A Level Guide is a set of criteria (i.e., experience, education, skill, supervision, etc.) used to help distinguish between various levels.
## VICE PRESIDENT

| Scope and Impact | Vice President positions at UCO report directly to the President. These positions have broad authority on matters of policy and planning, and responsibility for finance, program, service delivery, and operations for the functional group led by the position. These positions are ultimately responsible for the strategies and success of their respective functions, for participation in the overall direction of the University, and for external relations with government, regulatory, business, community, alumni and other stakeholders.  

The Vice President establishes the overall environment and operating model of a major division of the university through responsive leadership, delegation, decision-making, and evaluation. |
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Budget Authority</td>
<td>Coordinates the annual budgetary process for the division and makes resource allocations. Has signatory authority.</td>
</tr>
<tr>
<td>Policy and Procedure Authority</td>
<td>Has full authority and primary responsibility to implement policies/procedures within area of responsibility. Has ability to grant exceptions to policy.</td>
</tr>
<tr>
<td>Reporting Relationships</td>
<td>Reports to the President</td>
</tr>
<tr>
<td>Supervisory and Team Leadership Responsibility</td>
<td>Vice Presidents typically supervise associate and assistant vice presidents, directors, and other professionals. Works closely with department heads to set procedures, define and/or redefine goals, anticipate needs, structure programs, and manage staff members within and across the departments. Works through a diverse range of managers and professionals to accomplish goals.</td>
</tr>
<tr>
<td>Effective Knowledge</td>
<td>Aligns divisional/departmental goals with overall UCO and campus strategy. Reviews institutional policy and federal regulations on an ongoing basis.</td>
</tr>
<tr>
<td>Problem Solving and Judgment</td>
<td>Develops and implements solutions to highly complex problems that may have cross-unit impact. Establishes precedents for solving new problems. Determines intent of guidelines and policies. Develops and implements solutions that have strategic impact on the university.</td>
</tr>
<tr>
<td>Communication and Interaction</td>
<td>Meets regularly with the President to discuss opportunity, risk, and direction of the function. Represents the university in a variety of formal and informal capacities. Serves on various internal and external committees.</td>
</tr>
<tr>
<td>Title Authority</td>
<td>President must approve the use of the Vice President title, in accordance with university practices.</td>
</tr>
<tr>
<td>Qualifications</td>
<td>A discernible record of successful and innovative experience in leadership, administration, and finance. Experience with leading planning, including program development and innovation, program prioritization, and assessment. Appropriate profession accomplishments and credentials.</td>
</tr>
<tr>
<td><strong>ASSOCIATE VICE PRESIDENT</strong></td>
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<tr>
<td><strong>Scope and Impact</strong></td>
<td>Associate Vice Presidents are appointed to lead large functional areas, or focused areas of significant scope and reach that have cross-functional impact and influence. The primary function of these positions is to provide overall leadership and direction, working through a team of subordinate directors, managers and professionals.</td>
</tr>
<tr>
<td><strong>Budget Authority</strong></td>
<td>Have responsibility for stewardship of resources and manages multiple budget responsibilities. Has signatory authority.</td>
</tr>
<tr>
<td><strong>Policy and Procedure Authority</strong></td>
<td>Has delegated authority to implement policies/procedures within area of responsibility. Has ability to grant exceptions to policy.</td>
</tr>
<tr>
<td><strong>Reporting Relationships</strong></td>
<td>Generally reports to an Associate Vice President or Vice President</td>
</tr>
<tr>
<td><strong>Supervisory and Team Leadership Responsibility</strong></td>
<td>Associate Vice Presidents may supervise directors, managers, professionals and individual contributors. Provides overall leadership and direction for assigned activities/functions. Provides overall leadership and direction for assigned functions/departments. Works through a diverse range of managers and professionals to accomplish goals.</td>
</tr>
<tr>
<td><strong>Effective Knowledge</strong></td>
<td>Aligns divisional/departmental goals with overall UCO and campus strategy. Reviews institutional policy and federal regulations on an ongoing basis.</td>
</tr>
<tr>
<td><strong>Problem Solving and Judgment</strong></td>
<td>Develops and implements solutions to highly complex problems that may have cross-unit impact. Establishes precedents for solving new problems. Determines intent of guidelines and policies. Develops and implements solutions that have strategic impact on the University.</td>
</tr>
<tr>
<td><strong>Communication and Interaction</strong></td>
<td>Represent their departments on high-level cross-functional teams. Have responsibility for external relations and communications with stakeholders.</td>
</tr>
<tr>
<td><strong>Title Authority</strong></td>
<td>Associate Vice President titles may be created by the Classification function in Human Resources, based on business need as determined by the appropriate Vice President, and approved by the President of the University, in accordance with university practices.</td>
</tr>
<tr>
<td><strong>Qualifications</strong></td>
<td>A discernible record of successful and innovative experience in leadership, administration, and finance. Experience with leading planning, including program development and innovation, program prioritization, and assessment. Appropriate profession accomplishments and credentials.</td>
</tr>
<tr>
<td>ASSISTANT VICE PRESIDENT</td>
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</tr>
<tr>
<td><strong>Scope and Impact</strong></td>
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</tr>
<tr>
<td>The Assistant Vice Presidents lead multiple/complex/highly impactful departments or activities within a division. The Assistant VP title is appropriate when the functional area has multiple areas, and those areas are of such size and scope that additional leadership may be required.</td>
<td></td>
</tr>
<tr>
<td><strong>Budget Authority</strong></td>
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<tr>
<td>Has overall responsibility for fiscal planning and management for functions within scope. Has delegated signatory authority.</td>
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</tr>
<tr>
<td><strong>Policy and Procedure Authority</strong></td>
<td></td>
</tr>
<tr>
<td>Has delegated authority to implement policies/procedures within area of responsibility. Has ability to grant exceptions to policy.</td>
<td></td>
</tr>
<tr>
<td><strong>Reporting Relationships</strong></td>
<td></td>
</tr>
<tr>
<td>Generally reports to an Associate Vice President or Vice President</td>
<td></td>
</tr>
<tr>
<td><strong>Supervisory and Team Leadership Responsibility</strong></td>
<td></td>
</tr>
<tr>
<td>Assistant Vice Presidents typically supervises directors, managers, professionals and individual contributors. Provides overall leadership and direction for assigned activities/functions. Works through managers and professionals to accomplish goals. Coordinates and integrates functions within her/his scope</td>
<td></td>
</tr>
<tr>
<td><strong>Effective Knowledge</strong></td>
<td></td>
</tr>
<tr>
<td>Aligns divisional/departmental goals with overall UCO and campus strategy. Reviews institutional policy and federal regulations on an ongoing basis. Contributes through advanced knowledge, skill, and expertise.</td>
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</tr>
<tr>
<td><strong>Qualifications / Education</strong></td>
<td></td>
</tr>
<tr>
<td>A discernible record of successful and innovative experience in leadership, administration, and finance. Experience with leading planning, including program development and innovation, program prioritization, and assessment. Appropriate profession accomplishments and credentials.</td>
<td></td>
</tr>
<tr>
<td><strong>Problem Solving and Judgment</strong></td>
<td></td>
</tr>
<tr>
<td>Develops and implements solutions to highly complex problems that may have cross-unit impact. Establishes precedents for solving new problems. Determines intent of guidelines and policies. Develops and implements solutions that have strategic impact on the University.</td>
<td></td>
</tr>
<tr>
<td><strong>Communication and Interaction</strong></td>
<td></td>
</tr>
<tr>
<td>Represent their departments on cross-functional teams. May have responsibility for external relations and communications with stakeholders.</td>
<td></td>
</tr>
<tr>
<td><strong>Title Authority</strong></td>
<td></td>
</tr>
<tr>
<td>Assistant Vice President titles may be created by the Classification function in Human Resources, based on business need as determined by the appropriate Vice President, and approved by the President of the University, in accordance with university practices.</td>
<td></td>
</tr>
<tr>
<td><strong>Qualifications</strong></td>
<td></td>
</tr>
<tr>
<td>A discernible record of successful and innovative experience in leadership, administration, and finance. 10+ years of experience with leading planning, including program development and innovation, program prioritization, and assessment. Appropriate profession accomplishments and credentials.</td>
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</tr>
</tbody>
</table>
### Scope and Impact
The Dean exercises leadership responsibility for a School or College regarding administrative, curriculum and budgetary matters. The role is primarily oriented to strategic planning.

