

UW-Madison and UW System Manager Career Path: Levels & Level Descriptors - FINAL DRAFT January 10, 2018 (CONVERGED)

Level	Organizational Impact	Complexity of Work	Independence and Supervision	Leadership and Talent Management	Knowledge & Experience
M 8	Serves as senior leader in a major institutional function or division and is responsible for results delivered for that area. Typically only found at the highest level of institution administration. Accountable for directing all aspects of the function/division operations and its contribution to the overall institution's or UW System's strategic plan. Establishes and implements strategies and operational plans for the area with a significant impact on the institution's or UW System's long-term strategies, operations and outcomes. Develops and implements new initiatives to address complex problems and/or capitalize on opportunities. Responsible for integrating and aligning strategic plans with those of other areas. Forecasts, develops and manages budgets for the function/division. Requires communication and collaboration with individuals and groups, across the institution or UW System and externally, to understand perspectives, affect change, negotiate and engage multiple constituents.	Problems faced are strategic, complex, multi-faceted, and often unprecedented. Makes decisions under conditions of uncertainty, sometimes with incomplete information, that produces effective end results. Resolution requires in-depth analysis, cross-functional assessment, and must consider complex interdependencies. Solutions may require development of new strategies, policies or standards. Decisions usually involve coordination and integration of other major functions/divisions. Decisions have a significant impact on the institution's or UW System's strategies, operations and outcomes of the functional area or division. Leads the institution to achieve mission and values. Focus is on long-term strategies (e.g., 5+ years) to achieve results. Establishes the vision for the functional area or division. Frequently negotiates and compromises to influence internal and external parties who may have conflicting objectives to accept concepts, practices and approaches that are of strategic importance to the institution.	Guided by long-term strategy and operational priorities (5+ years). Accountable to executive leadership. Operates with considerable latitude.	Provides direction, leadership and guidance to multiple complex groups typically led by Directors, Senior Managers or other leadership. Represents the “face” of the institution to the public within area of expertise. Accountable for organizational structure and all aspects of people management including staffing, pay decisions, performance planning and evaluation, staff development and recruitment within own area(s), in accordance with policies. Generally manages multiple levels of senior managers. Coaches and develops senior managers.	Possesses extensive knowledge in discipline as well as general management and leadership expertise. Requires broad and substantive experience across the multiple disciplines within a large, complex organization, requiring the combination of theory, past practical experience and institutional precedents. Provides instructional thought leadership. Incumbents generally possess a Master's or Doctorate and increasingly more responsible relevant work experience, in large, complex organizations including seasoned and broad management experience managing large and complex teams. In some fields a degree may not be required if sufficient work experience is demonstrated.

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M 7	Accountable for establishing and implementing critical strategies and operational plans with a significant impact on the Division's, Institution's or UW System's mid- to long-term results. Develops and implements new processes, standards, or operational plans or substantial modification of those that exist. Contributes to budget forecasts, and is responsible for developing and managing the budget for the area. Requires the ability to negotiate and compromise and effectively communicate and influence senior leadership.	Problems faced are strategic, complex, multi-faceted, and often unprecedented. Makes decisions under conditions of uncertainty, sometimes with incomplete information, that produces effective end results. Resolution requires in-depth analysis, cross-functional assessment and must consider complex interdependencies. Solutions may require the development of new standards and processes. Decisions have a direct and significant impact on the strategies, operations and outcomes of the functional area, division, college, or school. May be a key contributor in decisions that have mid- to long-term consequences for the function/division. Negotiates and compromise to influence internal and external parties to accept concepts, practices and approaches that advance the mission of the institution or division.	Guided by mid- to long-term strategy and operational priorities (3 - 5 years). Generally accountable to executive leadership and /or functional/divisional/college /school leadership. Receives guidance only on unusual or complex programs and/or issues.	Provides direction, leadership and guidance to multiple groups typically lead by Directors, Senior Managers or other leadership. Frequently conducts briefings to senior leaders both within and outside of the job area. Accountable for organizational structure and all aspects of people management including staffing, pay decisions, performance planning and evaluation, staff development and recruitment within own area(s), in accordance with policies. Generally manages multiple levels of managers. Coaches and develops senior managers.	Requires broad and substantive knowledge and expertise of principles, practices, concepts, and theories of multiple related disciplines as well as strong general management and leadership skills to lead functional teams or departments. Incumbents generally possess a Bachelor's or Master's and increasingly more responsible relevant work experience, including extensive management experience typically in large, complex institutions. In some fields a degree may not be required if sufficient work experience is demonstrated.

