

Job Structure Leveling Guide

February 2026
Human Resources





Introduction

Career Streams

The University Salary Architecture includes the following career streams, based on how work is accomplished:

- **Individual Contributor stream:** Roles focused on specialized expertise, analysis, or project work without formal supervisory responsibilities. These roles may guide part-time positions, such as hourly employees and student workers.
- **Management stream:** Leads administrative, clerical, and maintenance employees, managing teams, setting direction, and ensuring outcomes.

Career Streams are determined by the responsibilities of the position, not by the individual currently holding the role.

Career Levels

Within each stream, roles are assigned a career level that reflects the scope, complexity, and accountability of the work. Career level differentiates roles that perform similar functions but carry different weights of responsibility. Factors considered when assigning a level include:

- **Scope & Complexity:** Evaluates the breadth of a position's responsibility and the nature of the challenges it must resolve, mapping a progression from foundational tasks and straightforward problem-solving to institutional-level expertise requiring abstract and conceptual analysis.
- **Judgment & Influence:** Assesses the degree of autonomy and independent discretion assigned to a role while measuring the reach of professional interactions from basic departmental information exchange to acting as a principal advisor who shapes long-term institutional frameworks.
- **Leadership & Accountability:** Covers the responsibility for formal supervision in the Management stream, including hiring, performance, and budget along with the overall fiscal or operational ownership of the function.
- **Operational Latitude & Impact:** Reflects the level of supervisory oversight required for a role and the breadth of the consequences of its decisions, moving from individual task outcomes under close guidance to very broad autonomy with significant and lasting institutional impact.
- **Knowledge & Experience:** Specifies the minimum required education, the number of years of relevant professional experience, and the depth of functional or specialized knowledge needed, progressing from basic procedural knowledge to mastery-level expertise and strategic application of that knowledge.



Individual Contributor

Independent Contributor Level Summary

IC1 (Grade 1)
Foundational Support;
Performs routine, clearly defined tasks following established procedures.

IC2 (Grade 2)
Developing Professional; Performs standard professional or administrative work with increasing independence.

IC3 (Grade 3)
Proficient Professional; Independently manages core responsibilities and solves moderately complex problems using judgment.

IC4 (Grade 4)
Senior Professional; Handles complex, ambiguous assignments impacting both the department and the University.

IC5 (Grade 5)
Expert/Lead Professional; Performs mastery-level work; contributes to the strategic direction and major initiatives.

IC6 (Grade 6)
Principal Professional; Provides institutional-level expertise and leads strategic direction and major initiatives.

IC1 – Foundational Support

Scope & Complexity (Tasks)



- Performs routine, clearly defined tasks that follow established procedures.
- Work is focused on learning systems, processes, and foundational job responsibilities.
- Problems are straightforward and resolved using standard solutions.

Judgement & Influence

- No formal leadership responsibilities.
- May guide the work of student workers or part time employees.
- Work is closely guided by others with supervisory authority.
- Typically reports to an M1 or M2 Manager.

Operational Latitude & Impact

- Shares basic information within the immediate team and follows established communication practices.
- Works under close supervision. Decisions have limited impact beyond assigned tasks.

Knowledge & Experience

- Generally, requires basic knowledge of processes, tools, and systems related to the role, with an emphasis on learning and skill development.
- Generally, requires a high school diploma or equivalent, associate's or bachelor's degree.
- Generally, a minimum average of one to two years of related experience.

IC2 – Developing Professional

Scope & Complexity (Individual Outcome)



- Performs standard professional or administrative work with increasing independence.
- Applies established practices to recurring situations and resolves routine issues independently.

Judgement & Influence

- May provide informal guidance to student workers or peers.
- Work is guided by others with supervisory authority.
- Typically reports to an M2 or M3 manager.

Operational Latitude & Impact

- Communicates regularly within the department and exchanges information with internal partners.
- Works with moderate supervision. Decisions affect individual work outcomes and small processes.

Knowledge & Experience

- Generally, requires working knowledge of functional practices, procedures, and systems.
- Generally, requires an associate degree or bachelor's degree. A master's degree may be preferred for some roles.
- Generally, requires a minimum average of one to three years of relevant experience.*

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IC3 – Proficient Professional

Scope & Complexity (Team Delivery)



- Independently manages core responsibilities and solves moderately complex problems using judgment.
- Contributes to program support and process improvements.

