



Job Standards within families fall into one of the following categories:

- Operational & Technical
- Professional
- Supervisory & Management

Within each category, various job levels (with corresponding generic scope descriptions) ensure consistent application of level across the University.

### **OPERATIONAL AND TECHNICAL**

This category includes support, operational, technical, skilled or semi-skilled positions, where the skills are typically acquired through vocational education and/or apprenticeships, certifications, specialized, or on-the-job training. Problems are typically solved through knowledge of past practices and procedural guidelines, or knowledge gained through a certification or licensing program. For levels 2 and 3, these positions require specialized knowledge of processes and procedures.

**LEVEL 1:** Applies basic skills while developing some specialized skills in procedures, operations, techniques, tools, materials, and/or equipment appropriate to area of specialization; performs routine and/or repetitive tasks; limited decision making required; generally works under close supervision; has no or limited experience; work is performed from within specific limits of established procedures and/or defined instructions.

**LEVEL 2:** Applies skills and job knowledge in area of specialization; may adapt procedures, operations, techniques, tools, materials, and/or equipment to meet needs of area of specialization; may work on non-routine tasks; resolves issues/makes working decisions within area of specialization or responsibility with minimal supervision.

**LEVEL 3:** Regularly works on tasks that are varied and complex. Applies full range of specialized skills and job knowledge; frequently adapts procedures, techniques, tools, materials, and/or equipment to meet specialized needs; may serve as lead; performs broad and/or focused assignments under general supervision; originality and ingenuity are often required to help.

### **PROFESSIONAL**

This category includes positions which require a theoretical and conceptual knowledge of the specialization. Problems are typically solved through analysis and strategic thinking. At more senior levels, incumbents may independently manage or administer professional or independent programs, policies and resources.

**ENTRY (LEVEL 1):** Entry-level professional with limited prior experience; learns to use professional concepts to resolve problems of limited scope and complexity; works on assignments that are initially routine in nature, requiring limited judgment and decision making. Employees at this level are expected to acquire the skills and knowledge to perform more advanced work following an agreed upon time in position, through defined training and development planning.

**INTERMEDIATE (LEVEL 2):** Professional who applies acquired job skills, policies, and procedures to complete substantive assignments/projects/tasks of moderate scope and complexity; exercises judgment within defined guidelines and practices to determine appropriate action.

**EXPERIENCED (LEVEL 3):** Experienced professional who knows how to apply theory and put it into practice with in-depth understanding of the professional field; independently performs the full range of responsibilities within the function; possesses broad job knowledge; analyzes problems/issues of diverse scope and determines solutions.

**ADVANCED (LEVEL 4):** Technical leader with a high degree of knowledge in the overall field and recognized expertise in specific areas; problem-solving frequently requires analysis of unique issues/problems without precedent and/or structure. May manage programs that include formulating strategies and administering policies, processes, and resources; functions with a high degree of autonomy.

**EXPERT (LEVEL 5):** Recognized organization-wide expert. Has significant impact and influence on organizational policy and program development. Regularly leads projects of critical importance to the organization; these projects carry substantial consequences of success or failure. Directs programs with organization-wide impact (or may have impact beyond the University) that include formulating strategies and administering policies, processes, and resources. Significant barriers to entry exist at this level.

### **SUPERVISORY AND MANAGEMENT**

This category includes positions where the incumbent primarily achieves department objectives through the coordinated achievements of subordinate staff who report to the incumbent. For incumbents in supervisory and management positions, their primary duty is the management of a department or a subdivision.

**An incumbent in a Supervisory position** supervises at least 2.0 FTE and performs supervisory functions where independent judgment is exercised in at least three of the following:

- Independently selects subordinates OR participates in the interviews and recommends who should be hired;
- Independently determines subordinates' performance ratings OR recommends performance ratings;
- Independently decides within budgetary limitations the amount of subordinate merit increases, who will be selected for promotional opportunities, and whether to request the reclassification of a position, OR recommends these actions;
- Has independent authority to issue written warnings and suspensions and determines what discipline should be imposed upon a subordinate OR recommends such actions;
- Has independent authority to resolve grievances or complaints OR formulates and recommends a resolution to grievances or complaints.