### Budget Authority
Has full budget authority for a college or school and is accountable for the budget of that area. Has signatory authority for all college/school transactions.

### Policy and Procedure Authority
Has delegated authority and primary responsibility to develop and implement policies/procedures within the school/college, within the guidelines set forth by the university. Has authority to grant reasonable exceptions to policy, with courtesy notification to the Provost and VP of Academic Affairs. Note: The Provost and VP of Academic Affairs has the authority to require pre-approval of policy exceptions form his/her Deans.

### Reporting Relationships
Deans report to the Provost and VP for Academic Affairs.

### Supervisory and Team Leadership Responsibility
A Dean generally supervises Assistant/Associate Deans and professionals, though may additionally supervise individual contributors.
- Creates the vision and overall direction for the department
- Supports new and innovative development opportunities
- Evaluates department heads and the effectiveness of their leadership roles in their respective departments
- Promotes faculty, researcher, and instructional staff recruitment efforts

### Effective Knowledge
- Applies awareness of broad academic and operational trends
- Applies advanced expertise
- Incorporates University and college/school strategy into planning and direction

### Problem Solving and Judgment
- Directly support University leaders in planning and strategy development
- Develops and implements solutions to highly complex problems that may have cross-institutional
- Develops and implements solutions that have strategic impact on the University

### Communication and Interaction
- Develops collaborative partnerships internally and externally
- Communicates needs and opportunities and assesses the capabilities and shortfalls in resources to meet these needs and opportunities
- Represents the School or College to external stakeholders

### Title Authority
Dean titles may be created by the Classification function in Human Resources, based on business need as determined by the Provost and VP of Academic Affairs, and approved by the President of the University, in accordance with university practices.