Judgement & Influence

- May provide guidance or training to others without formal supervisory authority.
- Typically reports to an M2 or M3 manager.

Operational Latitude & Impact

- Communicates clearly with colleagues across functions and explains information, recommendations, or solutions.
- Works with limited supervision. Decisions impact team effectiveness and program delivery.

Knowledge & Experience

- Generally, requires solid professional knowledge and the ability to apply expertise independently.
- Generally, requires a bachelor's degree. A master's degree may be preferred for some roles.
- Generally, requires a minimum average of two to five years of relevant experience.*

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IC4 – Senior Professional

Scope & Complexity (Departmental Results)



- Handles complex and sometimes ambiguous assignments.
- Analyzes issues, develops solutions, and leads components of larger initiatives or programs.

Judgement & Influence

- Serves as an informal mentor or resource and influences outcomes through expertise.
- Typically reports to an M3 or M4.

Operational Latitude & Impact

- Communicates with stakeholders across departments and presents findings, options, and recommendations.
- Performs advanced professional level work that has an impact on own area/department as well as the University.
- Makes moderate to significant improvements of processes or procedures to enhance performance of area/department.

Knowledge & Experience

- Generally, requires advanced professional knowledge in a specialized area.
- Generally, requires a bachelor's degree. A master's degree may be preferred for some roles.
- Generally, requires a minimum average of three to seven years of relevant experience.*

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IC5 – Expert/Lead Professional

Scope & Complexity (Functional Strategy)



- Performs highly complex work requiring deep expertise.
- Leads major projects or initiatives that support departmental and functional strategy.
- Develops, improves, and implements processes, tools or methodologies that align work with longer-term goals.

Judgement & Influence

- Recognized as a subject-matter expert. Influences decisions by translating strategic priorities into practical approaches and solutions across teams or functions.
- Typically reports to an M4.

Operational Latitude & Impact

- Communicates complex concepts clearly to diverse audiences and advises others on specialized topics. May communicate with senior leadership regarding matters of strategic importance in own area of expertise and to the institution.
- Exercises broad autonomy. Decisions influence departmental direction, priorities, and outcomes.

Knowledge & Experience

- Generally, requires extensive, in-depth expertise in a specialized area and the ability to apply that expertise in support of departmental or functional strategy.
- Generally, requires a bachelor's or master's degree.
- Generally, requires a minimum average of four to eight years of relevant experience.*

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IC6 – Principal Professional

Scope & Complexity (Institutional Impact)



- Provides institutional-level expertise and leads high-impact, University-wide initiatives.
- Contributes directly to the development and execution of institutional or divisional strategy, shaping long-term approaches, frameworks, or practices.

Judgement & Influence

- Influences strategic direction through recognized expertise. Partners with senior leaders to assess options, evaluate risks, and advance strategic initiatives.
- Typically reports to an area head (VP/Dean) or an M5.

Operational Latitude & Impact

- Communicates at senior levels inside and outside the University and represents the institution in specialized matters.
- Operates with very broad autonomy. Decisions and recommendations have significant and lasting institutional impact.
- Performs advanced professional level work that has an impact on own area/department as well as the University.