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M 6	Accountable for the strategic and operational direction of a major department or multiple departments. Develops, implements, and maintains plans, programs, projects, or systems that meet major department goals . May contribute to the strategic and operational plans of the overall functional area or division. Requires ability to negotiate and compromise with multiple levels of stakeholders across the institution or UW System to influence decisions impacting function/division. Has responsibility for developing and managing budget for own area.	Problems faced are both strategic and operational, and often complex without clear precedent. Solutions require investigation and analysis to develop multiple and/or innovative approaches. Decisions have a direct and significant impact on department and indirect impact on related areas and/or college, school or division. Decisions are guided by operational plans and strategic vision set by college, school, division or functional leaders. Typically negotiates and compromises to influence internal and external parties to accept concepts, practices and approaches of the functional area, department or division.	Work is guided by department goals and generally accountable to divisional/functional/college/school leadership. Receives general direction and guidance. Establishes and implements strategies that have short-to mid-term impact on institutional results (1 – 3 Years) There is wide latitude in the scope and identification of department/division goals and objectives.	Provides leadership and guidance to multiple groups and individuals in area of responsibility. Frequently conducts briefings to senior leaders both within and outside of the job area. Accountable for performance planning and evaluation, staff training and development, recruitment and may contribute to pay decisions. May contribute input to organization structure and staffing requirements. May manage multiple levels of managers and organizational contributors.	Requires broad and substantive knowledge and expertise of principles, practices, concepts, and theories of function and multiple related disciplines. Requires experience in leading multiple teams, programs, and/or functions. Incumbents generally possess a Bachelor's degree (Master's may be preferred) and increasingly more responsible relevant work experience. This includes significant management experience typically in large, complex institutions. In some fields a degree may not be required if sufficient work experience is demonstrated.

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M 5	Accountable for the strategic and operational direction of a department or organizational unit. Often is the top functional position in a college, school, division, comparable institution/organizational unit. Develops, implements, and maintains operational plans, programs and systems to ensure effective operations in area of responsibility. Directs the execution of strategies established by functional leadership. Recommends objectives, policies, and plans for the area of responsibility with senior function/ divisional/ college/ school leaders.	Problems faced are primarily operational in nature and may be varied, but generally with some precedent. Solutions require investigation and analysis to develop multiple and/or innovative approaches. Decisions have significant impact on the operational plans of the college, school, division or comparable institution and indirect impact on related areas. Works to influence others to accept department or organizational unit's view/practices and agree/accept new concepts, practices and approaches.	Guided by short- to mid-term functional and departmental goals and standards. Generally accountable to divisional leadership. There is considerable latitude in the scope and identification of work activities.	Provides leadership and guidance to individuals and groups. May manage individuals and managers. May conduct briefings with senior leaders within the job function. Accountable for planning and evaluating performance, staff training and development, recruitment and may contribute to pay recommendations, subject to policies. Coaches and develops staff to enhance functional and leadership skills.	Requires broad knowledge in principles, practices, concepts and theories within one or more professional disciplines. Requires experience in leading teams, programs, and/or functions. Incumbents generally possess a Bachelor's degree (Master's may be preferred) and prior relevant experience including solid experience managing people and programs/projects. In some fields a degree may not be required if sufficient work experience is demonstrated.

