

I. DESCRIPTION OF WORK

Positions in this class manage and direct a university program of considerable scope and complexity, requiring specialized knowledge of the program and the associated processes and procedures. Positions serve as a manager or assistant manager with program authority in the area of assignment. Positions oversee all operations and services provided by staff and assist leadership with strategic planning. Responsibilities include planning, organizing and managing daily operations; human resources management and staff development; program policy and procedure design and implementation; and associated business functions. Work also includes marketing the program and defending program goals and objectives before the governing body. Work may include research in the area of assignment.

II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
<p>Positions at this level typically perform supervisory functions for a program of limited scope and complexity. They exercise a high level of independent decision-making. They perform training functions for their individual area of assignment and review work of assigned staff. They assist with interviewing and selecting staff, interpret operating policies and procedures, and resolve minor discipline and other employee relations issues. They may be experts in a program area of limited scope and complexity. They may be assistant program managers of more complex programs.</p>	<p>Positions at this level manage a program of moderate variety, complexity and scope, and/or a program with multiple work teams. They exercise a high level of independent decision-making and authority in the program area. They supervise training functions for their individual area of assignment and review work of assigned staff. They interview and select staff, and resolve discipline and other employee relations issues. They serve as program experts and defend program goals and objectives before the governing body.</p>	<p>Positions at this level typically perform managerial functions over multiple organizational units or a program of some scope and complexity. They exercise a high level of independent decision-making. They may be responsible for cross training and assignment of staff across heterogeneous service areas in order to effectively respond to organizational needs.</p>

III. COMPETENCIES

Competency	Definition
Professional Knowledge	Knowledge of program theory, techniques, practices and procedures. Knowledge of the assigned program area. Knowledge of state and federal rules and regulations governing the program. Knowledge of agency/university practices, procedures and principles.
Program Supervision and Administration	Ability to establish expectations and clear direction to meet goals and objectives. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others and to develop individuals' competencies.
Critical Thinking	Ability to question, analyze, interpret, and apply inductive and deductive reasoning. Ability to evaluate information and to make appropriate decisions and recommendations based on that information and assessment.
Change Management	Ability to plan and implement change initiatives. Ability to support innovation and creativity by encouraging staff to accept and resolve challenges. Ability to remain flexible to meet constantly changing and sometimes opposing demands.
Communication and Marketing	Ability to communicate, in written and oral form, detailed and technical program information, guidelines and standards/statutes/codes/regulations to various audiences to ensure that they understand the information and the message, and to seek compliance. Ability to deliver presentations suited to the characteristics and needs of the audience such as negotiating solutions among different parties.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

IV. COMPETENCY STATEMENTS BY LEVEL

Professional Knowledge

Knowledge of program theory, techniques, practices and procedures. Knowledge of the assigned program area. Knowledge of state and federal rules and regulations governing the program. Knowledge of agency/university practices, procedures and principles.

Contributing	Journey	Advanced
<p>Considerable knowledge of program practices, policies and procedures. Considerable knowledge of local, state and federal regulations and statutes governing the area of work.</p> <p>Knowledge of applicable information technology and internal controls to meet work needs.</p> <p>Basic knowledge of supervisory practices and skill in supervising others, including communication skills. Ability to delegate and assign duties. Ability to deal effectively with difficult employees. Ability to evaluate performance and to participate in disciplinary actions. Basic knowledge of state government's human resources policies and procedures.</p>	<p>Full knowledge of program practices, policies and procedures. Full knowledge of local, state and federal regulations and statutes governing the area of work.</p> <p>Knowledge of applicable information technology. Ability to ensure integrity of information systems, internal controls and data, including recommending modifications as required. Ability to apply updated information technology to facilitate program goals and program procedures.</p> <p>Considerable knowledge of supervisory practices and skill in supervising others, including communication skills. Ability to assist with or conduct investigations. Working knowledge of state government's human resources policies and procedures.</p> <p>Basic knowledge of strategic planning methodologies and practices.</p>	<p>Extensive knowledge of program practices, policies and procedures. Extensive knowledge of local, state and federal regulations and statutes governing the area of work.</p> <p>Thorough knowledge of the reliability of systems and internal controls. Ability to identify problems and changing requirements. Ability to research and recommend changes to software.</p> <p>Extensive knowledge of supervisory practices and skill in supervising others. Ability to mentor new supervisors. Full knowledge of state government's human resources policies and procedures.</p> <p>Considerable knowledge of strategic planning methodologies and practices.</p>

Definitions:

Basic knowledge - The span of knowledge minimally necessary to complete defined assignments.

Full/Considerable knowledge - The span of knowledge necessary to independently complete defined assignments to produce an effort or activity directed toward the production or accomplishment of the fiscal responsibilities.

Extensive knowledge - The broad scope of knowledge demonstrated on the job that is beyond journey competencies.

Program Supervision and Administration

Ability to establish expectations and clear direction to meet goals and objectives. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others and to develop individuals' competencies.