Knowledge & Experience

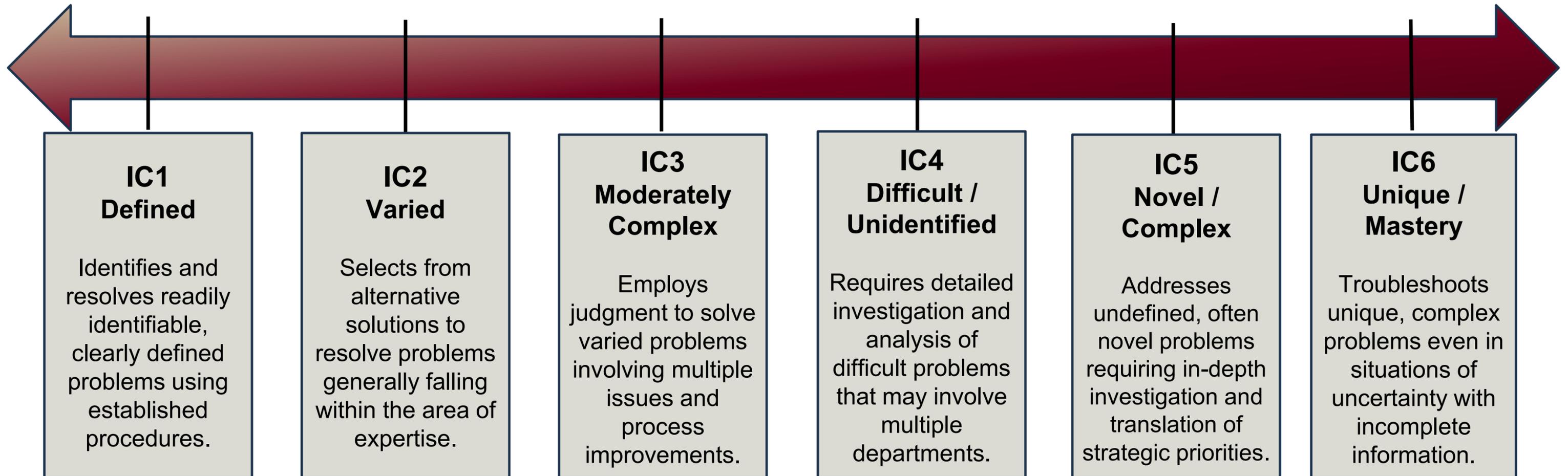
- Generally, requires deep and broad expertise across a discipline or field, including the ability to apply knowledge in strategic and long-range contexts.
- Generally, requires an advanced degree or equivalent expertise.
- Generally, requires an average minimum of six to ten plus years of relevant experience.*

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Evolution of Individual Scope

					
IC1 Tasks	IC2 Individual Outcome	IC3 Team Delivery	IC4 Departmental Results	IC5 Functional Strategy	IC6 Institutional Impact
Decisions have limited impact beyond assigned work; works under close supervision.	Decisions affect individual work results and small processes; moderate supervision.	Decisions impact team effectiveness and program delivery; works with limited supervision.	Major impact on area or departmental results; handles complex, ambiguous assignments.	Decisions influence departmental direction, priorities, and outcomes; broad autonomy.	Shapes long-term approaches and frameworks; very broad autonomy with lasting impact.