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M 4	Accountable for planning and directing all aspects of the operations of a department, program, or operational area. Contributes to the planning and development of programs, projects, or systems for the department, or a segment of a division, or major functional area. Develops and manages budgets for the area of responsibility. Uses information exchange, influence, and active persuasion to gain cooperation of others to support department/area objectives.	Problems faced are varied and complex, but generally have some precedent. Solutions may require investigation and analysis of multiple alternatives. Decisions have direct impact on operations of department, and often have indirect impact on related areas. May work to justify and gain cooperation of other parties on practices, policies and procedures.	Guided by short- to mid-term or departmental goals. Receives broad direction and guidance. Generally accountable to department/functional leadership.	Plans and leads work of multiple staff members in program/department/unit. May manage supervisors. Provides guidance and training on work standards and expected outcomes. Accountable for planning and evaluating performance, staff training and development, recruitment and may contribute to pay recommendations, subject to policy. Communicates direction from leadership and articulates impact on staff work objectives.	Requires advanced knowledge of theories, concepts, principles, and practices in professional discipline. Experience leading a team, program, or function is required. Incumbents generally possess a Bachelor's degree and at least 7 yrs. increasingly more responsible relevant work experience or equivalent combination of education and work experience including experience managing people and programs/projects. NOTE: UW SYSTEM WILL NOT HAVE SPECIFIED YEARS OF EXPERIENCE IN ITS DESCRIPTION OF KNOWLEDGE AND EXPERIENCE.

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Level	Organizational Impact	Complexity of Work	Independence and Supervision	Leadership and Talent Management	Knowledge & Experience
M 3	Accountable for implementing operational plans and policies for a sub-department, program or operational area. Responsible for developing goals and standards for own area, and ensuring alignment with related areas. Responsible for reviewing the effectiveness of programs, projects, or systems within own group/function, and making necessary adjustments, within parameters, to meet quality standards. May manage budget for own area.	Problems encountered are varied, but generally with precedent. Resolution may require some analysis and interpretation, but solutions are generally achieved through following policies and established practices. Decisions have a direct impact on the operational area and may have indirect impact on related areas. Works to justify and gain cooperation of other parties on practices, policies and procedures.	Guided by short-term goals, and receives directional guidance. Generally accountable to department leadership.	Directs and coordinates work of others to ensure achievement of volume, timing and quality standards. Provides training, direction and instruction. Responsible for training staff, establishing and communicating performance expectations and conducting performance evaluations. May provide recommendations on pay decisions, as well as recruitment and development opportunities. Communicates direction from leadership and articulates impact on staff work objectives. For function managers: Staff at this level have responsibility for delegating/guiding employees in work area but do have significant people management responsibilities.	Typically requires practical knowledge of concepts, principles, theories, and practices of a single professional discipline or a broad understanding of multiple related disciplines. Experience leading a team, program, or function is typically required. Generally requires a Bachelor's degree and at least 5 years of increasingly more responsible relevant work experience or equivalent combination of education and work experience. NOTE: UW SYSTEM WILL NOT HAVE SPECIFIED YEARS OF EXPERIENCE IN ITS DESCRIPTION OF KNOWLEDGE AND EXPERIENCE.

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M 2	Accountable for setting goals and objectives for team members to achieve operational objectives and service standards within a unit. May provide some input into establishing department or functional work standards. May have responsibility for reviewing effectiveness of current procedures and suggesting improvements.	Problems faced may be varied and solutions are guided by policies and practices. Problems/Issues require analysis to understand and resolve and may not have a clearly prescribed solution. Decisions have direct impact on the operational plans and delivery of results of a unit. Explains policies, practices and procedures of the job area to others within the institution. May work to justify and gain cooperation of other parties on practices, policies and procedures.	Guided by short-term department objectives and outcomes. Work under general guidance and receives direction on non-routine issues.	Plans and directs the day-to-day work of staff in meeting volume, timing and quality standards. May be responsible for entire projects or processes within job area. Responsible for training staff, establishing and communicating performance expectations and conducting performance evaluations. May provide recommendations on pay decisions, as well as recruitment and development opportunities. For function managers: Staff at this level have responsibility for delegating/guiding employees in work area but do not have significant people management responsibilities.	Requires knowledge of concepts, principles, and practices in a related field or specialty. Experience leading the work of others is preferred. Generally requires a Bachelor's degree and at least 3 years of increasingly more responsible relevant work experience or equivalent combination of education and work experience. NOTE: UW SYSTEM WILL NOT HAVE SPECIFIED YEARS OF EXPERIENCE IN ITS DESCRIPTION OF KNOWLEDGE AND EXPERIENCE.

