Management Curriculum Competency Levels

Learning:

- Coordinates and carries out daily business and/or administrative activities for a small department, usually supervising and coordinating the work of staff and/or students
- Participates in hiring and termination decisions, layoffs, performance reviews, and resolving workplace problems or issues.
- Researches, designs, develops, prepares and draft confidential/sensitive reports, materials, procedures, outlines of speeches and polices
- Generally resourceful, but may benefit from coaching and mentoring to acquire experience, training and practical experience
- Generally able to meet project deadlines, but may need assistance in sorting out competing priorities and managing barriers to completion
- Workgroup leaders with little or no (< 2 years) supervisory experience, requiring some training and practical experience and demonstrated proficiency at this level

Applying:

- Manages the effective business and administrative operations of a relatively mid-sized department covering one or more functional areas or employees with a single area of expertise
- Supervision may cover more than one functional area and involve responsibility for the management of employees with generally similar duties or in a single area of expertise
- Assist with developing organizational operating policies and procedures and monitors for compliance
- Estimates human resource needs, recommend candidates for employment, and directs the work of departmental staff to meet deadlines
- Manages conflict, projects, initiates new activities in support of goals, and promotes change initiatives and recognizes and utilizes the skills of others
- Serves as liaison between other departments and represents the unit, department, and/or the University at senior level
- Experience: 2-5 years and demonstrated proficiency at this level

Mastery:

- Directs and manages the business and administrative operations of a large group or department of professionals, technical, advisory, or service functions on an institutional or University-wide basis
- Has full accountability for effectiveness of operations
- Plans department staffing levels and oversee hiring, performance and salary reviews, disciplinary actions and terminations
- Manages change, expectations and provides guidance and support to team so that barriers are removed and commitments are attainable
- Possesses major reporting responsibilities and maintains frequent contact with individuals at high levels
- Assures that team members and direct reports understand the criticality of accountability for projects and ensures that commitments are met
- Experience: more than 5 years and demonstrated proficiency at this level