

**FLORIDA INTERNATIONAL UNIVERSITY CAREER LEVEL GUIDE: SUPERVISORY AND MANAGEMENT ROLES**

DIMENSION / LEVEL	Supervisor	Manager	Administrator		Officer	
	Level 1	Level 2	Level 3 (Assist/Associate Director)	Level 4 (Exec Director/Director)	Level 5 (AVP)	Level 6 (VP/SVP)
<b>SUPERVISION</b>	Typically supervises lower level Staff	Supervises Staff	Supervises Professional and/or Support Staff	Supervises Managers and Professional and Support Staff	Manages multiple layers of Administrators and Managers	Directly supervises lower level Officers
<b>TYPICAL TRAINING/ EXPERIENCE</b>	Typically requires a High School Diploma, GED or Completion of an Apprenticeship Program. Generally 5+ years' experience or vocational training in related field. Certification is required in some areas	Requires a Bachelor's in related discipline. Generally at least 4+ years' experience in associated discipline	Requires a Bachelor's in related discipline. Generally at least 6+ years' experience in associated discipline	Requires a Bachelor's in related discipline. Generally at least 8+ years' experience in associated discipline with several years in a management role having significant business impact	Typically requires a Master's in related discipline. Generally at least 8+ years' experience in associated discipline with several years in a management role having significant business impact	Requires a Master's in related discipline. Generally at least 10+ years' experience in associated discipline with several years in a management role having significant business impact
<b>SPAN OF CONTROL / COMPLEXITY</b>	Provides operational <b>oversight</b> with responsibility for delivering results for <b>an area within a department</b>	Provides operational <b>direction</b> with responsibility for delivering results for <b>an area within a department</b>	<ul style="list-style-type: none"> <li>Provides strategic and operational assistance with responsibility for delivering results for <b>a department or an area within a department</b></li> <li>May act on behalf of a higher level Administrator in his/her absence</li> </ul>	<ul style="list-style-type: none"> <li>Provides strategic leadership and is responsible for results delivered for <b>one or more departments</b></li> </ul>	<ul style="list-style-type: none"> <li>Provides executive leadership and is responsible for results delivered for <b>several departments, a business unit or a department with significant strategic importance to the University</b></li> <li>Typically assumes Level 6 Officer authority in his/her absence</li> </ul>	Provides executive leadership and is responsible for results delivered for <b>one or more business units</b>
<b>DECISION- MAKING AUTHORITY</b>	<ul style="list-style-type: none"> <li>Sets objectives for the area and oversees their implementation</li> <li>Decides how to achieve objectives within the University's policies and guidelines</li> <li>May have the authority to implement management policies or operating practices</li> </ul>	<ul style="list-style-type: none"> <li>Sets objectives for the area and oversees their implementation</li> <li>Decides how to achieve objectives within the University's policies and guidelines</li> <li>May contribute to the development of a budget</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to the development of departmental goals and may oversee their implementation</li> <li>Decides how to achieve goals within the University's policies and guidelines</li> <li>May contribute to the development of a budget</li> </ul>	<ul style="list-style-type: none"> <li>May set or change goals for one or more departments</li> <li>Significantly contributes to the development of a budget; may manage, allocate and reallocate resources for the department(s)</li> <li>Typically decides how to achieve planned results within the University's policies and guidelines</li> <li>Contributes to the University's business strategy and provides recommendations on how that contribution is achieved</li> </ul>	<ul style="list-style-type: none"> <li>Authority to set or change strategic goals of a <b>business unit or functional areas</b></li> <li>May manage, allocate and reallocate resources for the University, business unit, or departments he/she oversees</li> <li>Contributes to the University's business strategy with substantial latitude on how that contribution is achieved</li> </ul>	<ul style="list-style-type: none"> <li>Authority to set or change <b>strategic goals of the University</b></li> <li>Typically serves on the President's Executive or Operations Committees to review and approve policies and provide direction to the University</li> <li>Manages, allocates and reallocates University financial, capital, and human resources</li> </ul>
<b>CONSEQUENCE OF ERROR</b>	Actions at this level can cause or prevent delays, inefficiencies, or unnecessary expense and affect the efficiency and effectiveness of the people supervised	Actions at this level can cause or prevent delays, inefficiencies or unnecessary expense that measurably affect the efficiency and effectiveness of a team or area within a department	Actions at this level can cause or prevent delays, inefficiencies or unnecessary expense that measurably <b>affect operational results</b> or the efficiency and effectiveness of a team or area within a department	Actions at this level have a measurable impact on a single business unit or a department with a distinct function	Actions at this level measurably increase or decrease overall University operational/annual performance	Actions at this level measurably increase or decrease long-term overall University performance and shareholder value by balancing opportunities and minimization of risk
<b>TYPICAL PROBLEMS SOLVED</b>	Provides solutions based on experience	Solutions require analysis and investigation	Solutions require analysis and investigation	<ul style="list-style-type: none"> <li>Problems may be complex, difficult and may extend to multiple, <b>related</b> areas of the University</li> <li>Solutions require analysis and</li> </ul>	<ul style="list-style-type: none"> <li>Problems are complex, difficult and may extend to multiple, <b>unrelated areas</b> of the University</li> <li>Solutions require complicated,</li> </ul>	<ul style="list-style-type: none"> <li>Problems are undefined, very complicated, very difficult and extend to multiple, unrelated areas of the University</li> <li>Solutions require substantial</li> </ul>