Contributing	Journey	Advanced
<p>Ability to assess employee competencies and conduct/participate in performance management reviews. Ability to coach and mentor staff.</p> <p>Ability to plan and assign work tasks. Ability to motivate employees and develop team commitment toward meeting the operational goals and objectives.</p> <p>Ability to identify and address quality of work and performance improvement issues for the unit.</p> <p>Ability to review work and written reports to ensure compliance with program standards and requirements and guides staff in providing appropriate documentation to support conclusions.</p>	<p>Ability to coach and facilitate the enhancement of employee competencies</p> <p>Ability to manage resources effectively to provide for employee training and growth to meet the operational goals and objectives.</p> <p>Ability to address quality monitoring and performance improvement issues for the program or area of responsibility.</p> <p>Ability to review and approve work findings/written reports of moderate complexity. Ability to ensure that program rules and regulations are interpreted correctly.</p>	<p>Ability to mentor, coach and manage the total competencies of staff in multiple organizational units or region. Ability to seek sources and opportunities for employee training and growth.</p> <p>Ability to direct the management of program and staff resources. Ability to involve employees in strategic planning and implementation and in the development of policies and procedures.</p> <p>Ability to identify and address quality monitoring and performance improvement issues for services for the program or area of responsibility for multiple units or region.</p> <p>Ability to review and approve documents and reports of more complex or unique issues and effectively articulate written conclusions.</p>

Critical Thinking

Ability to question, analyze, interpret, and apply inductive and deductive reasoning. Ability to evaluate information and to make appropriate decisions and recommendations based on that information and assessment.

Contributing	Journey	Advanced
<p>Ability to make determinations based on facts. Ability to identify problems, document potential problems, and assess options. Ability to assess delivery of service and program compliance with local, state and federal regulations and standards. Ability to identify risk potential for program policy and procedure issues.</p>	<p>Ability to analyze moderately complex situations. Ability to recommend appropriate solutions and options. Ability to alert management to the potential impact on the program. Ability to recommend responses to a moderately complex situation based on interpretation of local, state and federal program regulations and standards. Ability to recommend modifications to program policy and procedures to minimize risk.</p>	<p>Ability to manage complex work situations. Ability to anticipate and remain alert to potentially problematic situations. Ability to resolve unusual problems. Ability to implement responses to situations based on interpretation of local, state and federal program regulations and standards. Ability to ensure implementation of program policy and procedure changes.</p>

Change Management

Ability to plan and implement change initiatives. Ability to support innovation and creativity by encouraging staff to accept and resolve challenges. Ability to remain flexible to meet constantly changing and sometimes opposing demands.

Contributing	Journey	Advanced
<p>Ability to understand change management strategies and principles. Ability to communicate and implement new program policies and procedures.</p>	<p>Ability to lead a transition from old to new programs at the unit level. Ability to participate in the development and implementation of program goals and objectives.</p>	<p>Ability to lead the development and implementation of vision and mission statements. Ability to lead and direct the development and implementation of program goals and objectives.</p>

Communication and Marketing

Ability to communicate, in written and oral form, detailed and technical program information, guidelines and standards/statutes/codes/regulations to various audiences to ensure that they understand the information and the message, and to seek compliance. Ability to deliver presentations suited to the characteristics and needs of the audience such as negotiating solutions among different parties.

Contributing	Journey	Advanced
<p>Ability to communicate with individual work units or entire organization on program elements. Ability to update existing communications. Ability to disseminate information on changes in program policies, procedures and protocols.</p> <p>Ability to oversee the creation and development of marketing information and/or written reports according to documentation standards and requirements. Ability to guide staff in the design of information.</p> <p>Ability to develop and maintain professional working relationships with co-workers and others in order to achieve work goals.</p>	<p>Ability to communicate moderately complex program information outside of the organization. Ability to interpret program policies, procedures, rules and regulations internal to the organization. Ability to ensure that program policies, procedures, rules and regulations are interpreted correctly by others.</p> <p>Ability to review and approve marketing information and/or written reports of moderate complexity.</p> <p>Ability to develop contacts and relationships with interested parties in achieving program/organizational goals.</p>	<p>Ability to communicate major and/or complex situations and actions both internal and external to the organization. Ability to interpret program policies and procedures, rules and regulations, internal and external to the organization. Ability to ensure that program policies, procedures, rules and regulations are interpreted correctly both internal and external to the organization.</p> <p>Ability to serve as a technical resource in developing responses to the media. Ability to oversee the reporting of more complex or unique issues and effectively articulate written conclusions.</p> <p>Ability to develop and maintain professional working relationships in complex and/or difficult situations in order to achieve program/organizational goals.</p>

V. MINIMUM TRAINING & EXPERIENCE

Bachelor’s degree and three years of experience in the area of assignment, of which at least one is supervisory or in a lead-worker capacity; or equivalent combination of training and experience. All degrees must be received from appropriately accredited institutions.

Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.