### MANAGEMENT

An incumbent in a **Managerial position**, in addition to the supervisory functions described above, spends the majority of time (50% or more) achieving organizational objectives through the coordinated achievements of subordinate staff who report to the incumbent, through the performance of the following managerial functions:

- Assumes accountability for decisions made by subordinates
- Manages employee performance (for example, guides, coaches and disciplines staff)
- Manages workflow, operations, apportioning the work
- Establishes department goals and objectives (and manages department progress toward goals)
- Determines techniques and processes
- Plans and oversees the budget
- Monitors or implements legal or policy compliance measures
- Performs strategic planning for function

**MANAGER LEVEL 1:** 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.

**MANAGER LEVEL 2:** 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.

**MANAGER LEVEL 3:** Oversees through subordinate Managers one or more large, complex 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.

**MANAGER LEVEL 4**: 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.