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				investigation	extensive analysis and detailed investigation	analysis that spans across several areas within the University
<b>CORE FUNCTIONS</b>	<ul style="list-style-type: none"> <li>▪ Supervises and reviews the work of subordinates</li> <li>▪ Provides guidance and training</li> <li>▪ Manages staff schedules</li> <li>▪ Focused on maintaining steady workflow and productivity, meeting service/productivity standards, and resolving operational problems</li> </ul>	<ul style="list-style-type: none"> <li>▪ Generally reports to an Administrator</li> <li>▪ Manages a specific function within a department and its outcomes</li> <li>▪ Supervises, coordinates, and reviews the work of subordinates</li> <li>▪ Provides guidance and training</li> <li>▪ Ensures departmental objectives are implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ Generally reports to a higher level Administrator; provides advice on matters impacting the department</li> <li>▪ Supervises, coordinates, and reviews the work of subordinates</li> <li>▪ Ensures departmental goals are implemented</li> <li>▪ Assists the supervisor in managing departmental operations</li> <li>▪ Manages Staff schedules to maintain core operations</li> <li>▪ May contribute to policy recommendations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Generally reports to a Vice President, Associate or Assistant Vice President; provides advice on matters impacting the business unit or the University</li> <li>▪ Leads and oversees operations of a department with a distinct function</li> <li>▪ Ensures departmental goals are aligned with the goals of the business unit</li> <li>▪ Recommends staffing levels to accomplish planned business results</li> <li>▪ May recommend policies for approval</li> </ul>	<ul style="list-style-type: none"> <li>▪ Generally reports to a Provost, Senior Vice President, or Vice President; provides advice on strategic matters</li> <li>▪ Leads a business unit, several departments or a department with strategic University-wide or external impact</li> <li>▪ Ensures departmental goals are aligned with the goals of the business unit overseeing his/her area</li> <li>▪ Recommends University policies for approval</li> </ul>	<ul style="list-style-type: none"> <li>▪ Generally reports to the President, Provost or a Senior Vice President</li> <li>▪ Provides advice to the President on strategic matters</li> <li>▪ Provides strategic direction to the business unit(s)</li> <li>▪ Reviews and approves University policies</li> <li>▪ Devises strategies and initiatives with University-wide and external impact</li> </ul>
<b>PEOPLE LEADERSHIP</b>	<ul style="list-style-type: none"> <li>▪ Requires supervision of at least one Support Staff</li> <li>▪ Schedules work for optimum efficiency and productivity</li> <li>▪ Provides day-to-day work direction</li> <li>▪ Schedules and approves vacation and overtime</li> <li>▪ May recommend pay adjustments and promotions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Typically supervises, coaches and develops Staff</li> <li>▪ Requires supervision of at least one Staff</li> <li>▪ May recommend pay adjustments and promotions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Typically supervises, coaches and develops Staff</li> <li>▪ May recommend pay adjustments and promotions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Typically supervises, coaches and develops Professional Staff</li> <li>▪ Recommends pay adjustments, promotions and other employment actions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Typically supervises, coaches and develops Administrators, Managers and Professional or Support Staff</li> <li>▪ Typically does not perform individual contributor assignments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coaches and develops Officers</li> <li>▪ Selects, organizes, and supervises the leadership of one or more business units or departments</li> <li>▪ Rarely performs as individual contributor</li> </ul>