### Qualifications
Appropriate profession accomplishments and credentials.
<table>
<thead>
<tr>
<th><strong>ASSOCIATE DEAN</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Scope and Impact</strong></td>
<td>The Associate Dean supports the Dean in matters relating to the administration of the college or academic division. An Associate Dean may be given primary responsibility over a specific area (such as faculty affairs, budget, operations, or academic planning). The role is both strategically and managerial focused with a strong emphasis on close collaboration between the other Associate Deans and Dean.</td>
</tr>
<tr>
<td><strong>Budget Authority</strong></td>
<td>Oversees resource allocation within the school. Must have delegated signature authority for defined programs, activities, or functions. She/he may serve as the college/school business officer.</td>
</tr>
<tr>
<td><strong>Policy and Procedure Authority</strong></td>
<td>Consults with directors, deans, or VPs on policy changes and represents school/function with regard to cross-functional policy changes. Has delegated authority and primary responsibility to develop and implement policies/procedures within area of responsibility, within the guidelines set forth by the university. Has authority to grant reasonable exceptions to policy, with courtesy notification to his/her Dean. Note: Dean has the authority to require pre-approval of policy exceptions in his/her college.</td>
</tr>
<tr>
<td><strong>Reporting Relationships</strong></td>
<td>Reports to the Dean. An Associate Dean may act on behalf of the Dean in her/his absence.</td>
</tr>
<tr>
<td><strong>Supervisory and Team Leadership Responsibility</strong></td>
<td>No required supervisory authority, though Associate Deans may supervise managers, professionals, individual contributors or support personnel. Provides assistance on exceptional or ambiguous situations. Promotes effective relationships and culture.</td>
</tr>
<tr>
<td><strong>Effective Knowledge</strong></td>
<td>Applies advanced skills in planning, development, negotiation, and communication. Incorporates knowledge of trends into planning. Provides expert consultation in planning and problem resolution.</td>
</tr>
<tr>
<td><strong>Problem Solving and Judgment</strong></td>
<td>Typically leads the direction of the curriculum and/or program development. Provides strategic guidance and planning support on the type of initiatives to advance. Identifies opportunities and develops programs and initiatives that will enhance current service offerings. Resolves complex, controversial, or unprecedented issues. Exercises judgment by considering risk, impact, and implications of various courses of action.</td>
</tr>
<tr>
<td><strong>Communication and Interaction</strong></td>
<td>Builds partnerships between all levels of staff. Acts as liaison between senior-level management and staff.</td>
</tr>
<tr>
<td><strong>Title Authority</strong></td>
<td>Assistant Dean titles may be created by the Classification function in Human Resources, based on business need as determined by the Dean, and approved by the Provost and VP of Academic Affairs, in accordance with university practices.</td>
</tr>
<tr>
<td><strong>Qualifications</strong></td>
<td>Appropriate profession accomplishments and credentials.</td>
</tr>
<tr>
<td><strong>ASSISTANT DEAN</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Scope and Impact</strong></td>
<td>An Assistant Dean serves as an administrator for a program, activity or specific academic service within an academic unit, with the main purpose of managing the day-to-day activities that support the educational, research, and public service goals of the University. Assists Dean and/or Associate Dean in College or School operations.</td>
</tr>
<tr>
<td><strong>Budget Authority</strong></td>
<td>Has limited signature authority for purchases or payroll. Coordinates and allocates resources relevant to assigned area.</td>
</tr>
<tr>
<td><strong>Policy and Procedure Authority</strong></td>
<td>Has delegated authority to implement policies/procedures within area of responsibility. May have defined/limited ability to grant exceptions to policy.</td>
</tr>
<tr>
<td><strong>Reporting Relationships</strong></td>
<td>Generally reports to a Dean. In very large departments, s/he may report to an Associate Dean or faculty chair. May undertake some responsibilities of the Dean in his/her absence, but generally cannot act on behalf of the Dean in her/his absence.</td>
</tr>
<tr>
<td><strong>Supervisory and Team Leadership Responsibility</strong></td>
<td>No required supervisory authority, though Assistant Deans may supervise managers, professionals, individual contributors or support personnel. Provides assistance on exceptional or ambiguous situations. Promotes effective relationships and culture.</td>
</tr>
<tr>
<td><strong>Effective Knowledge</strong></td>
<td>Proficient at project management, planning, and developing goals. Administers tasks such as planning, evaluation, reporting, establishing priorities and policies, and fiscal management. Serves as a resource and referral source for students or faculty seeking various types of assistance. Creates and oversees programs as well as assess the effectiveness of all the program efforts.</td>
</tr>
<tr>
<td><strong>Problem Solving and Judgment</strong></td>
<td>Develops, evaluates, and implements measures to improve quality that have an impact at the department or school level. Modifies guidelines and processes to resolve issues or problems.</td>
</tr>
<tr>
<td><strong>Communication and Interaction</strong></td>
<td>Serves on University councils, committees, work groups, and other bodies. Collaborates with the Dean and departments to oversee the academic program and ensure quality faculty and student support services. Communicates guidelines for project and service delivery. Uses diplomacy and advanced communication skills in unstructured settings.</td>
</tr>
<tr>
<td><strong>Title Authority</strong></td>
<td>Assistant Dean titles may be created by the Classification function in Human Resources, based on business need as determined by the Dean, and approved by the Provost and VP of Academic Affairs, in accordance with university practices.</td>
</tr>
<tr>
<td><strong>Qualifications</strong></td>
<td>Appropriate profession accomplishments and credentials.</td>
</tr>
</tbody>
</table>
## DEPARTMENT CHAIR

### Scope and Impact

A Department Chair is responsible for the leadership and management of an academic department. S/he is responsible for promoting the academic quality of the department, providing administrative direction, and implementing initiatives that will expand and improve the department as a whole. The Chair maintains and supports the portfolio of programs offered by the department and serves as a key link between the faculty and administration.

A chair position is frequently an additional appointment for a faculty member.

### Budget Authority

- May prepares and submits departmental budget
- Oversees resource allocation within the department
- May have delegated signature authority for defined programs, activities, or functions within the department.

