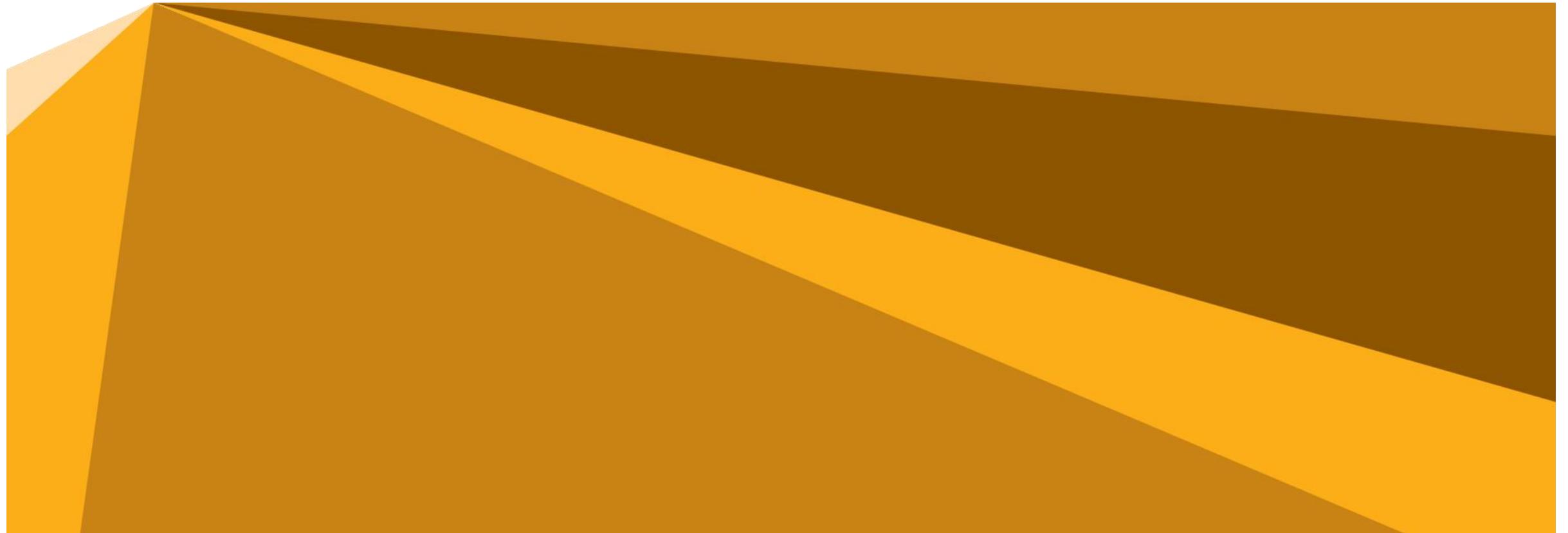




# **CAREER STREAM LEVEL GUIDES**

## **PURDUE UNIVERSITY**

DECEMBER 2018



## Introduction

This document presents level descriptions for executive, management, professional, support, skilled trades and police/fire career streams, prepared jointly with Mercer Consulting and the Purdue University project team. These descriptions reflect common level of jobs in the market, articulate identifiable differences between levels and align with benchmark jobs found in salary surveys.

## PURDUE CAREER STREAM LEVEL GUIDES

### KEY TERMS

Key terms used throughout the level guide are defined here to assist you with understanding key differentiators between levels.

Term	Definition
<b>University</b>	The highest reporting entity without any organization above it (i.e., the entire Purdue University system). Responsibilities at the University level presume organization-wide responsibility for the job area.
<b>Campus</b>	One of the University's campuses (e.g., West Lafayette, Fort Wayne, Northwest ).
<b>College</b>	One of the major Colleges within the University, such as the College of Agriculture, Purdue Polytechnic Institute, Management, Engineering, Health & Human Sciences, Honors, Veterinary Medicine, Science, Education, Liberal Arts or Pharmacy.
<b>Job Family</b>	An organizational function composed of distinct-yet-related disciplines or departments (e.g., Finance, Human Resources, Information Technology, etc.).
<b>Job Sub-family</b>	An organizational function within a job family that is supported by a distinct branch or discipline of knowledge (e.g., within the Finance job family, job sub-families may include Accounting, Business Management, Payroll and Tax, etc.).
<b>Department</b>	An organizational unit that represents a common set of work processes or specific disciplines typically consisting of multiple job areas. Typically headed by a people manager at a minimum, with a clear set of objectives and accountabilities.
<b>Job Area</b>	The smallest organizational entity within a Department that typically carries out a specific set of tasks or activities.