Progression of Problem Solving Complexity



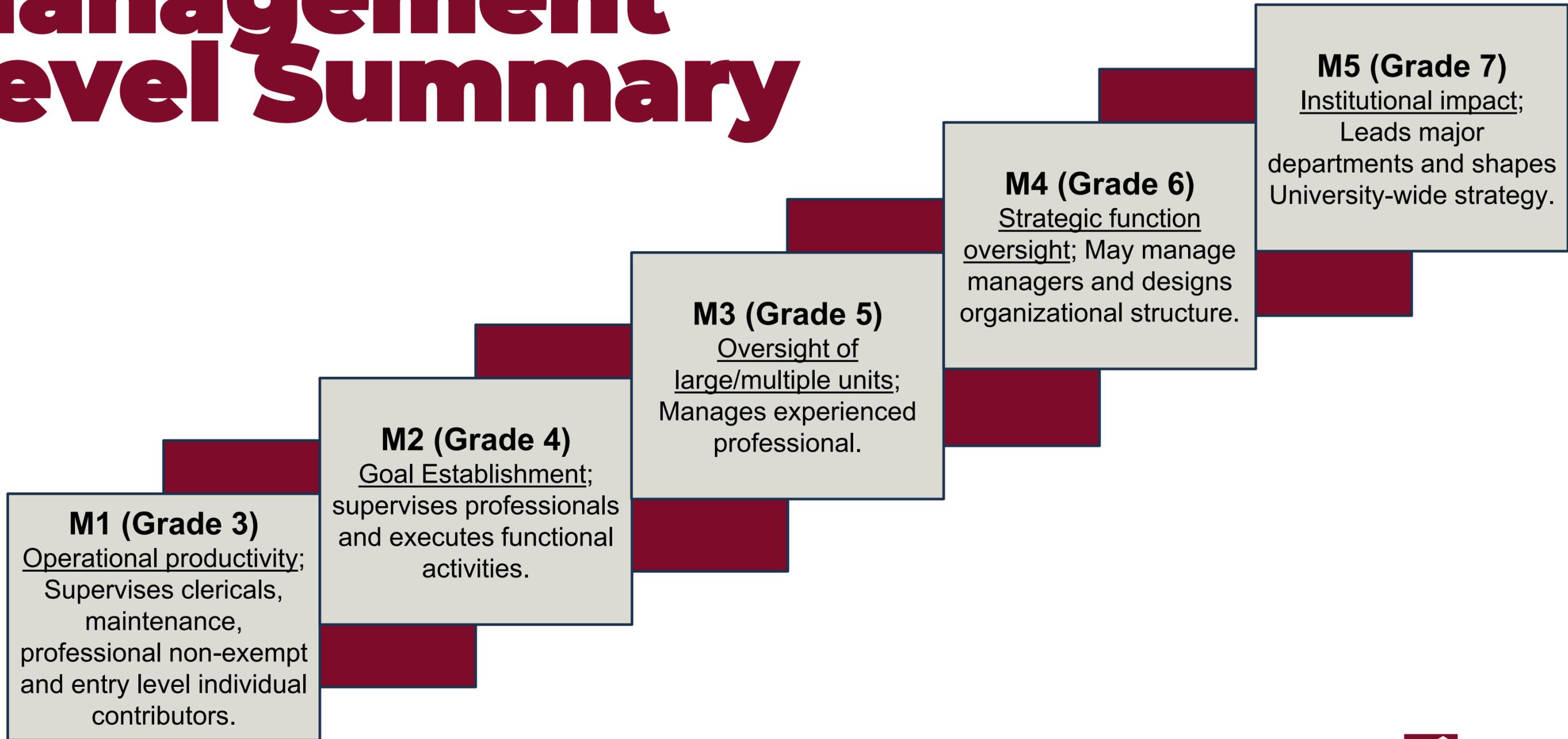
Knowledge & Experience Roadmap

IC1	IC2	IC3	IC4	IC5	IC6
					
Foundational Skillset	Operational Proficiency	Professional Mastery	Senior Expertise	Subject Matter Expert	Principal Institutional Authority
Basic knowledge of processes, tools, and systems	Working knowledge of functional practices, procedures, and systems	Solid professional knowledge and the ability to apply expertise independently	Advanced professional knowledge in a specialized area	Extensive, in-depth expertise in a specialized area to support of departmental or functional strategy	Deep/broad expertise across a discipline. Applies knowledge in strategic and long-range contexts
High school diploma or equivalent - bachelor's degree	Associate's- Bachelor's degree	Bachelor's Degree – Master's Degree	Bachelor's Degree – Master's Degree	Bachelor's Degree – Master's Degree	Advanced degree or equivalent expertise
Minimum average of 1–2 years of experience	Minimum average of 1–3 years of experience	Minimum average of 2–5 years of experience	Minimum average of 3–7 years of experience	Minimum average of 4–8 years of experience	Minimum average of 6–10+ years of experience



Management

Management Level Summary



M1 – Operation Productivity

Scope & Complexity (Workflow)



- Oversees day-to-day work of staff.
- Assigns work, monitors progress and ensures quality and timeliness.

Leadership & Accountability

- Supervises clericals, maintenance, professional non-exempt and entry level individual contributors and provides coaching and performance feedback.
- Typically reports to an M2, M3, or M4.

Operational Latitude & Impact

- Communicates expectations, priorities, and feedback to staff.
- Decisions impact team operations. Works within established policies and procedures.

Knowledge & Experience

- Generally, requires working knowledge of supervisory practices and operational procedures.
- Generally, requires a bachelor's degree.
- Generally, requires a minimum average of two to four years of relevant experience, including leadership or coordination responsibilities.*

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M2 – Goal Establishment

Scope & Complexity (Process Execution)



- Manages a team or functional area.
- Plans work, allocates resources, and sets priorities.

Leadership & Accountability

- Supervises individual contributors and provides coaching and performance feedback.
- Typically reports to an M3 or M4.

Operational Latitude & Impact

- Communicates across departments and represents the function in meetings and planning discussions.
- Makes independent decisions within defined parameters. Decisions affect service delivery and outcomes.