### Policy and Procedure Authority

- Consults with other chairs, deans, or VPs on academic policy changes
- Represents department with regard to academic and administrative policy changes
- Has delegated authority and primary responsibility to develop and implement policies/procedures within department

### Reporting Relationships

In role as chair, reports to the Dean of a college or school

### Supervisory and Team Leadership Responsibility

Typically supervises departmental staff and evaluates staff performance. A Chair may provide oversight to both managers and professionals, though primary focus is on supporting and mentoring faculty

- Establishes shared vision and goals for department
- Sets clear expectations and holds individuals accountable for performance
- Promotes a collegial and productive working environment
- Balances the load of instructional (course assignments) and service tasks within the department
- Guides and mentors new faculty
- Promotes practices that support diversity and inclusion at all levels

### Effective Knowledge

- Applies advanced skills in planning, development, negotiation, and communication
- Incorporates knowledge of trends into planning
- Provides expert consultation in planning and problem resolution for both academic and administrative matters

### Problem Solving and Judgment

- Provides strategic guidance and planning support on the type of initiatives to advance
- Identifies opportunities and develops programs and initiatives that will enhance excellence in the teaching, research and service activities of the department
- Resolves complex, controversial, or unprecedented issues
- Exercises judgment by considering risk, impact, and implications of various courses of action

### Communication and Interaction

- Builds partnerships between department faculty and staff members
- Acts as liaison between senior-level management and staff
- Uses diplomacy and advanced communication skills in unstructured settings

### Title Authority

Department Chair titles are associated with recognized academic departments and may be created by the appropriate Dean, and approved by the Provost and VP of Academic Affairs, based on business need in accordance with university practices.
## EXECUTIVE OR SENIOR DIRECTOR

**Scope and Impact**
An Executive or Senior Director is the leader of a major function. The Senior Director is responsible for the function and oversees and manages its programmatic, administrative and fiscal aspects. Decisions and quality of execution have significant impact on department, divisional, and university level goals. An Executive/Senior Director has final accountability for the delivery of the department initiatives.

*An “Executive Director” is specifically responsible to a Board of Directors to implement policies and procedures and to administer the business operations of the institute or program.*

**Budget Authority**
Has full budget authority for a defined area and is accountable for the budget of that area. Has signatory authority for transactions within scope.

**Policy and Procedure Authority**
Has delegated authority and primary responsibility to develop and implement policies/procedures within area of responsibility. Has authority to grant exceptions to policy. Assures compliance with relevant university and state-wide policies.

**Reporting Relationships**
Generally reports to a VP or Dean-level. Typically does not report to another Director.

**Supervisory and Team Leadership Responsibility**
An Executive/Senior Director generally supervises managers and professionals, though may additionally supervise individual contributors and/or support personnel.

As an exception to the supervisory requirements, a Senior Director title may be used to reflect primary responsibility for function that has primary responsibility for external relations (such as Alumni Affairs). The role must have primary accountability for the outcomes of those activities. Establishes goals and manages to them. Creates the vision and overall direction for the department/function. Supports new and innovative development opportunities.

**Education - Certification**
Requires the application of expertise in a chosen field to achieve results; Typically requires a university degree or equivalent work experience that provides knowledge of and exposure to fundamental theories, principles, and concepts.

**Effective Knowledge**
Applies awareness of broad issues and management trends. Evaluates the impact of policy and process changes. Applies advanced expertise.

**Problem Solving and Judgment**
Directly supports University leaders in planning and strategy development. Develops and implements solutions to highly complex problems that may have cross-unit impact. Establishes precedents for solving new problems. Determines intent of guidelines and policies.

**Communication and Interaction**
Develops collaborative partnerships internally and externally. Works collaboratively with the department members accomplish program goals.

**Title Authority**
Executive/Senior Director titles may be created by the Classification function in Human Resources, based on business need as determined and approved by the appropriate Vice President, in accordance with university practices.

**Qualifications**
A record of successful and innovative experience in leadership and administration. 7+ years of experience with leading planning, including program development and innovation, program prioritization, and assessment. Appropriate profession accomplishments and credentials.
<table>
<thead>
<tr>
<th><strong>DIRECTOR</strong></th>
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<tbody>
<tr>
<td><strong>Scope and Impact</strong></td>
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<tr>
<td><strong>Budget Authority</strong></td>
</tr>
<tr>
<td><strong>Policy and Procedure Authority</strong></td>
</tr>
<tr>
<td><strong>Reporting Relationships</strong></td>
</tr>
<tr>
<td><strong>Supervisory and Team Leadership Responsibility</strong></td>
</tr>
<tr>
<td><strong>Effective Knowledge</strong></td>
</tr>
<tr>
<td><strong>Problem Solving and Judgment</strong></td>
</tr>
<tr>
<td><strong>Communication and Interaction</strong></td>
</tr>
<tr>
<td><strong>Title Authority</strong></td>
</tr>
<tr>
<td><strong>Qualifications</strong></td>
</tr>
</tbody>
</table>
### ASSISTANT DIRECTOR

