



Defined as supervising 3 or more individuals.

Guiding Principle: Positions must meet all criteria of a level to be slotted in that level

Dimension/Level	M1	M2	M3	M4	M5
Organizational Scope and Impact	<p>Leads a team that supports the operations of a work unit.</p> <p>Executes annual goals and priorities as established with input from next level manager.</p> <p>Delivery/Production Focus: Position has direct impact on the productivity of the work unit.</p>	<p>Leads a work unit or department.</p> <p>Establishes annual goals and priorities, influences the direction for new or revised services, programs, processes, standards or operational plans, based upon the University longer term strategies.</p> <p>Operational/Delivery Focus: Position has direct impact on the work unit or department and may impact the entire university.</p>	<p>Leads a large single department, multiple work units or multiple departments.</p> <p>Establishes annual or mid-term priorities, goals and operational plans for the department or work units. Leads definition and direction for new or revised services, programs, processes, policies, standards or operational plans, based upon the University's longer term strategies. Recommends departmental strategic plans within University strategic direction to next level manager.</p> <p>Tactical/Strategic Focus: Position has significant impact on the specific work units or departments and impacts the entire University.</p>	<p>1) Has responsibility for 30-50% of the operations of a strategically critical function in which actions can measurably increase or decrease University operating results OR 2) Has responsibility for a material portion of University assets or processes – operations, financial, human capital – as determined by the President, Provost, Executive Vice President committee</p> <p>Typically not more than one or two M4s per function. (Provost departments must take into account faculty administrative positions that are equivalent to this level).</p> <p>Tactical/Strategic Focus: Position has significant direct impact on a large function and direct impact on entire University. Actions can measurably increase or decrease university wide operating results.</p>	<p>Leads a large strategically critical function (with University wide impact).</p> <p>Has authority/accountability to define the long-term strategy for the function.</p> <p>Shares direct accountability to develop and implement the three to five year strategies for the University as a whole, and for major initiatives that shape the long-term future of the University.</p> <p>Typically does not perform individual contributor assignments.</p> <p>Strategic Focus: Position has predominant impact on the specific function and significant impact on entire University. Actions can measurably increase or decrease university wide operating results.</p>
Influencing and People Leadership	<p>Typically reports to a level M2.</p> <p>Oversees the work of a team of at least three or more non-exempt employees within a single work unit.</p>	<p>*Typically reports to a level M3, M4, Asst Dean, Assoc Dean, or Dean.</p> <p>Manages three or more exempt individuals within a work unit or department. Typically oversees the work of a team or teams of non-exempt employees through subordinate level M1s. In addition, may be responsible for coordinating and monitoring the work of external vendors, contractors, etc.</p>	<p>*Typically reports to a level M4, Vice President, Dean, Assistant Provost, Assoc Provost, or Provost.</p> <p>Oversees the work of a team or teams of exempt individual contributors through subordinate level M2s. In addition, may be responsible for managing the work of external vendors, contractors, etc.</p>	<p>*Reports to a Vice President, Assoc Provost, Provost, Executive Vice President, or the President.</p> <p>Manages teams of professionals (multiple M2's and M3's)</p> <p>Makes regular presentations to the University Trustees</p> <p>Advises senior leadership outside his or her own function on University issues with high, quantifiable impact on the success of the University as a whole</p> <p>Is and is perceived to be, an authoritative representative of the University on a variety of issues</p>	<p>Reports directly to the Provost, Executive Vice President, or the President.</p> <p>Oversees the work of multiple teams of professionals typically through subordinate M3s and M4s</p> <p>Appointed at the discretion of the President of the University</p>
Autonomy and Responsibility	<p>Ensures that subordinates perform work as prescribed by policies and procedures in order to achieve productivity, service and quality standards, quotas and goals.</p> <p>Assigns work and resources to subordinates to achieve productivity, service, and quality standards within the parameters of the operating plan and budget.</p> <p>Administers and executes policies & procedures typically affecting subordinates.</p>	<p>Establishes, interprets and adjusts as circumstances require Standard Operating Procedures by which subordinates operate.</p> <p>Estimates staffing needs and schedules and assigns projects/work for the department. Is ultimately responsible for success of all departmental projects.</p> <p>Has authority to make exceptions to policy or procedures under guidelines that require judgment and discretion on issues of</p>	<p>Responsible for the organizational design of the department or work units.</p> <p>Often recommends innovation and improvement to policy or procedures under guidelines that require judgment and discretion on issues of significant dollar or stakeholder relationship impact.</p> <p>Decisions affect mid to long-term operational results delivered, and typically affect the financial, employee or public relations aspects</p>	<p>Responsible for the organizational design of the departments or function.</p> <p>Expected to recommend innovation and improvement to policy or procedures on issues of high dollar impact for the University; Has ability to significantly modify the major or most significant policies and processes in the function</p> <p>Decisions affect long-term operational results delivered, and typically affect the financial,</p>	<p>Sets or changes the function's strategic plans or goals and actions of the function.</p> <p>Performance is assessed primarily on long-term strategic results achieved; rather than on individual decisions or short-term operational results.</p> <p>Decisions significantly affect the success of function goals, greatly impacting the financial stability, employee relations, and public relations of the university.</p>



