type: none"> Impact of programs is medium to long-term duration Projects/programs are moderately complex and are assigned medium to high College priority Directs projects for a program/unit or College-wide programs, initiatives, or projects 	<ul style="list-style-type: none"> Impact of programs is long-term duration involving large-scale initiatives Project/program are complex and are a high College priority Directs College-wide programs, initiatives, or projects
Financial/ Budget Responsibility	<ul style="list-style-type: none"> Recommends and administers program budget Program budget is small 	<ul style="list-style-type: none"> Defines and manages program budget Program budget is small to medium 	<ul style="list-style-type: none"> Defines and manages program budget Program budget is medium- to- large and complex
People Management	<ul style="list-style-type: none"> May have responsibility for work study 	<ul style="list-style-type: none"> May have responsibility for work study and up to 2 support staff FTEs 	<ul style="list-style-type: none"> May have responsibility for work study and 3 or more support staff FTEs
Education or Equivalent Experience	<ul style="list-style-type: none"> Bachelor's degree 	<ul style="list-style-type: none"> Bachelor's degree May be working towards PMP certification 	<ul style="list-style-type: none"> Bachelor's degree May be working towards PMP certification

Position Level Scope and Responsibilities

Management/Senior Management

Job Level	Management Level I	Management Level II	Management Level III	Senior Management Level I	Senior Management Level II
Problem Solving	<ul style="list-style-type: none"> Teams work within prescribed rules, guidelines, and policies and work is often transactional/ routine/ cyclical in nature 	<ul style="list-style-type: none"> Applies concepts towards the development of new rules or policy development 	<ul style="list-style-type: none"> Problems are often unclearly defined and fundamental principles may not apply Solutions must take into account future considerations Makes policy recommendations, may establish policy 	<ul style="list-style-type: none"> Problems are often unclearly defined and fundamental principles may not apply Solutions must take into account future considerations Contributes to establishing policy 	<ul style="list-style-type: none"> Resolves complex issues with long-term impact Resolutions may lead to new ways of conducting operations or changes to College policy Establishes policy
Interaction/ Communication	<ul style="list-style-type: none"> Adapts communication styles to different audiences Basic communications 	<ul style="list-style-type: none"> Adapts communication style and uses persuasion in delivering messages 	<ul style="list-style-type: none"> Typically reports to a department head Reconciles multiple stakeholder views 	<ul style="list-style-type: none"> Typically reports to a department head Reconciles multiple stakeholder views 	<ul style="list-style-type: none"> Typically reports to a VP, SVP, or Chief Officer
College Impact	<ul style="list-style-type: none"> Department/unit focused Work provided by the team has short-term (within 1 year) impact by nature Directs the application of existing principles 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Translates strategy into operational processes for a function May provide input into strategy of the department or function Likely head of team 	<ul style="list-style-type: none"> Translates strategy into operational processes for a function and across the organization Provides input into strategy of the department or function Must be head of a department 	<ul style="list-style-type: none"> Sets strategy for department in line with mission of the College Must be head of a department as defined and assigned by the College for Director designation
Financial/ Budget Responsibility	<ul style="list-style-type: none"> Takes action to monitor costs of work team May contribute to the department's fiscal management 	<ul style="list-style-type: none"> Provides input into the budgeting process and may be a sub-departmental budget owner or have responsibility towards the fiscal management 	<ul style="list-style-type: none"> May develop and manage budget; 50% 	<ul style="list-style-type: none"> May develop and manage a budget 	<ul style="list-style-type: none"> Has full oversight of budget for a department
People Management	<ul style="list-style-type: none"> Manage teams typically comprised of technical/ administrative support roles that are more homogeneous in nature Supervises team under the director of department head; participates in management responsibility for pay reviews, performance management, and resource planning 	<ul style="list-style-type: none"> Manages teams of technical/support and/or professional roles People management responsibility for pay reviews, performance management, and resource planning 	<ul style="list-style-type: none"> Manages teams of primarily professional roles; may supervise project management levels People management responsibility for pay reviews, performance management, and resource planning 	<ul style="list-style-type: none"> Teams maybe generally larger or function is centralized for entire college Manages teams of primarily professional roles; may supervise project management levels People management responsibility for pay reviews, performance management, and resource planning 	<ul style="list-style-type: none"> Teams maybe generally larger or function is centralized for entire college Provides direction for function/department/ unit through other managers People management responsibility for pay reviews, performance management, and resource planning

Position Level and Responsibilities

Executive Leadership

Job Level	Executive Level I	Executive Level II
Problem Solving	<ul style="list-style-type: none"> Resolves complex issues with long-term impact Resolutions may lead to new ways of conducting operations or changes to College policy 	<ul style="list-style-type: none"> Resolves complex issues with long-term impact Resolutions may lead to new ways of conducting operations or changes to College policy
Interaction/ Communication	<ul style="list-style-type: none"> Typically reports to an officer or executive director Integrates information from multiple functions or departments to inform the strategy of own area 	<ul style="list-style-type: none"> Reports to an officer or executive director Integrates information from multiple functions or departments to inform the strategy of own area
College Impact	<ul style="list-style-type: none"> Sets strategy for functional area or department in line with mission of the College 	<ul style="list-style-type: none"> Sets strategy for functional area or department in line with mission of the College
Financial/ Budget Responsibility	<ul style="list-style-type: none"> Has full oversight of budget for a department 	<ul style="list-style-type: none"> Has full oversight of budget for multiple departments or the entire College
People Management	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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