<table>
<thead>
<tr>
<th><strong>Scope and Impact</strong></th>
<th>An Assistant Director is responsible for the daily administrative direction and execution of program, function, or activity within a department. Through the quality of decision and execution, s/he may have significant impact within this defined area.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget Authority</strong></td>
<td>Has responsibility for project timelines and budgets. Coordinates and allocates resources relevant to assigned area. Has limited signature authority for purchases or payroll.</td>
</tr>
<tr>
<td><strong>Policy and Procedure Authority</strong></td>
<td>Assists and consults in developing and recommending policies and strategic plans in the larger department. Has limited authority to implement policies/procedures within area of responsibility. May have defined/limited ability to grant exceptions to policy.</td>
</tr>
<tr>
<td><strong>Reporting Relationships</strong></td>
<td>Generally reports to a Dean or Director. In very large departments, s/he may report to a faculty chair. May undertake some responsibilities of the Director in his/her absence. An Assistant Director generally cannot act on behalf of the Director in her/his absence.</td>
</tr>
<tr>
<td><strong>Supervisory and Team Leadership Responsibility</strong></td>
<td>Supervises departmental employees and evaluates staff performance (typically has a minimum of one direct report and must meet FLSA exempt administrative/professional criteria). Generally supervises professionals and individual contributors and may supervise subordinate managers. Supervises staff and manages work. Delegates tasks to others. Provides direction on exceptional or ambiguous situations. Coaches and develops employees. Promotes effective relationships and departmental culture.</td>
</tr>
<tr>
<td><strong>Effective Knowledge</strong></td>
<td>Contributes through advanced knowledge, skill, and experience. Proficient at project management, planning, and developing goals. May directly undertake some administrative/support tasks, though this should not exceed 30 percent of the job responsibilities.</td>
</tr>
<tr>
<td><strong>Problem Solving and Judgment</strong></td>
<td>Develops, evaluates, and implements measures to improve quality that have an impact at the department or divisional level. Modifies guidelines and processes to resolve issues or problems. Creates an environment that supports customer service and problem solving.</td>
</tr>
<tr>
<td><strong>Communication and Interaction</strong></td>
<td>Communicates guidelines for project and service delivery. Uses diplomacy and advanced communication skills in unstructured settings.</td>
</tr>
<tr>
<td><strong>Title Authority</strong></td>
<td>Assistant Director titles may be created by the Classification function in Human Resources, based on business need as determined by area leadership and approved by the appropriate Vice President, in accordance with university practices.</td>
</tr>
<tr>
<td><strong>Qualifications</strong></td>
<td>Bachelor's degree or equivalent work experience that provides extensive knowledge of fundamental theories, principles, and concepts. Requires the application of expertise in a chosen field to achieve results. 7+ years of experience with leading planning, including program development and innovation, program prioritization, and assessment. Extensive knowledge and comprehensive understanding of functional area. Appropriate profession accomplishments and credentials.</td>
</tr>
<tr>
<td><strong>MANAGER</strong></td>
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<tr>
<td><strong>Scope and Impact</strong></td>
<td>Manager positions at UCO positions have responsibility for coordinating the operational and people resources of a particular activity. These positions are responsible for day-to-day effectiveness of their respective area, for working with staff and stakeholders to solve problems, and to recognize and escalate issues and opportunities.</td>
</tr>
<tr>
<td><strong>Budget Authority</strong></td>
<td>Limited signature authority for purchases or payroll within area of managerial responsibility. Provides input into budget development and may be responsible for monitoring and adhering to the budget. May be required to approve timesheets.</td>
</tr>
<tr>
<td><strong>Policy and Procedure Authority</strong></td>
<td>Primarily responsible for monitoring policy compliance. May make recommendations regarding policy change. Limited authority to grant exceptions within specific parameters.</td>
</tr>
<tr>
<td><strong>Reporting Relationships</strong></td>
<td>Generally reports to a Dean or Director-level. In very large departments, s/he may report to an Assistant Director or faculty chair. May undertake some responsibilities of the Director in his/her absence, but generally cannot act on behalf of the Director in her/his absence.</td>
</tr>
<tr>
<td><strong>Supervisory and Team Leadership Responsibility</strong></td>
<td>The primary duty of this role is the management of staff. The role must qualify for exemption under FLSA by having at least two regular full-time direct reports. Typically oversees individual contributors and support staff. May lead a team to deliver a particular service. Does not typically oversee professionals or subordinate managers. Managers determine the distribution of work of other employees, plans and schedules resources, and make employment related decisions or recommendations about a combination of the following: hiring/transfer, performance evaluations, compensation adjustments, promotions, reclassifications, or discipline. Tracks completion of work in relation to deadlines or milestones. Reviews work quality and makes suggestions for improvement.</td>
</tr>
<tr>
<td><strong>Effective Knowledge</strong></td>
<td>Demonstrates skill at planning, organizing, and facilitating. Applies knowledge of employment regulations, policies, and procedures. Incorporates budgetary information to manage resources. May apply functional area expertise to solve problems.</td>
</tr>
<tr>
<td><strong>Problem Solving and Judgment</strong></td>
<td>Identifies and resolves issues; uses judgment to escalate where appropriate. Anticipates potential problems and recommend potential solutions. Coaches assigned employees to improve quality.</td>
</tr>
<tr>
<td><strong>Communication and Interaction</strong></td>
<td>Communicates guidelines for project and service delivery. Interprets instructions and policies. Uses diplomacy and communication skills in structured settings.</td>
</tr>
<tr>
<td><strong>Title Authority</strong></td>
<td>Manager titles may be created by the Classification function in Human Resources, based on business need as determined by area leadership and approved by the appropriate Vice President, in accordance with university practices.</td>
</tr>
<tr>
<td><strong>Qualifications</strong></td>
<td>Bachelor’s degree or equivalent work experience that provides knowledge of and exposure to fundamental theories, principles, and concepts. Requires the application of expertise in a chosen field to achieve results. 5+ years of experience with leading, planning, including program development and innovation, program prioritization, and assessment. Appropriate profession accomplishments and credentials.</td>
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<tr>
<td><strong>PROGRAM / PROJECT MANAGER</strong></td>
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<td>------------------------------</td>
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<tr>
<td><strong>Scope and Impact</strong></td>
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</tr>
<tr>
<td>Program Manager positions at UCO positions have responsibility for coordinating the operations of a particular program, initiative, project or service within the University. They may have similar supervisory responsibility as a Manager, but this is not required. These positions are responsible for day-to-day effectiveness of their respective area, for working with staff and stakeholders to solve problems, and to recognize and escalate issues and opportunities.</td>
<td></td>
</tr>
<tr>
<td><strong>Budget Authority</strong></td>
<td></td>
</tr>
<tr>
<td>Limited signature authority for purchases or payroll within area of managerial responsibility. Provides input into budget development and may be responsible for monitoring and adhering to the budget. May be required to approve timesheets.</td>
<td></td>
</tr>
<tr>
<td><strong>Policy and Procedure Authority</strong></td>
<td></td>
</tr>
<tr>
<td>Primarily responsible for monitoring policy compliance. May make recommendations regarding policy change. Limited authority to grant exceptions within specific parameters.</td>
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</tr>
<tr>
<td><strong>Reporting Relationships</strong></td>
<td></td>
</tr>
<tr>
<td>Generally reports to a Dean or Director. In very large departments, s/he may report to an Assistant Director or faculty chair. May undertake some responsibilities of the Director in his/her absence, but generally cannot act on behalf of the Director in her/his absence</td>
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</tr>
<tr>
<td><strong>Supervisory and Team Leadership Responsibility</strong></td>
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</tr>
<tr>
<td>When not managing at least two staff members, must qualify for exemption under FLSA by Administrative Exemption test. May oversee individual contributors and support staff. May lead a team to deliver a particular service. Does not typically oversee professionals or subordinate managers. Managers determine the distribution of work of other employees and make decisions or recommendations about a combination of the following: hiring/transfer, performance evaluations, compensation adjustments, promotions, reclassifications, or discipline. Plans and schedules resources, including staff. Tracks completion of work in relation to deadlines or milestones. Reviews work quality and makes suggestions for improvement.</td>
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</tr>
<tr>
<td><strong>Effective Knowledge</strong></td>
<td></td>
</tr>
<tr>
<td>Demonstrates skill at planning, organizing, and facilitating. Applies knowledge of employment regulations, policies, and procedures. Incorporates budgetary information to manage resources. May apply functional area expertise to solve problems.</td>
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</tr>
<tr>
<td><strong>Problem Solving and Judgment</strong></td>
<td></td>
</tr>
<tr>
<td>Identifies and resolves issues; uses judgment to escalate where appropriate. Anticipates potential problems and recommend potential solutions.</td>
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</tr>
<tr>
<td><strong>Communication and Interaction</strong></td>
<td></td>
</tr>
<tr>
<td>Communicates expectations and guidelines for project and service delivery. Interprets instructions and policies. Uses diplomacy and advanced communication skills in unstructured settings.</td>
<td></td>
</tr>
<tr>
<td><strong>Title Authority</strong></td>
<td></td>
</tr>
<tr>
<td>Program/Project Manager titles may be created by the Classification function in Human Resources, based on business need as determined by area leadership and approved by the appropriate Vice President, in accordance with university practices.</td>
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</tr>
<tr>
<td><strong>Qualification</strong></td>
<td></td>
</tr>
<tr>
<td>Bachelor’s degree in field or equivalent work experience in field that provides knowledge of and exposure to fundamental theories, principles, and concepts. Requires the application of expertise in a chosen field to achieve results. Should have 5+ years of experience with leading, planning, including program development and innovation, program prioritization, and assessment. Appropriate profession accomplishments and credentials</td>
<td></td>
</tr>
</tbody>
</table>
### SUPERVISOR