	<p>Has limited authority to make exceptions to policy and procedure—decisions are subject to frequent in process review.</p> <p>Responsible for input on pay, performance appraisals, work schedules, day-to-day personnel issues, discipline and hiring employees they supervise.</p>	<p>importance.</p> <p>May have some responsibilities for managing financial or external risks that require occasional interaction with senior management.</p> <p>Responsible for making decisions on pay, performance, discipline, and hiring for the employees they manage.</p>	<p>of the university.</p> <p>Has responsibility for managing significant financial or external risks that require frequent interaction with executive leadership.</p> <p>Responsible for all human resource management, integrating work throughout area, and developing and monitoring budgets for the department or several work units.</p>	<p>employee or public relations aspects of the university.</p> <p>Has responsibility for managing significant financial or external risks that require frequent interaction with executive leadership and/or University Trustees.</p> <p>Makes hiring and firing decisions for the departments or function. Makes strategic vendor selections and purchasing decisions for the departments or function.</p>	<p>Makes hiring and firing decisions for the function. Plans for succession and overall talent management for the function. Makes vendor selections and purchasing decisions for the function.</p>
Problem Complexity	<p>Problems and opportunities arise within the operations of the immediate work group—practice university or related experience provides the solutions.</p> <p>Resolves operational problems within provided guidelines.</p>	<p>Problems and opportunities arise from normal university department operations.</p> <p>Identifies issues, gathers facts and resolves operational problems. Recommends and collaborates with next level manager to resolve strategic issues.</p>	<p>Problems and opportunities arise from broad internal or external issues and events.</p> <p>Problems are both operational and strategic and may require the integration of knowledge from several disciplines or areas of expertise.</p>	<p>Problems and opportunities are strategic and often unprecedented, and impact broad segments of the University or the entire University. Leading strategic planning for the function/departments is not a determining factor for this level.</p> <p>Problems are resolved through abstract and conceptual analysis and require innovative thinking and problem-solving that impacts two of the three dimensions of management at the university level —operations, financial and human capital.</p>	<p>Problems are complex and difficult and affect the University as a whole.</p> <p>Problems are resolved through abstract and conceptual analysis.</p>
Knowledge and Typical Educational Preparation	<p>Requires advanced technical/operational know-how.</p> <p>Requires a high school diploma; may require associate/bachelor's degree or specialized training.</p>	<p>Requires advanced knowledge of a specific professional discipline in addition to operational knowledge of related work units.</p> <p>Typically requires a bachelor's degree in related discipline.</p>	<p>Requires expertise across multiple work units OR mastery of a specific professional discipline.</p> <p>Typically requires a bachelor's degree in related discipline and may require an advanced degree.</p>	<p>Recognized as the University's expert in one of the primary areas of operations within a function—includes regularly being sought out by senior leadership outside the function (VP's and above) to provide advice on areas of significance and being seen as providing credible advice; the VP acknowledges the position as having higher level knowledge in this area of specialty than the VP</p> <p>Typically requires a bachelor's degree in related discipline and may require an advanced degree.</p>	<p>Requires in-depth management knowledge of functions OR is recognized as a national expert or model in relevant discipline(s).</p> <p>Requires advanced degree in relevant course of study.</p>

* Note that managers do not typically report to managers at the same level. In situations where that may occur, review the lower level classification and reporting relationships for appropriateness.

