



## Definitions - Leveling

Term	Definition
ADMINISTER	To carry out, direct, or enforce organizational or program operations, policies, and procedures.
ADVANCED	Having a high level of knowledge or skill; performs with limited guidance or assistance; recognized as a resource to others.
ADVOCATE	Expression of thoughts, views and needs in support of a specific position or solution.
BARRIERS TO ENTRY	Obstacle or restriction that prevents easy entry into a position or area of business.
BUSINESS OPERATIONS	A range of activities engaged in daily to sustain or enhance deliverables.
COACHES (MANAGES AND COACHES)	To give formal and/or informal instruction, advice or guidance in the capacity of a mentor or supervisor on day-to-day work matters.
COLLABORATE	Work jointly with; cooperate with others, acts as a liaison.
COLLEGIALITY	Cooperative interaction between colleagues and others.
COMMUNICATE	To impart a verbal or written message; to transmit information.
COMMUNICATION	The act or process of imparting or exchanging thoughts, opinions, or information by speech, writing, or signs.
COMPLEX	Problems that may have multiple possible solutions and that require an appropriate understanding of how solutions will impact multiple fields.
COMPREHENSIVE	Thorough understanding of applicable field(s); needs minimal guidance in addressing unusual situations.
CONTRIBUTE	To play a meaningful part in bringing about an end or result.
COORDINATE	To arrange actions or events to impart order.
CROSS-FUNCTIONAL	Multi- or inter-disciplinary in nature; relating to different areas of an organization.
DEGREE OF LATITUDE	The level to which an individual may exercise independent judgment and select an appropriate course of action.
DELEGATE	To designate another to perform tasks or duties which in turn may carry specific degrees of accountability and authority.
DEPARTMENT	A division of an academic or administrative unit responsible for a specific area of study or work.

DEVELOP	To expand or realize the potential of; to bring gradually to a fuller, greater, or better state.
DIPLOMACY	The skill or the art of dealing with people in a sensitive and effective way.
DIRECT SUPERVISION	Supervisor gives specific instructions on all assignments. Work is reviewed for completeness and accuracy, or the employee performs tasks which provide inherent checks built into the nature of the work.
DISCRETION	Quality of behaving or speaking in such a way as to avoid causing offense or revealing private information.
DISSEMINATE	To spread or disperse information.
ENSURE	Guarantee or make certain.
EXPERIENCE BASED KNOWLEDGE	Applied work experience.
FIELD	The disciplinary focus within a business function or profession that requires similar relative knowledge.
FUNCTIONAL AREA	A department or group of personnel tasked with a specific operational function such as marketing, finance, human resources, information services etc.
FUNCTIONAL MANAGER	Manage designated area of specialty (i.e. facility, lab, event, program, service, project). Responsible for leading and implementing objectives both independently and collaboratively in order to optimize efficiencies. May indirectly oversee support staff including training, assigning and directing work. Uses independent judgment to resolve issues that are related to operations. Perform daily operations to support department/program/unit/service, etc. Provides instruction and guidance for their respective area to the campus community. Duties are performed at various levels within the defined title.
FUNDAMENTAL	Necessary base or core of knowledge within field; foundational knowledge.
GENERAL SUPERVISION	The supervisor provides continuing or individual assignments by indicating generally what is to be done, limitations, quality and quantity expected, deadlines, and priorities. Additionally, specific instructions are given for new, difficult, or unusual assignments. The employee uses initiative in carrying out recurring assignments. The Supervisor assures that the work is technically accurate and in compliance with instructions or established procedures.
GUIDE	Provide direction, instruction, or advice.

