

Management Level Guide

	M1	M2	M3	M4	M5*
	<ul style="list-style-type: none"> Aware of key annual objectives of department or work unit Understands linkage between daily activities and achievement of annual objectives of department/work unit and explains to direct reports Focus on ISU's mission and meeting department or work unit goals Supervises a small department or work team Often is a working supervisor with direct, previous experience performing work of those supervised Has full management responsibility for direct reports, specifically the authority to hire, fire, and counsel; may share part of responsibility with higher level management Requests approval for financial actions beyond a limited scope per policy 	<ul style="list-style-type: none"> Provides input into annual departmental objectives and action plans Accountable for achievement of key annual objectives for a department May provide input into institution policy within area of functional expertise Responsible for functional output of a department or work team Manages subordinate staff Has full management responsibility for direct reports, specifically the authority to hire, fire, and counsel May provide input to the budgeting process Requests approval for financial actions beyond a limited scope May provide input into financial decisions that impact department or work area 	<ul style="list-style-type: none"> May provide input into the strategic planning process Operationalizes annual goals and objectives from strategic plan with department(s) to develop annual departmental objective and action plans Develops and recommends institution policy within area of functional or operational expertise Scope of influence may be a function, a large sub function, or multiple sub functions Manages staff and sets priorities for department(s) Typically has sufficient staff to have multiple Managers or Supervisors as direct reports Has full management responsibility for direct reports, specifically the authority to hire, fire, and counsel Understands key drivers of financial performance for operational areas Provides substantial input to the budgeting process Responsible for budgetary decisions according to guidelines within functional area Recommends financial decisions that impact area of responsibility 	<ul style="list-style-type: none"> Participates in strategic planning and contributes to business strategy Translates institution policy for functional or operational area(s) Disseminates strategic goals to direct reports and ensures goals are operationalized within area of responsibility Accountable for annual execution of goals and objectives of the strategic plan for area of responsibility Scope of influence is typically one or more functions, typically on an institution basis Leads planning /priority setting for department(s) Has sufficient staff to have multiple managerial direct reports (M3 and/or M2) Has full management responsibility for direct reports, specifically the authority to hire, fire, and counsel Manages key drivers of budget Provides substantial input to the budgeting process and accountable for budget for area(s) of responsibility May recommend broad financial decisions that impact area of responsibility or beyond 	<ul style="list-style-type: none"> Responsible for aligning to ISU's mission and vision Executes University strategy Accountable for annual execution of goals and objectives of the strategic plan Sets institutional policy for functional or operational area Accountable for overall institution results Broad operational and/or functional responsibility Scope of influence is substantial and may be large single function to multi-function on an institution basis Accountable for budgets and fiscal strategy and controls Makes financial decisions that broadly impact function or contributes to decisions that impact the University
Analogy	<ul style="list-style-type: none"> Leads a team of individuals responsible for knot tying. Responsible for team outcomes. May engage in knot tying activities. 	<ul style="list-style-type: none"> Leads knot tying teams. Responsible for knot tying budgets, projects, and outcome of teams. 	<ul style="list-style-type: none"> Leads knot tying and rope making teams. Responsible for knot tying and rope making projects and budgets; implements and develops policy and strategy for knot tying and rope making. 	<ul style="list-style-type: none"> Leads institution wide efforts related to rope and knot tying. Sets mission, vision, goals, strategy and direction. 	

*M5 included for illustrative purposes; M5 roles will be limited among P&S staff and is intended to reflect executive level