**SUPERVISOR LEVEL 1:** Provides immediate supervision to a unit or group of operational or technical employees. A portion of time may be spent performing individual tasks related to the unit; however, supervisory activities must constitute a primary part of the job. Supervises unit operations to ensure compliance with departmental or organizational policies, procedures, and defined internal controls. Ensures accountability and stewardship of department resources (operational, financial, and human) in compliance with departmental standards and procedures.

**SUPERVISOR LEVEL 2:** Provides direct supervision typically to professionals or skilled technical employees. Functions as advisor to unit and administration. Analyzes and resolves problems, interprets policies (e.g., fiscal management, HR, contracts and grants, resource management in defined areas) and demonstrates solid subject matter knowledge. Exercises judgment within defined procedures and policies to determine appropriate action. Supervises staff to assure accountability and stewardship of department resources (operational, financial, and human) in compliance with departmental goals and objectives.

**Note:** Incumbents who give work assignments to other employees and review their work products, but do not perform the above functions are typically LEAD positions and should be mapped to the Professional or Operational & Technical categories.

## **SUPERVISORY AND MANAGEMENT, continued**

**An incumbent in a Managerial position**, in addition to the supervisory functions described above, spends the majority of time (50% or more) achieving organizational objectives through the coordinated achievements of subordinate staff who report to the incumbent, through the performance of the following managerial functions:

- Assumes accountability for decisions made by subordinates
- Manages employee performance (for example, guides, coaches and disciplines staff)
- Manages workflow, operations, apportioning the work
- Establishes department goals and objectives (and manages department progress toward goals)
- Determines techniques and processes
- Plans and oversees the budget
- Monitors or implements legal or policy compliance measures
- Performs strategic planning for function

**MANAGER LEVEL 1:** Spends the majority of time (50% or more) achieving organizational objectives through the coordinated achievements of subordinate staff. Establishes departmental goals and objectives, functions with autonomy. Manages the accountability and stewardship of human, financial, and often physical resources in compliance with departmental and organizational goals and objectives. Ensures subordinate supervisors and professionals adhere to defined internal controls. Manages systems and procedures to protect departmental assets.

**MANAGER LEVEL 2:** Oversees through subordinate Managers a large department or multiple smaller units, OR manages a highly specialized technical function/team. Has significant responsibility to achieve broadly stated goals through subordinate Managers. Determines objectives, directs programs, develops strategies and policies, manages human, financial, and physical resources, and functions with a high degree of autonomy. Proactively assesses risk to establish systems and procedures to protect organizational assets. Determines strategies for a program with organization-wide impact.

**MANAGER LEVEL 3:** Oversees through subordinate Managers one or more large, complex departments or business units with multiple functional disciplines/occupations, OR manages a program, regardless of size, that has critical impact upon the organization as a whole, such as most or all of a campus, medical center, UCOP or the UC System. Has significant responsibility for formulating and administering policies and programs, manages significant human, financial, and physical resources, and functions with a very high degree of autonomy. Oversees through subordinate Managers the accountability and stewardship of department resources and the development of systems and procedures to protect organizational assets.

**MANAGER LEVEL 4:** Directs through subordinate Managers multiple large and complex critical programs impacting broad constituencies across major portions of the organization. Identifies objectives, manages very significant human, financial, and physical resources, and functions with an extremely high degree of autonomy. Accountable for formulating and administering policies and programs for major functions. Operational or program results can affect overall organization-wide performance and reputation. Directs through subordinate Managers the development of strategic goals and objectives to achieve accountability and stewardship of university resources in a manner consistent with system-wide objectives and initiatives.

**Note:** The term “manager” refers to anyone managing two or more employees and includes all level of director as used in business titles.