Knowledge & Experience

- Generally, requires broad knowledge of functional operations and management practices.
- Generally, requires a bachelor's degree.
- Generally, requires a minimum average of three to seven years of progressive experience.*

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M3 – Oversight of Large/Multiple Units

Scope & Complexity (Program Execution)



- Oversees multiple programs or complex operations and integrates functional goals with broader unit priorities.

Leadership & Accountability

- Leads experienced professionals or supervisors and influences operations.
- Typically report to an M4 or M5.

Operational Latitude & Impact

- Communicates with senior leaders and translates strategy into operational plans.
- Exercises significant autonomy. Decisions impact multiple teams or programs.

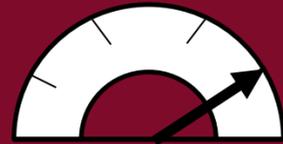
Knowledge & Experience

- Generally, requires advanced knowledge of management principles and functional operations and management practices.
- Generally, requires a bachelor's degree.
- Generally, requires a minimum average of five to eight or more years of relevant experience.*

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M4 – Strategic Function Oversight

Scope & Complexity (Org Structure Design)



- Provides strategic leadership for one or more functions.
- Develops, implements, and evaluates functional strategy aligned with divisional and University priorities.
- Sets direction, policy, and long-term goals.

Leadership & Accountability

- Manages managers and senior professionals. Translates institutional strategy into actionable plans and ensures alignment across teams.
- Typically report to an M5 or the area head (Vice President/Dean).

Operational Latitude & Impact

- Communicates at senior leadership levels. Clearly conveys strategic priorities, expectations, and outcomes within and beyond the unit.
- Exercises broad authority. Decisions shape functional direction and have significant organizational impact.

Knowledge & Experience

- Generally, requires deep knowledge of functional leadership, organizational dynamics, and strategic planning.
- Generally, requires a bachelor's degree. A graduate degree may be preferred for some roles.
- Generally, requires a minimum average of six to ten years of leadership experience.*

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M5 – Institutional Impact

Scope & Complexity (Strategic Alignment)



- Provides high-level strategic leadership across major functions or portfolios.
- Shapes, influences, and advances University-wide strategy, long-term planning, and institutional priorities.

Leadership & Accountability

- Influences University direction and partners with executive leadership on strategic decisions, resource allocation, and policy development.
- Reports to the area head (Vice President/Dean).

Operational Latitude & Impact

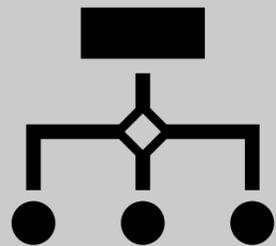
- Communicates complex strategic information broadly and effectively. Represents the University in high-level internal and external settings.
- Exercises very broad discretion. Decisions affect the University at a strategic, long-term level.

Knowledge & Experience

- Generally, requires extensive knowledge of institutional strategy, governance, higher education operations, and executive leadership practices.
- Generally, requires an advanced degree or equivalent senior leadership experience.
- Generally, requires a minimum average of seven to twelve plus years of progressive leadership experience.*

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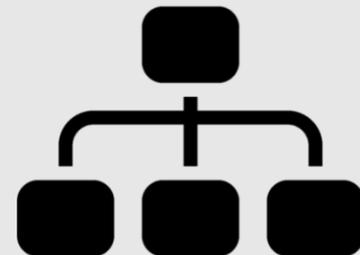
Evolution of Leadership Scope



M1

Workflow

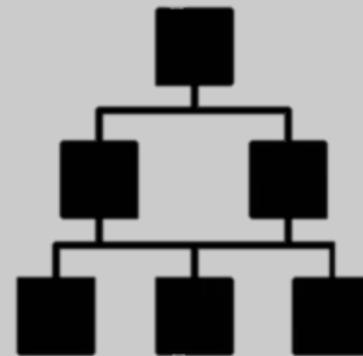
Team: Clericals, professional non-exempt and entry level individual contributors



