

Manager & Leader Abbreviated Work Dimensions

Category	Management I (M1)	Management II (M2)	Management III (M3)	Management IV (M4)	Management V (M5)
Complexity of Work	Problems may be varied but solutions are typically guided by policies and practices .	Responsible for reviewing the effectiveness of programs, projects, or systems within own group and creatively determining solutions.	Problems are varied and complex . Solutions require innovation . Develops programs, projects, and systems for major function or area.	Develops, implements, and maintains operational plans, programs, and systems requiring a high degree of innovation, creativity, and integration .	Develops, implements, and maintains plans, programs, projects, or systems that meet major college, division, or university goals .
Communication	Explains policies, standards, and processes of the job area to others within and outside work unit.	Communicates leadership direction. Requires ability to gain cooperation on policies and standards .	Uses influence and active persuasion to gain support on objectives .	Works to influence others in the university to accept new practices, concepts, and approaches in a major college or division functional area .	Requires ability to negotiate with multiple levels of stakeholders across institution to influence decisions impacting college/division.
Operational Latitude and Impact	Accountable for setting goals and objectives for team to achieve desired outcomes of the work unit.	Accountable for developing and implementing operational plans and policies for a program or functional area.	Accountable for planning and directing all aspects of the operations of a major program or functional area .	Accountable for strategic and operational direction of a large and/or complex department or functional area. Has significant impact on short-and mid-term plans.	Accountable for the strategic and operational direction of a college, division, or major functional area .
Knowledge	Requires practical knowledge of concepts and practices in job area.	Requires conceptual knowledge and expertise of a professional discipline.	Requires advanced knowledge and expertise in a multi-faceted professional discipline.	Requires broad knowledge and expertise including theories across multiple professional disciplines .	Typically requires broad and substantive knowledge and expertise including theories of function .
Education and experience	Bachelor's degree or equivalent and 3 years relevant experience.	Bachelor's degree or equivalent and 5 years relevant experience including 2 years managerial experience.	Bachelor's degree or equivalent and 7 years relevant experience including 2 years of managerial experience.	Bachelor's degree or equivalent and 9 years relevant experience including 5 years managerial experience. Master's degree preferred.	Bachelor's degree or equivalent and 11 years relevant experience including 7 years managerial experience. Master's degree preferred.
Leadership	Plans and directs day-to-day work of staff. Typically supervises non- exempt employees.	Plans and leads large work unit. Typically supervises a small staff of exempt and non-exempt employees.	Plans and leads staff performing diverse responsibilities . Typically supervises a large staff of exempt and non-exempt employees.	Provides strategic leadership and oversight. Typically manages individuals and managers .	Responsible for a multi-faceted organizational unit . Manages multiple levels of managers, directors , and organizational contributors.