

Level	Role	Impact and Complexity	Requirements
IC5	Serves as a program manager or technical leader for a significant program or function. Leads efforts to address most challenging processes with significant consequences on the overall effectiveness and growth of the University. Collaborates with top management to deliver strategic business results.	Work guided only by University strategic objectives that are established to provide general direction for obtaining end results. Breaks down University strategies and local objectives into meaningful goals. Establishes strategies to accomplish program and/or project objectives. Solves business problems, which requires a high degree of ingenuity and creativity; challenges are often unique. Creates wholly new methodologies and design strategies. Regularly works on systemic problems, which have significant financial consequences and require change management expertise.	Pre-eminent knowledge and expertise in theories, concepts, and principles of designated field typically obtained by a Master's or postgraduate degree or equivalent and more than 10 years of professional experience. Knowledge permits the employee to develop new hypotheses, theories, and concepts or to be recognized nationally as an expert in the specialized field.
IC4	Regularly serves as a technical leader, expert, or program manager for challenging and unique functions and programs that have direct and important department level impact.	Work is guided by overall objectives and minimal supervision. Must make decisions based on inadequate guidelines that require considerable interpretation to ensure appropriateness. Supervision is limited to special situations requiring advice or joint problem solving. Manages complex or specialized projects. Assignments are diverse and unpredictable and require the ability to flexibly and creatively adapt technical know-how to novel situations. Sets objectives and related milestones in collaboration with senior management.	Expert knowledge and expertise in theories, concepts, and principles of designated field typically obtained through a Bachelor's degree in a related field of study and 6 or more years of professional experience within functional area. Knowledge permits the employee to structure systems and solve problems touching multiple programs, systems, and business functions.
IC3	Provides full range of professional work, including addressing more complex and ambiguous issues. Works on strategic as well as operational issues as a seasoned professional.	Work is performed in accordance with established organization policies or external regulations. Employee operates under supervision expressed in terms of goals, priorities, and deadlines. Supervision is typically limited to special situations requiring advice. Employee will interpret inadequate guidelines, develop plans, and initiate new methods to complete assignments. Performs work assignments that requires in-depth knowledge of principles, concepts, practices, and procedures of a particular discipline to address complex and ambiguous issues and/or issues of a highly technical nature.	Seasoned knowledge and expertise in principles, concepts, and practices in designated field typically obtained through a Bachelor's degree and 4 to 6 years of professional experience within functional area. Knowledge permits the employee to plan steps for and carry out multiphase projects and to modify techniques to solve a wide range of problems.
IC2	Provides professional expertise to the University community and external customers. Serves as a resource and guide to others in the department and/or University. Performs work assignments that are operational and important to the daily functioning of the University. Also performs work that may be part of a large project or strategy.	Work is performed in accordance with professional standards or defined principles. Works under general direction with employee participating in determining objectives. Guidelines normally require interpretation to ensure appropriate application. Decision making occurs in a context where solutions may be found from many diverse alternatives and there is often uncertainty and a lack of information. Establishes priorities and schedules. Experience and expertise is required to anticipate needs and handle unique situations.	Advanced knowledge and expertise in concepts, principles, and practices of designated field typically obtained through a Bachelor's degree and 2 to 4 years of professional experience within functional area. Knowledge permits the employee to complete assignments through application of well-established principles and practices.
IC1	Performs professional level work. Independently resolves operational issues and problems. Provides data and informational analysis.	Performs work assignments that require professional understanding of practices and procedures of a particular discipline. Works under general supervision where non-routine work products are reviewed for thoroughness and accuracy. Decision making typically occurs in a context that includes guidelines and parameters. Responds to internal/external customers regarding procedures and policies based on a basic knowledge of a particular discipline.	Knowledge and expertise in concepts, principles, and practices of designated professional discipline typically obtained by a Bachelor's degree and 0 to 2 years of professional experience.