#### Scope and Impact
Supervisor positions have responsibility for providing oversight and coordination for staff involved in the execution of a particular activity. These positions are responsible for providing day-to-day guidance to their direct reports and recognizing/escalating issues and opportunities to more senior management.

A Supervisor may perform some of the same duties as her/his direct reports, but in general is primarily responsible for staff coordination and management.

#### Budget Authority
- May be responsible for monitoring and adhering to the budget
- Required to approve timesheets

#### Policy and Procedure Authority
- Primarily responsible for monitoring procedural compliance
- Limited authority to grant exceptions within specific parameters

#### Reporting Relationships
Generally reports to a Manager-level position or above. May undertake some responsibilities of the Manager in his/her absence.

A Supervisor generally cannot act on behalf of the Manager in her/his absence.

#### Supervisory and Team Leadership Responsibility
The primary duty of this role is the supervision of staff. The role must qualify for exemption under FLSA by having at least two regular full-time direct reports. Typically oversees individual contributors and support staff. May lead a team to deliver a particular service.

Does not typically oversee professionals or subordinate supervisors.

Supervisors provide guidance and oversight to their direct reports and are responsible for the overall quality of work for their area. They may provide input into recommendations about a combination of the following: hiring/transfer, performance evaluations, compensation adjustments, promotions, reclassifications, or discipline.