GLOSSARY

BASIC / WORKING – the facts, concepts, principles, and skills frequently required to achieve intended outcomes when dealing with the most common problems and opportunities

IN-DEPTH – most features, functions and benefits of a system or process and the interactions and potential conflicts with other business-critical applications and the broader company environment and consistent, quality use of related methods on a day-to-day basis and rapid ramp up on new assignments

ADVANCED – involves complex and unusual (*unusual = occurs in less than 1 in 10 situations*) problems or opportunities; conceives, designs, and creates wholly new knowledge, concepts, methodologies, products, processes; may have credentials and reputation outside AE



EXPERT – highest level resource for resolution of highly-complex technical situations related to a technical discipline (e.g., accounting, information technology, marketing, etc.); solves highly-complex, highly unusual (*highly unusual = occurs in less than 1 in 20 situations*) technical problems/challenges; may lead teams of highly specialized professionals from related sub disciplines; credible expert advisor on highly specialized topics to peers and senior management; creates improved materials, tools, work aids, and processes related one or more related supply chain sub disciplines

MODERATELY COMPLEX – less than “COMPLEX” as defined below, i.e., low business risk and/or short timeframes; and/or single or closely related methodologies, processes, work groups. Performed under a single executive sponsor

COMPLEX – the work performed presents real risk to company reputation, client relationships or financial assets; multi-month timeframes; multiple related functions or methodologies, business processes, workgroups, products, or markets

HIGHLY COMPLEX – significant business risk, i.e., potential impact on corporate income statement or balance sheet; greater than annual timeframes; multiple, unrelated methodologies, business processes, work groups, products, or markets; multiple executive sponsors/stakeholders/approvers with diverse perspectives or values

HOURLY WORK – a production, service, or support role in which tasks are performed according to job-specific procedures or by applying principles and skills of training in crafts, trades or rational systems* to work that involves a variety of concrete variables and limited standardization. The “Hourly Worker” progression can be applied to any Supply chain discipline using the Universal Criteria. By definition, most Hourly Work roles do not include sufficient independent judgment and discretion to be exempt from FLSA protections. * Examples of Rational Systems include internal combustion engines, computer programming (without analysis), home building, employment interviewing, technical writing, nursing, navigation, and bookkeeping

PROFESSIONAL / PROFESSIONAL LEVEL – a role in which incumbents make independent contributions to the performance of the business by applying principles of logical or scientific thinking or professional/analytical rules of practice to define problems and solve problems involving multiple variables that may be related and/or unrelated, and/or highly abstract. Professionals have mastered the essential, core knowledge base, usually – though not exclusively – acquired by completing a four-year academic degree with specific coursework in a field directly or indirectly related to one of the supply chain functions; has mastered the essential knowledge base for an Professional Level. Examples of related Hourly Workers and Professionals: Drafter versus Civil Engineer; Home-builder versus Architect; EMT versus Physician; Paralegal versus Lawyer; Bookkeeper versus Accountant; Telemarketer versus Salesperson; Mechanic versus Automotive Engineer; Security Guard versus Peace Officer

LARGE STRATEGICALLY CRITICAL FUNCTION - a major “line” function with direct impact on University operations (with 200 or more employees)

- e.g., Business Operations, Student Affairs, Athletics

OR

- A major “support” function with University wide responsibility for one of the University’s key asset or risk categories (financial, investments, people, alumnae/donors, legal, and reputation).

- e.g., Finance, Investments, Human Resources, Information Technology, University Relations, Public Affairs and Communication, Legal

Both categories of functions (lines and support) have responsibilities to originate and deliver policies, services, and output that are unique and not based on aggregate data provided by other departments

NOTE: The following four terms are used to describe different segments of the university: function/college, department and unit. Examples include:				
Administration			Academics	
Function	Finance - Controller	Human Resources	College	Mendoza School of Business
Department	Payment Services	Compensation/Benefits	Department	MBA Program
Unit	Payroll Procurement	Compensation Benefits	Unit	MBA Admissions MBA Student Services MBA Career Development