**PURDUE CAREER STREAM LEVEL GUIDES**

**EXECUTIVE CAREER STREAM**

Leaders providing strategic vision and/or tactical/strategic direction across multiple job families or job sub-families. The majority of time is spent overseeing their area of responsibility, directing the work of employees. Goal achievement is typically accomplished through the performance of direct and/or indirect reports.

	<b>Level Description</b> <i>Summarizes the overall accountability for the level</i>	<b>Organizational Impact</b> <i>Nature and scope of influence the level has on its area of responsibility</i>	<b>Problem Solving &amp; Complexity</b> <i>Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions</i>	<b>Communication &amp; Influence</b> <i>Describes the nature of communication the level is responsible for and the level of influence required</i>	<b>Leadership &amp; Talent Management</b> <i>Responsibility for people development, including supervision, training, coaching, and performance management</i>	<b>Knowledge &amp; Experience</b> <i>Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience</i>
<b>LEVEL 3</b> <i>Executive</i>	<ul style="list-style-type: none"> <li>Chief Executive Officer of the University System,</li> <li>Establishes and implements strategies that have long-term impact on business results (3-5 years)</li> <li>Problems faced are frequently complex and impact multiple business units and geographies.</li> <li>Requires ability to negotiate and compromise, and ability to create the strategic vision of the University.</li> </ul>	<p>Formulates policies, strategies, and systems that best position the University in the competitive marketplace. Directs critical programs or functions through a diverse team of subordinate executives.</p> <p>Informs the University's long-term strategic vision. Accountable for managing and communicating long-term direction and achieving broad strategies that link directly to University-wide objectives.</p>	<p>Situations encountered are often unique and require the development of new approaches to problem solving. Develops and implements new initiatives to address complex problems and/or capitalize on opportunities. Responsible for integrating and aligning strategic plans for the University as a whole, assessing long-term needs and establishing objectives.</p> <p>Decisions are guided by broad operating plans and strategic vision. Often the main decision point on issues that have major and long-term consequences for the University</p>	<p>Communicates with parties within and outside of own job function, and typically has responsibilities for communicating with parties external to the organization.</p> <p>Frequently negotiates with internal and external parties who may have conflicting objectives to accept concepts, practices and approaches. Represents the "face" of the University to the public. Requires the ability to define the strategic vision of the University.</p>	<p>Manages University System. Ensures appropriate selection, organization and leadership for the University. Coaches and develops executive talent.</p>	<p>Expert knowledge and expertise in theories, concepts, and principles of both management and designated field of study typically obtained through a Master's or post graduate degree or equivalent and more than 15 years of professional experience. Knowledge permits the employee to develop new hypotheses, theories, and concepts. This will include significant experience in managing financial and human resources as well as experience developing, gaining support for, and executing short and long-term strategic plans.</p>
<b>LEVEL 2</b> <i>Executive</i>	<ul style="list-style-type: none"> <li>Manages a major University-wide job family or group of job families.</li> <li>Establishes and implements strategies that have long-term impact on business results (3-5 years)</li> <li>Problems faced are frequently complex and impact multiple business units, geographies or Job Families.</li> <li>Requires ability to negotiate and compromise, and ability to influence the strategic vision of the University</li> </ul>	<p>Head of a major job family for the University and/or for all operations of a group of job families. Establishes and implements strategies for the area of responsibility, with direct impact on the achievement of University results. Focus is on long term strategies (e.g., 3-5 Years) to achieve results. Directly influences the overall University vision / strategy.</p>	<p>Responsible for improving upon entire processes or systems, leveraging on personal past experiences and in-depth understanding of best practices in the marketplace that may improve the competitive position of the University.</p> <p>Problems and issues faced are frequently complex and sometimes multi-dimensional, requiring broad-based consideration of variables that impact multiple areas of the organization. Extensively analyzes problems to seek understanding of the underlying issue and root cause of the problem.</p>	<p>Communicates with parties within and outside of own job function, and typically has responsibilities for communicating with parties external to the organization.</p> <p>Frequently negotiates and compromises to influence internal and external parties who may have conflicting objectives to accept concepts, practices and approaches. Represents a "face" of the University to the public within area of expertise. Requires the ability to influence the strategic vision of the University.</p>	<p>Manages major University job family or group of job families, which includes multiple teams led by Executives, Directors and Managers. Ensures appropriate selection, organization and leadership for major areas within the organization. Coaches and develops executive talent.</p> <p>Typically has substantial latitude for hiring, firing, promotion and reward authority within own area, in accordance with University guidelines.</p>	<p>Requires exceptional business knowledge, general management and leadership capability to lead business or functional teams. Requires technical and operational capability to define and/or oversee program design in broad area of responsibility. Typically has broad substantive management experience across multiple professional disciplines within the organization. Applies extensive expertise and provides thought leadership.</p> <p>Typically requires a University Degree or equivalent experience and minimum 10 plus year's prior relevant experience.</p>

## PURDUE CAREER STREAM LEVEL GUIDES

### LEVEL 1 *Executive*

- Manages a job family or group of job families for an organization that is not University wide (e.g., College or Campus), which would include multiple teams led by Directors and Managers.
- Establishes and implements strategies that have mid-term impact on university results (3 years).
- Problems faced are frequently complex and require broad-based solutions that impact multiple areas of the organization.
- Requires ability to negotiate and compromise, and ability to communicate and influence senior executive leadership.