M2

Process Execution

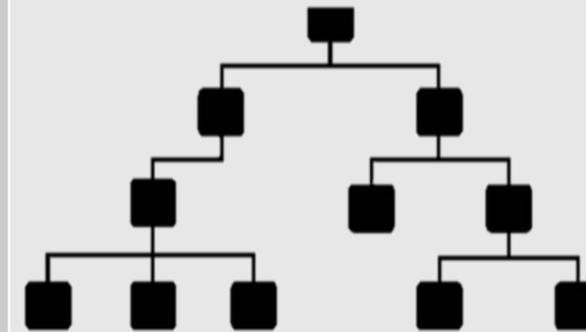
Team: Entry/Mid Professionals



M3

Program Execution

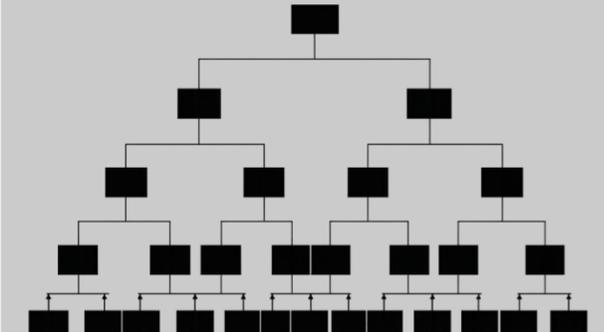
Team: Experienced Professionals & Supervisors



M4

Org Structure Design

Team: Managers & Professionals

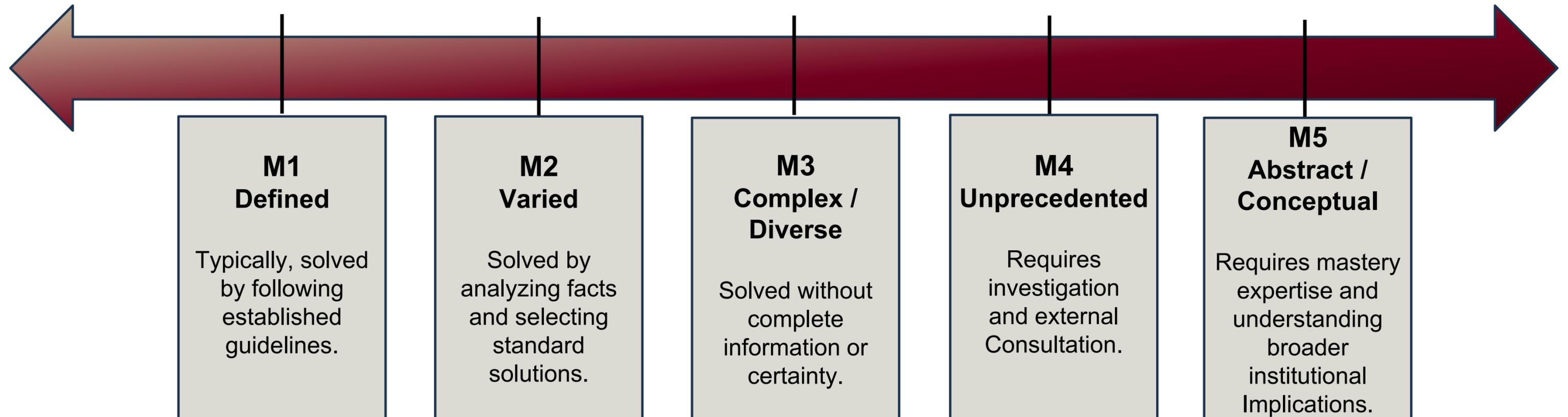


M5

Strategic Alignment

Team: Managers of Large Areas

Progression of Problem Solving Complexity



Knowledge & Experience Roadmap

M1 	M2 	M3 	M4 	M5 
Technical / Operational Knowledge	Advanced Knowledge of Discipline	Understanding Impact on Other Areas	Mastery Level Skills	Viewed as Expert / Authority
Working knowledge of supervisory practices and operational procedures	Broad knowledge of functional operations and management practices	Advanced knowledge of management principles and functional operations and management practices	Deep knowledge of functional leadership, organizational dynamics, and strategic planning	Extensive knowledge of institutional strategy, governance, higher education operations, and executive leadership practices
Bachelor's degree	Bachelor's degree	Bachelor's Degree – Master's Degree	Bachelor's Degree – Master's Degree	Bachelor's Degree – Master's Degree
Minimum average of 2–4 years of experience	Minimum average of 3–7 years of experience	Minimum average of 5–8 years of experience	Minimum average of 6–10 years of experience	Minimum average of 7–12 plus years of experience