HIGHLY COMPLEX	Problems with cross-functional impact and many possible solutions that require theoretical knowledge, creative problem solving, and an understanding of other fields.
IMPLEMENT	To carry out or into effect a plan, program, or operation.
INDEPENDENT DECISION MAKING AND SELF MANAGEMENT	Is the degree to which a position requires self-direction and discretion. It involves responsibility for oversight and providing reports of actions, causes, and results.
INDEPENDENT JUDGMENT	Authority to make an independent choice free from immediate direction or supervision.
IN-DEPTH	In great detail; comprehensive, thorough.
INDIVIDUAL CONTRIBUTOR	Employees who contribute to a team or organization but do not have direct reports. They collaborate across functions and teams, influencing others without having supervisory authority.
INNOVATION	Creating or introducing a new or improved idea, method, process, program or product.
INTERPRET	To explain meanings or intentions, not immediately apparent to others, in light of individual judgment.
KNOWLEDGE	The sum total of education, training, skill and experience required to perform the job to the expected standard. This encompasses the depth, scope, integration, and application of skills within and outside the body of knowledge or specialty applicable to a field.
LARGE	Of considerable or relatively great size, extent, or capacity.
LEADERSHIP	Provision of guidance, direction and influence to a defined group to accomplish goals and objectives.
LIMITED	Restricted in size, extent, or capacity.
LIMITED SUPERVISION	The supervisor establishes objectives and work is undertaken with little guidance. The employee plans and carries out successive steps and resolves problems and deviations in accordance with instructions, policies, and accepted practices. The supervisor reviews the work for technical adequacy and conformance with practice and policy.
MANAGE	To guide and coordinate worker activities and/or organizational or program operations, policies, and practices.
MANAGEMENT	Provide guidance and coordination to workers, projects, or programs.
MANAGEMENT APPROACHES	Techniques, methods, and best practices that are used by leadership to direct and control an organization.

MANAGER	Leads a unit, program or function. Plan, direct, or coordinate daily business operations. Supervises two or more full-time staff including training, assigning, directing, and evaluating work. Uses independent judgment and decision-making skills to resolve departmental issues. Analyze internal processes and recommend and implement procedural or policy changes to improve operations and support the university strategic vision. May prepare budgets and reports, hire personnel, develop organizational goals, and act as a liaison between department, university administration, campus, and overall community. Duties are performed at various levels within the defined title.
MASTERY	Demonstrated expert skill or knowledge; able to resolve highly complex challenges.
MODERATELY COMPLEX	Problems that are non-routine and may involve multiple perspectives that utilize an increasingly higher level of operational knowledge and beginning theoretical knowledge when arriving at a solution.
MONITORING	To watch, observe, or check for a specific purpose.
NEGOTIATE (NEGOTIATION)	To confer with others for the purpose of reaching agreement or compromise.
NON-ROUTINE	Not of common occurrence; special or unusual, rather than part of what usually happens.
OPERATIONAL	Relating to the routine functioning and activities of a business or organization.
PARTICIPATE	To take part in.
PERFORM	To execute a task within a specified standard to achieve a desired goal.
PROBLEM SOLVING	Level of skill and discretion exercised in identifying and reviewing related information to develop and evaluate options and implement solutions.
PROFESSIONALISM	Conducting oneself with responsibility, integrity, accountability, and excellence.
PROFICIENT	Competent in field; needs additional guidance for new or unusual situations.
PROGRAM	Multiple related projects that align with one or more strategic objectives.
PROJECT	Structured set of tasks or activities to achieve a goal.
PROJECT MANAGEMENT	Planning, procurement, execution, and completion of a project.
RESOLVE	To find a solution or take action for remediation.
ROUTINE	Problems encountered as a normal part of a job or process.

SCOPE	The extent of the area or subject matter that something deals with or to which it is relevant.
SENSITIVITY	Having or showing awareness and understanding.
SIGNIFICANT INSTITUTIONAL SPAN	Sets rules or policies at University level; primary provider of services within that functional area.
SPECIALIZED KNOWLEDGE	Knowledge, competencies and skills in a particular discipline or specific field.
STRATEGY/ STRATEGIC	Objectives and plan of action used to guide decision making, principles or rules and achieve the vision and key objectives for the area, College, Division or University.
SUBSTANTIAL	Of considerable importance, size, or worth.
SUPERVISE	Provide instructions, assignments, or objectives to others; responsible for ensuring tasks are completed.
SUPERVISORY ROLE	Level of personnel resource management and responsibility for operations and strategy for a department, academic or administrative unit.
TEAM LEAD	A designated individual responsible for guiding, instructing and leading a work group.
TEAMWORK	The degree to which a position must function in a group.
UNIVERSITY WIDE	Throughout the University. Impacts numerous areas across the campus.
VARIED	Problems that incorporate a mix of routine and less routine activities and require increasing operational knowledge to resolve.
WORK AREA	A recognized function, program, or service within a work group.
WORK GROUP	A group within a workforce that works together to achieve a desired goal.