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M 1	Accountable for scheduling and monitoring work of others on a daily basis to meet volume, timing and quality standards of the function or unit. Primary duty is leading others but often spends significant time performing non-lead work. May be responsible for contributing to process, flow or quality improvements.	Problems faced may be varied, but generally within expected parameters. Problems can generally be resolved through use of policies, procedures and standards. Decisions have direct impact on the work flow, timing and quality of outcomes of a unit. Works independently on projects or more assignments. Explains policies, practices and procedures of the area of responsibility to others within the institution. May work to justify and gain cooperation of other parties on practices, policies and procedures.	Guided by day-to-day expectations and work standards. Receives general guidance and specific direction on non-routine issues.	Coordinates the day-to-day work of others to meet volume, timing and quality standards. Sets objectives for own job area to meet the objectives or goals of projects and assignments. Accountable for communicating expectations and instructions to others, and holding others accountable for required performance. Provides input on performance of team members. Provides day-to-day direction. For function managers: Staff at this level have responsibility for delegating/guiding employees in work area but do not have significant people management responsibilities.	Requires knowledge of principles and practices in the job related field or specialty. Experience leading the work of others is preferred. Generally requires 3 years of increasingly more responsible relevant work experience . NOTE: UW SYSTEM WILL NOT HAVE SPECIFIED YEARS OF EXPERIENCE IN ITS DESCRIPTION OF KNOWLEDGE AND EXPERIENCE.



UW-Madison and UW System Organizational Contributor Career Path: Levels & Level Descriptors - FINAL DRAFT January 9, 2018 (CONVERGED)

Level	Organizational Impact	Complexity of Work	Independence and Supervision	Leadership and Talent Management	Knowledge & Experience
OC 8	Top level contributor in a discipline or functional area. Point of authority and/or source of technical knowledge. Develops solutions for major institutional or UW System challenges. Work has short- to mid-term impact on operational plans. Leads critically important projects, programs, or systems. Decisions and problems are complex and involve multiple constituencies, often with competing priorities. Works to influence others to accept new concepts, practices, and approaches at a divisional level and beyond. Work often influences strategic and operational decisions made by leadership. Decisions have a direct impact on division, school, or college and indirect impact on related areas.	Works on significant and unique issues where analysis of situations or data requires an evaluation of intangibles. Aware and responds to changing and interconnected variables. Exercises independent judgment in methods, techniques and evaluation criteria for obtaining results. Problems are highly varied, complex and often non-recurring; require novel and creative approaches to resolution. New concepts and approaches may have to be developed.	Works with minimal direction toward predetermined long-range goals. Establishes personal standards of performance within broad framework of policy and objectives as set by senior management. Acts independently to determine methods and procedures on new or special assignments. Determines and pursues courses of action essential in obtaining desired results. Takes calculated risks. Decisions are guided by operational plans and strategic vision.	May oversee the work of volunteers and/or student workers Typically mentors and coaches staff within area of expertise. Contributes to employee professional development. Responsible for managing large, complex initiatives of strategic importance to the institution, involving cross-functional teams. May supervise a small team (as a thought leader). Frequently conducts briefings to senior leaders both within and outside of the job function.	Recognized as a subject matter expert in a given discipline within and outside of the institution. Requires mastery level knowledge of one or more professional disciplines and experience in planning and administering large/complex projects, programs and processes. Incumbents generally possess Master's, Doctorate, or other advanced degree and broad and/or deep relevant experience including leadership of complex programs or projects preferably in a large, complex organization. In some fields a degree may not be required if sufficient work experience is demonstrated.



