

Career Tracks Manager Mapping Guide

Career Level	Manager 1	Manager 2	Manager 3	Manager 4
GENERIC SCOPE	Spends the majority of time (50% or more) achieving organizational objectives through the coordinated achievements of subordinate staff. Establishes departmental goals and objectives, functions with autonomy. Manages the accountability and stewardship of human, financial, and often physical resources in compliance with departmental and organizational goals and objectives. Ensures subordinate supervisors and professionals adhere to defined internal controls. Manages systems and procedures to protect departmental assets.	Oversees through subordinate Managers a large department or multiple smaller units, OR manages a highly specialized technical function/team. Has significant responsibility to achieve broadly stated goals through subordinate Managers. Determines objectives, directs programs, develops strategies and policies, manages human, financial, and physical resources, and functions with a high degree of autonomy. Proactively assesses risk to establish systems and procedures to protect organizational assets. Determines strategies for a program with organization-wide impact.	Oversees through subordinate Managers a one or more large, complex organization departments or business units with multiple functional disciplines/occupations, OR manages a program, regardless of size, that has critical impact upon the organization. Has significant responsibility for formulating and administering policies and programs, manages significant human, financial, and physical resources, and functions with a very high degree of autonomy. Oversees through subordinate Managers the accountability and stewardship of department resources and the development of systems and procedures to protect organizational assets.	Directs through subordinate Managers multiple large and complex critical programs impacting broad constituencies across major portions of the organization. Identifies objectives, manages very significant human, financial, and physical resources, and functions with an extremely high degree of autonomy. Accountable for formulating and administering policies and programs for major functions. Operational or program results can affect overall organization-wide performance and reputation. Directs through subordinate Managers the development of strategic goals and objectives to achieve accountability and stewardship of university resources in a manner consistent with system-wide objectives and initiatives.
INTERNAL WORKING DEFINITION	First level manager. Has direct and full management responsibility over a staff of professionals and/or supervisors for a school or administrative unit. Has full budget accountability. Not a program manager but manager of staff (although a few exceptions exist – see definition of program manager). Develops and manages policy for area of responsibility. Develops long term business strategies of the unit/department and is held accountable for its success. Manages operational unit that has diverse areas or organization-wide impact. Depending on the organizational structure, typically reports to a M2 or possibly an M3 level position.	Second level manager. Has management responsibility over other first-level managers or supervisors of professional staff, spanning more than one distinct function. Or may manage highly technical team with organization-wide impact. Develops and implements policy for area or responsibility across organization. Accountable for achievement of business strategies. Depending on the organizational structure, typically reports to a M3 or possibly an M4 level position.	Senior leader of a strategic and critical function. Responsible for developing long-term business strategies for the department, and held accountable for their success. Often aligns at same level of an organizational chart as M4 in terms of reporting relationship to senior leadership and decision making authority over function. Ex: Head of Intellectual Property or Audit and Compliance. In smaller organizations, typically reports to an executive (SMG). In very large, diverse, multi-unit organizations, typically reports to top MSP (Manager 4) for the organization or possibly an SMG position.	Senior leader of a very large, diverse and complex organization, directing multiple units and senior unit managers. Often aligns at same level of an organizational chart as M3 in terms of reporting relationship to senior leadership and decision making authority over function. Executes broad decisions over function. Ex: Chief Information Officer (if not SMG) or Controller. Typically reports to executive (SMG), Vice Provost or Vice Chancellor.
DECISION MAKING AND ORGANIZATIONAL IMPACT	Makes decisions based on unit objectives, as well as organizational policies and procedures. Objectives for assigned unit/area defined by upper management. Provides guidance to subordinates within the latitude of established organization policies. Recommends changes to policies and establishes procedures that affect diverse areas within immediate organization(s).	Makes decisions based on organizational and functional objectives and allocated resources for functional unit or units. Objectives for assigned unit/area defined by upper management. Involved in developing, modifying and executing policies that affect immediate operations and may also have organization-wide effect.	Makes strategic decisions impacting critical or complex organizational units, based on organizational goals and objectives. Assists executives and/or senior directors in defining organizational goals and strategic plans. Participates with other senior managers to establish strategic plans and objectives. Makes final decisions on administrative or operational matters and ensures operations effective achievement of objectives.	Makes strategic decisions impacting broad constituencies across major portions of the organization based on organizational goals and objectives. Assists executives in defining organizational goals and strategic plans. Develops organizational policies and authorizes their implementation. Detailed knowledge of organization allows for innovative concepts and promoting new ideas. Provides direction to senior managers in various areas, groups, and/or operations. Recognized as an influential leader.
EVALUATION OF RESULTS	Assignments are defined in terms of activities and objectives. Work is reviewed upon completion for adequacy in meeting objectives.	Assignments are objective-oriented. Work is reviewed in terms of meeting the organization's objectives and timelines.	Objectives are defined in collaboration with senior management and results assessed from a relatively long-term perspective.	Broad function-wide objectives are established under the general direction of senior management and guided by top management and executive leadership.

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JOB COMPLEXITY	Works on diverse issues of a wide scope where analysis of situation or data requires evaluation of a variety of factors, including an understanding of current business trends. Follows processes and operational policies in selecting methods and techniques for obtaining solutions. Acts as advisor to subordinate(s) to meet schedules and/or resolve technical problems. Develops and administers schedules, performance requirements; may have budget responsibilities.	Works on issues where analysis of situations or data requires an in-depth knowledge of organizational objectives. Implements strategic policies when selecting methods, techniques, and evaluation criteria for obtaining results. Establishes and assures adherence to budgets, schedules, work plans, and performance requirements.	Works on complex issues where analysis of situations or data requires an in-depth knowledge of the organization. Participates in corporate development of methods, techniques and evaluation criteria for projects, programs, and people. Ensures budgets and schedules meet corporate requirements.	Consistently works with abstract ideas or situations across functional areas of the business. Through assessment of intangible variables, identifies and evaluates fundamental issues, providing strategy and direction for major functional areas. Requires in-depth knowledge of the functional area, business strategies, and the organization's goals.
KNOWLEDGE AND EXPERIENCE	Broad knowledge of the field with proven management skills.	In depth knowledge of the field with excellent leadership skills.	Extensive business knowledge with comprehensive understanding of the organization and functional area. Advanced leadership skills.	Expert business knowledge with highly sophisticated understanding of the organization and functional area(s). Expert leadership skills.
INTERACTION	Frequently interacts with subordinate supervisors and/or functional peer group managers, normally involving matters between functional areas, or other organization divisions or units. Often must lead a cooperative effort among members of a project team.	Regularly interacts with senior management or executive levels on matters concerning several functional areas or divisions. Requires the ability to change the thinking of, or gain acceptance from, others in sensitive situations.	Regularly interacts with executives. Interactions frequently involve special skills, such as negotiating or attempting to influence senior level leaders regarding matters of significance to the organization.	Interacts internally and externally with executive level management, requiring negotiation of extremely critical matters. Influences policymaking.
TYPICAL PERCENTAGE OF MANAGERS AT THIS LEVEL AS A % OF ALL CAREER TRACKS MANAGERS M1 – M4	50% - 60%	25% - 30%	10% - 15%	2% - 5%