Individual Contributor Level Guide

	IC1	IC2	IC3	IC4*
	<ul style="list-style-type: none"> Individual contributor position with developing professional and/or technical skills working under immediate to general supervision Grasps professional-level knowledge and concepts of field while working in a progressive learning mode Works on problems and issues of somewhat limited scope Follows standard practices and procedures in analyzing situations or data for which answers are available or can be obtained Responds to inquiries and issues, escalating to manager or higher level workers as appropriate May lead projects of limited scope and complexity May provide guidance to students <i>Typically possesses an undergraduate degree. Previous professional-level work experience or internship preferred</i> 	<ul style="list-style-type: none"> Intermediate-level position with solid professional and/or technical skills working under general supervision to achieve goals Applies broad, working knowledge of the principles of the field to moderately complex, difficult, and varied problems and issues Exercises judgment within defined procedures and practices to determine appropriate action and resolve problems Responds to a broad range of inquiries and requests May provide training and/or direction to lower-level staff May lead projects of moderate scope and complexity Provides guidance to students <i>Typically possesses an undergraduate degree and 2 to 3 or more years of directly applicable experience</i> 	<ul style="list-style-type: none"> Senior-level position possessing high-level professional and/or technical skills working independently under minimal supervision to support ISU's mission and department or work unit goals Applies senior-level professional knowledge and expertise to work requiring greater latitude Solves moderately complex problems and regularly exercises judgment to determine appropriate action Regularly exercises judgment to resolve problems and determine appropriate action on a broad set of issue and problems. May provide recommendations regarding problems/issues outside the bounds of defined procedures and practices Responds to complicated inquiries, provides training, and provides direction to lower-level staff May provide supervision for one to two other staff (i.e., leads a small work team) May lead projects for which well-defined practices and procedures may not exist Provides guidance to students <i>Typically possesses an undergraduate degree and 5 or more years of applicable experience; graduate level coursework, degree, or professional credentialing preferred</i> 	<ul style="list-style-type: none"> Guru-level position possessing advanced professional and/or technical skills working under limited supervision Applies high level professional knowledge and expertise to focus on ISU's mission and meeting department or work unit goals Solves complex issues using highly-developed problem resolution skills Regularly provides recommendations regarding problems/issues outside the bounds of defined procedures and practices Leads projects of moderate to high scope and complexity with broad impact May provide supervision to other department staff (i.e., leads a small work team) <i>Typically possesses an undergraduate degree and 8 or more years of experience; graduate level coursework or degree and/or professional credentialing preferred</i>
Analogy	<ul style="list-style-type: none"> <i>Has knowledge of ropes and knots. Learning application of basic knot tying.</i> 	<ul style="list-style-type: none"> <i>Mastery of basic knots. Learning complex knots.</i> 	<ul style="list-style-type: none"> <i>Understands rope making and has mastered all knots.</i> 	<ul style="list-style-type: none"> <i>World renowned expert on ropes and knots, invented new knot(s), creates standard for others.</i>

*Not all job families will have four levels. IC4 roles will be limited and are intended to reflect highest level of expertise, innovation and strategy involvement

Support Contributor Level Guide

	SC1	SC2	SC3
	<ul style="list-style-type: none"> • Entry level position acquiring job skills and learning standard operating procedures and policies to complete tasks • Works under relatively close supervision and receives guidance on new work assignments • Works on assignments which are routine in nature requiring limited judgment • Refers difficult or less routine issues to supervisor or higher-level staff for assistance • May provide guidance to students • <i>Work typically requires less than 1 year of related experience and may require completion of a certificate program, college classes, or an Associates degree or higher</i> 	<ul style="list-style-type: none"> • Career-level position demonstrating proficiency and knowledge of related competencies • Works under direct to general supervision and may receive guidance on more complex assignments • Follows established procedures for work assignments, and completes assignments which are semi-routine and may be atypical in nature • Applies thorough knowledge to respond to inquiries and requests • Able to resolve most problems and issues and respond to requests without escalation • Provides guidance to students • May provide supervision to one to two other staff or lead a small work team • <i>Work typically requires 3 or more years of related experience and may require completion of a certificate program, college classes, or an Associates degree and/or Bachelors degree</i> 	<ul style="list-style-type: none"> • Senior-level position applies advanced and specialized expertise and competencies • Typically receives general supervision with high level guidance on the most complex assignments • Completes assignments which are moderately difficult or difficult • Resolves issues, including atypical issues, and makes recommendations • May lead projects of limited scope • Functions as “go to.” Responds to inquiries and requests from others inside and outside work area • May act as a lead, assigning tasks and providing guidance to lower level workers • May provide supervision to one to two other staff or lead a small work team • Provides guidance to students • <i>Work typically requires 5 years or more of related experience and may require completion of an Associates and/or Bachelors degree</i>
Analogy	<ul style="list-style-type: none"> • <i>Follows established and/or standard policies and procedures in the support of basic knot tying.</i> 	<ul style="list-style-type: none"> • <i>Follows established and/or standard policies and procedures in the support of complex knot tying; handles basic knot tying issues.</i> 	<ul style="list-style-type: none"> • <i>Understands and recommends improvements to knot tying established and/or standard policies and procedures.</i>

Note: Not all job families will have three levels