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OC 7	Senior level contributor in a discipline or functional area with responsibility for an advanced area of work in the professional field. Establishes and implements short - to mid-term operational plans and leads strategic projects, programs, or systems with considerable impact on the institution, major division or UW System. May lead divisional or functional initiatives. Work may influence strategic and operational decisions made by leadership. Works to influence others to accept new concepts, practices, and approaches at a divisional level. Decisions have impact on the operational plans of the division and indirect impact on other related areas.	Problems faced are primarily operational in nature and may be varied, but generally with some precedent. Performs duties where general principles may be inadequate requiring in-depth analysis and investigation to develop potential approaches. May require the development of new methods or techniques. Decisions have impact on the operational plans of the division (significant impact on the operational plans of the department--UW System) and indirect impact on other related areas. Works to influence others to accept division or function's view/practices and agree/accept new concepts, practices, and approaches.	Work is guided by professional standards and department or divisional goals. Minimal direction is required. Receives technical guidance only on unusual or complex problems or issues. Uses policies and general objectives with little functional guidance. Rarely refers specific cases to manager unless clarification or interpretation of organization policies is involved.	May oversee the work of volunteers and/or student workers. Frequently responsible for mentoring and coaching staff within area of specialty. Contributes to employee professional development. Typically responsible for managing large, complex project initiatives of strategic importance to the institution, involving cross-functional teams. May conduct briefings with senior leaders within the job function.	Regarded as a subject matter expert within the institution. Possesses extensive knowledge in primary discipline or technical area. Typically requires mastery level knowledge within own discipline as well as significant experience administering large projects, programs and processes. Incumbents generally possess a Bachelor's or Master's and broad and increasingly more responsible relevant work experience, preferably in large, complex organization. In some fields a degree may not be required if sufficient work experience is demonstrated.

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OC 6	Provides measurable input into the development of mid-term operational plans and administers projects, programs, or systems with mid-term impact on the institution, division, major department or UW System Contributes to the planning of programs and projects, in collaboration with others. May lead major department initiatives. Decisions have major implications on the operational and business decisions that affect the department. Works to influence parties within and outside of the department at a broad operational level regarding best practices and principles.	Works on complex issues where analysis of situations or data requires in-depth evaluation of variable factors. Exercises judgment in selecting method, techniques and evaluation criteria for obtaining results consistent with broadly defined policies and practices.	Work is guided by professional standards and established departmental policies/practices. Exerts significant latitude in determining objectives. Exercises judgment in selecting methods, techniques, and evaluation criteria in obtaining results. Generally refers specific problems to supervisor only where clarification of departmental operating policies/procedures may be required. Takes calculated risks with consultation from the expert.	May guide the work of volunteers and/or student workers. Often responsible for training or guiding the work of others within area of specialty. Typically responsible for managing major/complex projects involving delegation of work and review of work products.	Requires deep knowledge of principles, practices and theories in professional discipline. Solid knowledge of organization's systems and practices is preferred. Incumbents generally possess a Bachelor's, Master's may be preferred, and at least 7 years of increasingly more responsible relevant work experience, or equivalent of education and work experience. NOTE: UW SYSTEM WILL NOT HAVE SPECIFIED YEARS OF EXPERIENCE IN ITS DESCRIPTION OF KNOWLEDGE AND EXPERIENCE.

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OC 5	Responsible for executing specific responsibilities and delivering results for complex problems and initiatives in area/department. Executes job responsibilities to meet expected outcomes. Responsibilities have direct impact on the outcomes of the area/department. Influences designs for programs, projects, and initiatives for the area/department. Job duties may include creation and administration of large projects or system improvements. Job duties may involve development of departmental goals and operational standards. Works to influence parties within and outside of the department regarding best practices and principles.	Work consists of diverse activities requiring analysis and judgement to develop alternate solutions, both long and short term. Problems faced are varied and often complex. Resolution requires analysis and interpretation of policies and alignment with broad principles and practices within a field or specialty.	Work is guided by objectives and expected outcomes with limited direction. Work outcomes are reviewed against short- to mid-term objectives.	May guide the work of volunteers and/or student workers. Often responsible for providing training and guiding work of others on work activities. Often manages projects requiring responsibility for the delegation of work and review of others' work product.	Typically requires broad knowledge of principles, practices, and theories of a professional discipline, as well as understanding of other related disciplines. Experience administering projects, programs and processes is preferred. Incumbents generally possess a Bachelor's, Master's may be preferred and at least 5 years of increasingly more responsible relevant work experience or equivalent of education and work experience.