- Assigns work and tracks completion of assigned tasks
- Provides guidance and oversight for daily task execution
- Reviews work quality and makes suggestions for improvement
- Provides input to employee-related decisions

#### Effective Knowledge
- Demonstrates full knowledge of a particular task/area
- Demonstrates ability to provide direction and supervise staff
- Applies knowledge of employment regulations, policies, and procedures
- May apply functional area expertise to solve problems

#### Problem Solving and Judgment
- Identifies and resolves issues; uses judgment to escalate where appropriate
- Anticipates potential problems and recommends potential solutions
- Coaches assigned employees to improve quality

#### Communication and Interaction
- Communicates step-by-step directions for service delivery
- Interprets instructions and policies
- Uses diplomacy and communication skills in structured settings

#### Title Authority
Supervisor titles may be created by the Classification function in Human Resources, based on business need as determined by area leadership and approved by the appropriate Vice President, in accordance with university practices.

#### Qualifications
Typically requires a work experience that provides knowledge of and exposure to fundamental theories, principles, and concepts. Requires the application of expertise in a chosen field to achieve results. 5+ years of experience. Appropriate profession accomplishments and credentials.
## Individual Contributor (Levels 1-3)

<table>
<thead>
<tr>
<th>Scope and Impact</th>
<th>IC Level I</th>
<th>IC Level II</th>
<th>IC Level III (includes Team Lead)</th>
</tr>
</thead>
<tbody>
<tr>
<td>This position is an entry level professional position, with actions that may have a measurable impact on operations within a work group.</td>
<td>This position is an intermediate-level independent contributor whose actions may have a significant impact on a department's operations. This position may also affect operations of multiple work areas.</td>
<td>This senior-level position provides oversight for a group of employees working in a particular work area/project or serves as the senior-most expert responsible for performing tasks or advising within a particular work area. In a team lead capacity, this position does not have full formal supervisory authority for staff assigned; however, in order to complete assignments, the team leader must be able to schedule and control the daily working arrangements for that group of employees. The results of actions and decisions may have a significant impact on substantial segments of University operations.</td>
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</tbody>
</table>

| Budget Authority | May provide input into budget development by assisting with identification of operational needs and requirements. | May provide input into budget development by identifying operational needs and requirements. May assist with research, requirements gathering or other related efforts to develop budgetary requirements. | Provides input into budget development and may be responsible for monitoring/adhering to budget. May have limited signature authority for purchases or payroll within a work area. May be required to approve timesheets. |

| Policy and Procedure Authority | Primarily responsible for executing routine procedures with direction from senior staff. | Primarily responsible for applying organizational policies and procedures and/or determining appropriate process to follow. | Primarily responsible for monitoring performance and policy compliance. May make recommendations regarding process and procedure change. |

| Reporting Relationships | Generally reports to manager or higher but may receive basic operational direction and guidance from senior level staff members. | Generally reports to a manager or higher but may receive basic operational direction and guidance from senior level staff members. | Generally reports to a manager or higher. In very large departments, may report to an Assistant Director or faculty chair. |

| Supervisory and Team Leadership Responsibility | None. | May provide functional subject matter expertise and guidance to junior staff. | The primary duty of this role is the planning and scheduling of work and coordination of service delivery. This role oversees individual contributors and support staff and may lead a team to deliver a particular service. Does not typically oversee professionals or other team leaders. While team leaders determine the distribution of work of other employees and may provide input, they do not make decisions regarding staff hiring/transfer, performance evaluations, promotions, compensation adjustments, reclassifications, or discipline. In some cases, Level 3 contributors may not have supervisory responsibility, but may have a high degree of autonomy and expertise related to a specific function or activity. |

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### Individual Contributor (Levels 1-3) continued

<table>
<thead>
<tr>
<th>Effective Knowledge</th>
<th>IC Level 1</th>
<th>IC Level 2</th>
<th>IC Level 3 (Include team lead)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrates ability to execute tasks according to standard operating procedures and/or direction. Demonstrates ability to learn new subject matter, coupled with attention to detail and responsiveness to feedback.</td>
<td>Demonstrates functional expertise in a particular domain. Demonstrates ability to operate independently and without supervision for day to day operations.</td>
<td>Applies functional area expertise to solve unusual problems or resolve challenges for which no precedent exists. Demonstrates skill at coordinating and organizing resources to achieve operational outcomes for a work unit.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Problem Solving and Judgment</th>
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<th>IC Level 3 (Include team lead)</th>
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<tbody>
<tr>
<td>Performs a variety of duties following established policies and procedures. Resolves problems by selecting from approved alternatives based on past practices, established procedures, or direction. Relies on direct supervision is available to set priorities and objectives, and to assist in problem resolution.</td>
<td>Maintains a working knowledge of policies and procedures, generally accepted principles, and methods. Resolves day to day operational issues by collecting and interpreting information. Solutions may include modifying procedures and methods to address new conditions and may incorporate advice and input as needed from supervisor. This role includes broad responsibilities requiring the application of policies to dynamic and complex conditions. Problems generally require significant analysis and judgment. Solutions may include adapting existing policies and systems to address unique situations.</td>
<td>Identifies and resolves issues while using judgment to escalate where appropriate. Anticipates potential problems and recommends solutions. Reviews work quality and makes suggestions for improvement while coaching employees to improve performance. Provides input to management during interviews and selection, work assignment and review, performance appraisals, and other personnel actions. Supports staff orientation and training.</td>
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<table>
<thead>
<tr>
<th>Communication and Interaction</th>
<th>IC Level 1</th>
<th>IC Level 2</th>
<th>IC Level 3 (Include team lead)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Routinely answers questions and provides information and data requested by individuals within or outside of work area. Questions that require interpretation or are not easily resolved are referred to Supervisor.</td>
<td>Interacts with various levels within or outside the University to provide service, interpret and explain ideas and concepts, as well as resolve issues.</td>
<td>Interacts with key stakeholders across various levels of University and outside public while handling difficult and complex situations with tact and diplomacy. Interprets instructions and policies and communicates guidelines for project and service delivery.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Title Authority</th>
<th>IC Level 1</th>
<th>IC Level 2</th>
<th>IC Level 3 (Include team lead)</th>
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<tbody>
<tr>
<td>This level is created by the Classification function in Human Resources, based on business need as determined by area leadership and approved by the appropriate Vice President, in accordance with university practices.</td>
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<table>
<thead>
<tr>
<th>Qualifications</th>
<th>IC Level 1</th>
<th>IC Level 2</th>
<th>IC Level 3 (Include team lead)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requires a Bachelor's degree in job related field or 4+ years of equivalent work experience in chosen field that provides knowledge of and exposure to fundamental theories, principles, and concepts. Requires the application of expertise in a chosen field to achieve results.</td>
<td>Requires a Bachelor's degree in job related field plus 3+ years of relevant experience in the chosen field or 7+ years of equivalent work experience that provides knowledge of and exposure to fundamental theories, principles, and concepts. Requires the application of expertise in a chosen field to achieve results.</td>
<td>Requires a Bachelor's degree in job related field plus 6+ years of relevant experience or 10+ years of equivalent work experience that provides knowledge of and exposure to fundamental theories, principles, and concepts. Requires the application of expertise in a chosen field to achieve results.</td>
<td></td>
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</tbody>
</table>
## Support (Levels 1 - 3)

