



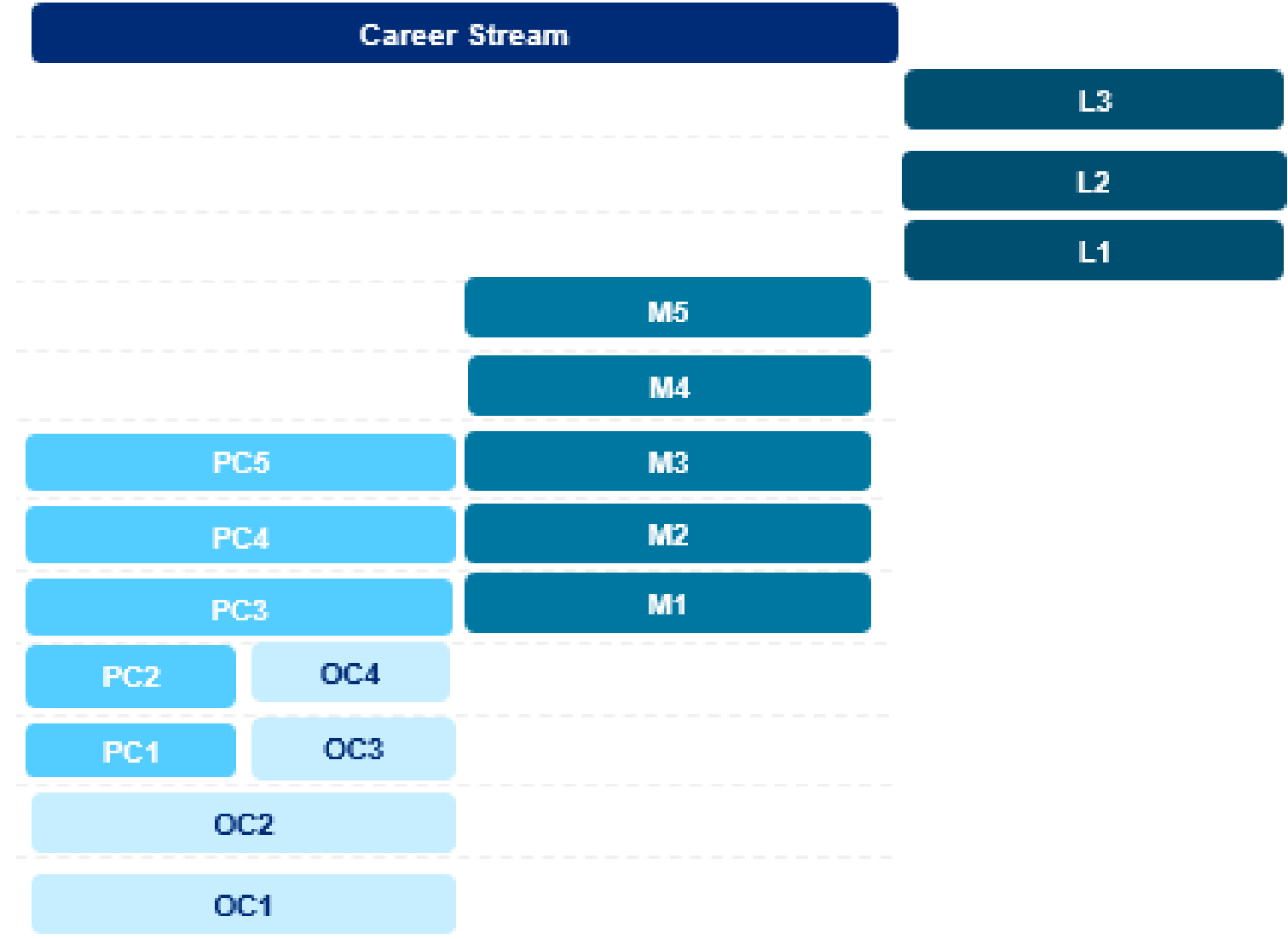
Career Streams

Illustrative Titles

4 Career Streams

Operational Contributor	Professional Contributor	Management	Leadership
<p>OC4: Specialist Oper. Contributor</p> <p>OC3: Senior Oper. Contributor</p> <p>OC2: Experienced Oper. Contributor</p> <p>OC1: Entry Oper. Contributor</p>	<p>PC5: Expert Professional</p> <p>PC4: Advanced Professional</p> <p>PC3: Career Professional</p> <p>PC2: Intermediate Professional</p> <p>PC1: Entry Professional</p>	<p>M5: Title Definition TBD</p> <p>M4: Title Definition TBD</p> <p>M3: Title Definition TBD</p> <p>M2: Manager</p> <p>M1: Supervisor</p>	<p>L3: President</p> <p>L2: Sr. Vice Provost/Sr. VP</p> <p>L1: Vice President/Provost & Dean</p>
<p>Operational contributors that provide institutional related support or service in roles operation in a "hands on" environment. The majority of time is spent in the delivery of services or activities typically under supervision. Work typically requires a high school degree or 1-2 year vocational training / associates degree.</p>	<p>Professional contributors with responsibility in a professional or technical discipline or specialty, but may have administration management for less than two staff for non-represented. May direct the work of have functional supervision of lower levels. The majority of time is spent overseeing the design, implementation or delivery of processes, programs and policies using specialized knowledge and skills typically acquired through advanced education (3-4 year University degree or direct and applicable experience).</p>	<p>Management and supervisory professionals focusing on the tactical, operational activities within a specified area. Levels within the Management career stream will have two or more direct reports . The majority of time is spent overseeing their area of responsibility, planning, prioritizing, and/or directing the responsibilities of staff. Goal achievement is typically accomplished through performance of direct and/or indirect reports.</p>	<p>Institution and Function Heads providing strategic vision and/or tactical/strategic direction. The majority of time is spent overseeing the Function(s) and/or Academic College(s). The goal achievement is typically accomplished through the performance of direct and/or indirect reports, which include multiple layers of management.</p>

Career Streams





Job Families & Sub-Families

- We currently have 17 job families drafted
 - Multiple Sub-Families within each Family

Defintion	
Job Family	A job family is a group of jobs involving similar types of work and requiring similar training, skills, knowledge, and expertise. (example - Finance, Human Resources)
Job Sub-Family	An organizational function within a job family that is supported by a distinct body of work or discipline of knowledge (e.g., Finance job family, job sub-families may include Financial Analysis & Budgeting, Accounts Receivable, Payroll).

- Example:
 - Information Technology:
 - Database Administration
 - Information Security
 - IT Web Technology
 - Network Administration & Telecommunications
 - Finance
 - Accounts Payable
 - Financial Analysis & Budgeting
 - Payroll
 - Treasury

Job Levels & Job Level Factors

Job Levels: System of hierarchical layers and organizational structure within and across career streams. Level guides are used to understand and define levels within a career stream based on a set of leveling factors such as institutional impact, innovation & complexity, communication & influence. (e.g., Operational Contributor: OC1-OC4, Professional Contributor: P1-P5)

Job Leveling Factors: The criteria used to determine the appropriate career level for a job within the job architecture, including:

- **Institutional Impact:** Nature and scope of influence the level has on its area of responsibility, as well as the level of autonomy
- **Innovation & Complexity:** Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions
- **Communication & Influence:** Describes the nature of communication the level is responsible for and the level of influence required
- **Leadership & Talent:** Responsibility for people development, including supervision, training, coaching and performance management
- **Knowledge & Experience:** Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience