

## Salary Career Bands & Definitions

The definitions below are used to determine the appropriate Career Band for a position. This is the critical first step in slotting a job and must be completed before moving to the next step. While reading the definitions below, consider the primary purpose (i.e., majority of the time/effort) of the position, its reason for being. All positions are the combinations of many responsibilities; the ability to identify the *primary purpose* is critical to the appropriate placement of the job. It is important to emphasize that this process is designed to gather information *about the job; not performance in the job or the actual qualifications possessed by staff currently in the job or the title*. Please note: *This is not a traditional hierarchy – bands will overlap significantly and market data will determine the ultimate salary ranges for each band.*

1	2	3	4
<p><b>Primary contribution is providing administrative or service support.</b> (i.e., administrative processes, customer service, mechanical or routine technical duties or servicing the physical plant)</p> <p>-May direct and train personnel in technical complexities of assigned work. May serve as a lead worker, with responsibility for planning, organizing and assigning work to others.</p> <p>-May be responsible for supervising other support staff or delivering results independently without support from subordinates.</p>	<p><b>Primary contribution is in applying knowledge</b> (professional, technical, specialized), rather than managing people or performing tasks; leadership responsibilities (if any) are less critical than applying the knowledge.</p> <p>-Work may involve the management of a process or project which may involve leading, planning, assigning, monitoring, and reviewing progress and accuracy of work of one or more teams.</p> <p>-Requires formal specialized training, certification, license or college degree.</p>	<p><b>Primary contribution is managing other people</b> who serve primarily in management and/or specialist roles.</p> <p>-Managing a department via multiple levels or managers OR supervising specialists; or managing, coordinating, providing leadership to, and reviewing a team of specialist and/or support staff.</p> <p>-Having full authority or contributing to the development of a department’s performance goals for the employees supervised.</p> <p>-Providing the primary input for employees supervised on hiring, reward, and performance decisions.</p> <p>-Working with members of the Senior Management Team to support or implement the University’s strategies through effective people management skills.</p>	<p><b>Primary contribution is setting the strategic direction of the University.</b></p> <p>-Leading and being responsible for results delivered within a division and/or major department.</p> <p>-Managing multiple layers of Directors and Managers.</p> <p>-Leading or participating directly in the development of the University of the South’s long term vision.</p> <p>-Serving as a senior advisor to the Vice-Chancellor’s Staff.</p>

Career Band	A	B	C	D
1	MIN - \$23,600 MID - \$32,450 MAX - \$41,300	MIN - \$27,500 MID - \$37,813 MAX - \$48,125	MIN - \$31,500 MID - \$43,313 MAX - \$55,125	MIN - \$40,000 MID - \$55,000 MAX - \$70,000
	<ul style="list-style-type: none"> <li>• Entry level role requiring basic skills</li> <li>• Work follows established routines, clearly prescribed rules, past practices, or instructions</li> <li>• May assist in directing and training new staff in work procedures</li> <li>• Typically Interns</li> </ul>	<ul style="list-style-type: none"> <li>• Some specialty skills required appropriate to work</li> <li>• May assist in directing and training junior level personnel in technical complexities of assigned work</li> <li>• Readily learns and applies new information/concepts in area of practice</li> <li>• 1+ years of related experience</li> </ul>	<ul style="list-style-type: none"> <li>• Is sought out and/or assigned to provide general guidance/direction, training, and technical assistance to junior level support personnel</li> <li>• May serve as lead worker, with responsibility for planning, organizing, and assigning work to others.</li> <li>• Effectively applies skills in accomplishing tasks</li> <li>• 3+ years of related experience</li> </ul>	<ul style="list-style-type: none"> <li>• Responsibilities include senior level administration duties (responsibility for programs or major office functions), operational responsibility for a department or support of senior administrator</li> <li>• May supervise other employees and have responsibility for time approval and scheduling</li> <li>• Ensures that staff perform work as prescribed by policies and procedures.</li> <li>• Assigns work to staff to achieve productivity, service, and quality standards within the parameters of the operating plan and budget</li> <li>• Trains employees</li> <li>• Determines the means, methods, and materials for performing work</li> <li>• Recommends promotions/discharges, but does not have final authority on these decisions. Has access to and responsibility for confidential information</li> <li>• 5+ years of related experience</li> </ul>

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Career Band	A	B	C	D	E
2	MIN - \$32,000 MID - \$44,000 MAX - \$56,000	MIN - \$35,000 MID - \$48,125 MAX - \$61,250	MIN - \$42,000 MID - \$57,750 MAX - \$73,500	MIN - \$52,000 MID - \$71,500 MAX - \$91,000	MIN - \$64,000 MID - \$88,000 MAX - \$112,000
	<ul style="list-style-type: none"> <li>• Entry level professional contributor</li> <li>• Work typically focuses on less complex assignments. May provide support for larger projects that have department and area impact</li> <li>• Work with established procedures and/or protocols. Identifies and resolves clearly defined problems</li> <li>• May provide general guidance and direction or training to other staff members</li> <li>• Good grasp of professional principles and skills</li> <li>• 1+ years of related experience</li> </ul>	<ul style="list-style-type: none"> <li>• Intermediate level professional contributor</li> <li>• Works independently on moderately complex assignments that have a direct impact on the department/division</li> <li>• Performs full range of standard professional level work that typically requires processing and interpreting moderately complex, less clearly-defined issues</li> <li>• Provides general guidance, direction and training to junior, professional personnel on complex technical topics</li> <li>• Possesses and applies knowledge of principles, and procedures of particular field of specialization</li> <li>• 3+ years of related experience</li> </ul>	<ul style="list-style-type: none"> <li>• Fully productive professional contributor</li> <li>• Works independently on complex assignments that have a direct impact on the department/division</li> <li>• May be responsible for entire projects</li> <li>• Performs full range of advanced professional level work that typically requires processing and interpreting complex, less clearly-defined issues</li> <li>• Provides guidance and training. Contributes to other employees' professional development</li> <li>• Possesses and applies comprehensive knowledge of particular field of specialization to the completion of complex assignments</li> <li>• 2+ years of specific experience</li> <li>• 3+ years of related experience</li> </ul>	<ul style="list-style-type: none"> <li>• Seasoned professional contributor with responsibility for an advanced area of work in a professional field</li> <li>• May analyze and evaluate subject matter</li> <li>• Works independently on complex assignments that have a direct impact on the department/division and University</li> <li>• Identifies key barriers/core problems and applied problem solving skills in order to deal creatively with complex situations</li> <li>• May oversee the completion of projects or assignments</li> <li>• Provides guidance and training. Contributes to other employees' professional development</li> <li>• Possesses and applies advanced comprehensive knowledge of particular field of specialization to the completion of complex assignments</li> <li>• 5+ years of specific experience</li> <li>• 3+ years of related experience</li> </ul>	<ul style="list-style-type: none"> <li>• Recognized subject matter expert. Concerned with problems that have a direct and important effect on the University-wide programs and results</li> <li>• Routinely called upon to apply/demonstrate mastery of existing and emerging technologies, practices, and processes</li> <li>• May direct major cross-functional projects or programs with significant impact across the University</li> <li>• Performs leading-edge work in a professional field</li> <li>• Displays the highest level of critical thinking and analysis</li> <li>• Work requires prompt decisions when faced with complex and often contradictory alternatives</li> <li>• Engages others in developing innovative solutions to important, highly complex strategic and operating problems</li> <li>• Leads effort to develop overall strategy for aligning objectives, activities and outcomes across projects</li> <li>• 7+ years of specific experience</li> <li>• 3+ years of related experience</li> </ul>

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Career Band	A			B			C		
	MIN - \$50,000	MID - \$68,750	MAX - \$87,500	MIN - \$58,000	MID - \$79,750	MAX - \$101,500	MIN - \$66,000	MID - \$90,750	MAX - \$115,500
<b>3</b>	<ul style="list-style-type: none"> <li>• Manages individual or small groups or teams of employees</li> <li>• Responsible for assignments of duties, training, contributes on performance evaluations and personnel decisions</li> <li>• Activities have a daily operational focus</li> <li>• May manage elements/portions of a budget</li> <li>• Addresses routine issues according to established protocols, documenting and reporting actions to more senior managers. Problems often relate to individual events or occurrences</li> <li>• Provides day-to-day work directions. May perform similar work to professionals while managing work assignments, staffing, and training for all team members</li> <li>• Good grasp of professional principles and skills. Knows and effectively uses fundamental concepts, practices, and procedures of particular area of specialization</li> <li>• Related higher education experience preferred</li> <li>• 2+ years of supervisory experience. Position must be a current supervisor</li> <li>• 3+ years of related experience</li> <li>• 5+ years of specific experience</li> </ul>			<ul style="list-style-type: none"> <li>• Manages more than one unit/team, or groups of supervisors with multiple staff members under area of responsibility OR</li> <li>• Advanced/applied knowledge in professional field and responsible for recruitment, retention and mentoring of students</li> <li>• Authority to make independent personnel decisions</li> <li>• Leads project teams, develops project plans, seeks endorsements and resources from administration, accountable for outcomes</li> <li>• Contributes to development of an operating plan and budget</li> <li>• Resolves infrequent or serious issues with outcomes that may adversely affect efficiency and operations of a unit or team</li> <li>• Supervises coordinators, provides leadership to, and reviews the work of professional and management level employees in order to accomplish operational plans and results</li> <li>• Possesses and applies a broad knowledge of principles, practices, and procedures of particular field of specialization to the completions of complex assignments</li> <li>• Related higher education experience preferred</li> <li>• Advanced degree may be required</li> <li>• 4+ years supervisory/management experience. Position must be a current supervisor</li> <li>• 3+ years of related experience</li> <li>• 7+ years of specific experience</li> </ul>			<ul style="list-style-type: none"> <li>• Manages and responsible for results delivered for a large subset or a department, functions as part of the leadership team of a department, typically within larger departments OR</li> <li>• Advanced/applied knowledge in professional field and responsible for recruitment, retention and mentoring of students</li> <li>• Accountable for program(s) or issue(s) with significant financial impact, affect multiple constituents, and/or are connected to the core mission of the University</li> <li>• Collaborates with Senior Administrators to define department goals and objectives taking a big pictures approach/long term approach</li> <li>• Full authority for developing and managing an operating plan and associated budgets within respective department or area</li> <li>• Problems usually defined by higher level leadership</li> <li>• Resolves issues with significant intangibles or uncertainties, significant financial or operational impact department-wide and/or beyond individual department</li> <li>• Draws upon significant experience to anticipate problems and position department or program accordingly</li> <li>• Creates workforce and staffing plans and ensures availability of staff necessary to accomplish planned results</li> <li>• Serves as the representative in significant matters that affect multiple constituents to the Vice-Chancellor and the Vice-Chancellor's staff</li> <li>• Has the authority to commit the institution in matters with financial impact</li> <li>• Translates a broader understanding of strategy and practices to own role and department objectives</li> <li>• Specific higher education experience preferred</li> <li>• Advanced degree may be required</li> <li>• 6+ years of supervisory/management experience. Position must be a current supervisor</li> <li>• 3+ years of related experience</li> <li>• 9+ years of specific experience</li> </ul>		

Career Band		A	B	C
4	MIN - \$89,000	MID - \$122,375	MAX - \$155,750	MIN - \$130,000
	<ul style="list-style-type: none"> <li>• Head of and responsible for results delivered for an autonomous department</li> <li>• Collaborates with other Senior Administrators to deliver strategic results for the University</li> <li>• Actions at this level have primary impact on departmental operations</li> <li>• Approves workflow, processes/methods, priorities, staff roles, and productivity for a department. Approves enhancements to department processes</li> <li>• Approves short-and-long term resource allocation needs and develops appropriate contingency for given department. May recommend changes to resource allocation based on strategic needs of the department</li> <li>• Problems may include operational issues, departmental resource allocation and collaborating with other departments to meet institution's needs</li> <li>• Solutions require thorough understanding of departmental functions and inter-relatedness of department with the broader institution and the ability to assimilate information provided by departmental managers</li> <li>• Decision making horizon typically spans current and future year</li> <li>• Leads the management team of department</li> <li>• Has full authority for personnel actions at the department level</li> <li>• Serves as mentor/coach, providing guidance and training</li> <li>• Thorough understanding of departmental history, strengths and weaknesses, working knowledge of other departments with collaborative roles and objectives</li> <li>• Specific higher education experience preferred</li> <li>• 8+ years of management/leadership experience</li> <li>• 3+ years of related experience</li> <li>• 10+ years of specific experience</li> </ul>	<ul style="list-style-type: none"> <li>• Head of and responsible for results delivered for an entire business process or division</li> <li>• Manages multiple layers of Departmental Directors and Managers</li> <li>• Actions at the level impact University-wide operations, strategic direction of the University and external constituencies</li> <li>• Responsible for delivery of strategic results of business unit or division</li> <li>• Sets or changes strategic goals, including reallocating resources for broad range of campus initiatives</li> <li>• Approves long-term resources allocation based on strategic needs</li> <li>• Problems impact the entire campus, the external community, the overall quality of The University of the South experience, and/or the financial well-being of the University</li> <li>• Solutions involve weighing the differing and often competing needs of various business units and taking a leadership role in establishing new thresholds of success for the institution</li> <li>• Decision making horizon is typically 3-5 years</li> <li>• Reviews and approves personnel actions for departmental leaders or those impacting multiple employees</li> <li>• Understanding of institutional history, interrelationships between divisions, spheres of influence and decision making</li> <li>• Knowledge of other institutions and their relationships with The University of the South and trends within higher educations</li> <li>• Specific higher education experience required</li> <li>• 10+ years of relevant management/leadership experience</li> <li>• 3+ years of related experience</li> <li>• 15+ years of specific experience</li> </ul>	<ul style="list-style-type: none"> <li>• Vice-Chancellor's Cabinet</li> </ul>	