<table>
<thead>
<tr>
<th>Scope and Impact</th>
<th>S Level 1</th>
<th>S Level 2</th>
<th>S Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>This position</strong></td>
<td>is an entry level position, responsible for performing a variety of clerical/administrative support, or manual labor, tasks with predictable, prescribed impact on a particular work group.</td>
<td>is an intermediate level position responsible for providing a variety of clerical/administrative support, or manual labor, tasks for an office or department.</td>
<td>provides administrative or operational support for an organizational unit, team, and/or executive leadership. This role may also provide oversight for several junior-level clerical/administrative support, or manual labor employees, and/or may involve supporting more complex tasks such as independent analysis, research, calculating materials costs, or other such duties. The results of actions and decisions may have moderate to significant impact on multiple aspects of university operations.</td>
</tr>
</tbody>
</table>

| Budget Authority | May compile data for budget preparation. | May compile data for budget preparation. | Compiles data for budget preparation. May provide input into budget development by identifying operational needs and requirements. |

| Policy and Procedure Authority | Primarily responsible for executing routine procedures with direction from senior staff. | Primarily responsible for applying organizational policies and procedures and/or determining appropriate process to follow. | Primarily responsible for applying organizational policies and procedures and/or determining appropriate process to follow. |

| Reporting Relationships | Generally supports a manager or director-level leader and reports to a senior level administrative professional. May receive basic operational direction and guidance from senior support staff. | Generally supports a manager or director-level leader, or a specific activity or function, and reports to a senior level administrative professional. | In administrative roles, generally supports director or executive-level leaders, and may report to a senior level administrative professional (such as an assistant director, director, administrator, etc.). In manual labor roles, generally possesses and demonstrates an advanced level of expertise in field, where work supports the efforts of a director or executive-level leaders, and may report to a senior level professional. |

| Supervisory and Team Leadership Responsibility | None. | None. | This role may delegate tasks and review the work quality of other support staff. The role does not have formal supervisory authority. |

<p>| Effective Knowledge | Demonstrates ability to execute tasks according to standard operating procedures and/or direction, with supervision/guidance readily available if needed. | Demonstrates ability to operate independently with intermittent supervision for day to day operations. | Applies experience to solve problems using applied knowledge and experience |</p>
<table>
<thead>
<tr>
<th>Problem Solving and Judgment</th>
<th>S Level 1</th>
<th>S Level 2</th>
<th>S Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>The job consists of repetitive manual or tasks that are covered by specific procedures or close supervision.</td>
<td>The job consists of repetitive manual tasks that are covered by specific procedures or close supervision.</td>
<td>Performs standardized tasks that are covered by systems, procedures and available supervision. Problems are easily recognized and are solved with prescribed solutions. Supervision is present to assign and review work, address exceptions, and answer questions.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication and Interaction</th>
<th>S Level 1</th>
<th>S Level 2</th>
<th>S Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited interaction within and outside the University. Refers inquiries to appropriate individuals.</td>
<td>Routinely answers questions and provides information and data requested by individuals within or outside of work area.</td>
<td>Routinely answers questions and provides information and data requested by individuals within or outside of an organizational unit. Uses diplomacy and communication skill to provide excellent customer service.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Title Authority</th>
<th>S Level 1</th>
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<th>S Level 3</th>
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<td>This level is created by the Classification function in Human Resources, based on business need and/or career progression as determined by university and/or area leadership and approved by the appropriate Vice President, in accordance with university practices.</td>
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<tr>
<th>Qualifications</th>
<th>S Level 1</th>
<th>S Level 2</th>
<th>S Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performs administrative or manual tasks. Typically requires general education or vocational training or equivalent combination of education and experience.</td>
<td>Performs administrative or manual tasks. Typically requires general education or vocational training and 3+ years relevant experience in chosen field or equivalent combination of education and experience.</td>
<td>Performs administrative or manual tasks. Typically requires general education or vocational training and 6+ years of relevant experience in chosen field or equivalent combination of education and experience.</td>
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</tr>
</tbody>
</table>