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OC 4	Decisions typically guided by general outcomes, principles and standards. Typically responsible for defined projects/programs. Decisions typically impact own team, department, and potentially related areas. May contribute to business and operational decisions that affect the department. Sets objectives for own work to meet the goals of work unit and projects.	Work consists of diverse activities requiring analysis and judgement within defined boundaries to develop alternate solutions, both long and short term. Problems faced are varied and often complex but generally recognizable. Resolution requires interpretation of policies and analysis of facts and alignment with established principles and practices within a field or specialty. Decisions made address non-routine questions and situations, often requiring investigation and/or research of precedents. Uses patterns, trends, and precedents to analyze situations and determine appropriate course of actions.	Work is accomplished with limited direction. Determines and develops approach to solutions. Plans and arranges own work, refers only unusual cases to supervisors or others. Work is evaluated upon completion to ensure objectives have been met.	May guide the work of volunteers and/or student workers. Often responsible for guiding work of others on work activities. May manage projects requiring responsibility for the delegation of work and review of others' work product.	Typically requires broad knowledge of principles and practices in a field or specialty. Incumbents generally possess a Bachelor's and at least 3 years of relevant work experience or equivalent of education and work experience. NOTE: UW SYSTEM WILL NOT HAVE SPECIFIED YEARS OF EXPERIENCE IN ITS DESCRIPTION OF KNOWLEDGE AND EXPERIENCE.
OC 3	Executes job responsibilities guided by expected outcomes and standards. Sets objectives for own work to meet the goals of work unit. Decisions often have direct impact on the work flow, timing and quality of outcomes of a unit.	Work consists of activities that are varied. Provides resolution to problems that are generally resolved through some analysis and use of policies, procedures and standards.	Works under general supervision. Executes job responsibilities guided by defined outcomes and established standards.	May guide the work of volunteers and/or student workers. May be responsible for providing guidance on the work of others within own job area.	Typically requires practical knowledge of principles and practices in a field or specialty and/or detailed knowledge of operational systems and practices. Skills are developed through application of standards/processes within a narrow scope of work. Incumbents generally possess at least 2 yrs of relevant work experience and 2 yrs post secondary education or equivalent of education and work experience. NOTE: UW SYSTEM WILL NOT HAVE SPECIFIED YEARS OF EXPERIENCE IN ITS DESCRIPTION OF KNOWLEDGE AND EXPERIENCE.

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OC 2	Executes day-to-day activities as directed by supervisor, or by established activities and processes. Decisions typically impact own job and the work unit. Selects correct processes or decisions based on defined processes/procedures. Selects correct processes or decisions based on defined processes/procedures.	Work consists of activities that are typically well defined. Provides resolution to problems that requires judgment within defined practices/procedures to determine appropriate action. Most solutions are achieved through following established procedures.	Works under moderate supervision for routine tasks and/or is guided by specific procedures and detailed directions. Work is reviewed for accuracy and overall adequacy.	May guide the work of volunteers and/or student workers.	Typically requires some relevant experience and/or knowledge of job-related standards and processes. Incumbents generally possess at least 1 year of relevant work experience. Additional job-related training may be preferred. NOTE: UW SYSTEM WILL NOT HAVE SPECIFIED YEARS OF EXPERIENCE IN ITS DESCRIPTION OF KNOWLEDGE AND EXPERIENCE.
OC 1	Executes day-to-day activities as directed by supervisor, or by specific procedures and schedules. Decisions generally affect own position or specific functional area. Problems encountered are routine, somewhat repetitive and generally solved by following clear directions and procedures	Work is typically routine. Provides resolution to problems that have clearly defined solutions aligned to a set of prescribed practices, processes, procedures, and routines.	Work is closely managed and reviewed for accuracy and adequacy. Executes day-to-day activities as directed by supervisor, or by specific procedures,schedules, and/or detailed directions.	May guide work of volunteers and/or student workers.	Prior relevant work experience is preferred.