Head of a job family or group of job families for an organization that is not University wide (e.g., College or Campus). Establishes and implements tactical and operational plans for the sub-family or job families, with significant impact on the achievement of College, Campus and/or University results. Focus is on mid-term strategies (e.g., 3 years or less) to achieve business results, which may require substantial development of new processes, standards or operational plans to achieve strategies.

Job has budget responsibilities for the area managed.

Responsible for improving upon entire processes or systems, leveraging on personal past experiences and in-depth understanding of best practices in the marketplace that may improve the competitive position of the organization.

Problems and issues faced are frequently complex and sometimes multi-dimensional, requiring broad-based consideration of variables that impact multiple areas of the organization. Extensively analyzes problems to seek understanding of the underlying issue and root cause of the problem.

Communicates with parties within and outside of own job function, and typically has responsibilities for communicating with parties external to the organization.

May be required to negotiate and compromise to influence internal and external parties to accept concepts, practices and approaches of the operational area. Requires ability to communicate with senior executive leadership regarding matters of strategic importance to the University. Frequently conducts briefings to senior leaders both within and outside of the job family.

Manages a University wide sub-family and/or group of job families, which includes multiple teams led by Directors and Managers. Responsible for developing mid to long-term plans on how to optimize his/her organization and the talent required to execute strategies for the sub-function.

Typically has substantial latitude for hiring, firing, promotion and reward authority within own operational area, in accordance with University guidelines.

Requires advanced business knowledge, general management and leadership capability to lead business or functional teams. Typically has broader practical experience across multiple professional disciplines within the organization, combining theory, past practical experience and the organization's business practices.

Typically requires a University Degree or equivalent experience and minimum 10 plus year's prior relevant experience.

## PURDUE CAREER STREAM LEVEL GUIDES

### MANAGEMENT CAREER STREAM

Management and supervisory professionals focusing on tactical, operational and/or strategic activities within a specified area. Levels within the management career stream administratively supervise three or more direct reports (does not include supervision of students and temporary employees). The majority of time is spent overseeing their area of responsibility, planning, prioritizing and/or directing the responsibilities of employees. Goal achievement is typically accomplished through performance of direct and/or indirect reports. Jobs in the management career stream are exempt and excluded from overtime requirements. Jobs in the management career stream are exempt and excluded from overtime requirements.

	<b>Level Description</b> <i>Summarizes the overall accountability for the level</i>	<b>Organizational Impact</b> <i>Nature and scope of influence the level has on its area of responsibility</i>	<b>Problem Solving &amp; Complexity</b> <i>Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions</i>	<b>Communication &amp; Influence</b> <i>Describes the nature of communication the level is responsible for and the level of influence required</i>	<b>Leadership &amp; Talent Management</b> <i>Responsibility for people development, including supervision, training, coaching, and performance management</i>	<b>Knowledge &amp; Experience</b> <i>Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience</i>
<b>LEVEL 6</b> <b>Senior Director</b>	<ul style="list-style-type: none"> <li>Manages multiple departments, a large unit or a sub-family which includes multiple teams led by managers and/or supervisors</li> <li>Owens the strategic and operational direction of the departments/large unit</li> <li>Problems faced are often complex and require extensive investigation and analysis</li> <li>Requires ability to persuade others to accept practices and approaches, and ability to communicate with and influence executive leadership</li> </ul>	<p>Owens and develops the most critical strategic and operational goals for multiple departments, a large unit or a sub-family. Directs activities that have substantial impact on the achievement of results for the area. Develops strategies to achieve results for the area and has major impact on the results of the area. Significant authority for developing and implementing new processes, policies, standards or operating plans in support of area strategy.</p> <p>Typically has budget accountability for multiple departments or a large unit.</p>	<p>Problems and issues faced are numerous and undefined, where information is typically difficult to obtain. Conducts extensive investigation to understand the root cause of problems. Problems are typically difficult, and sometimes complex. Problems typically involve multiple areas, job families or constituents. Problems are typically solved through drawing from prior experience and analysis of issues.</p> <p>Level has responsibility for improving upon entire processes or systems using significant conceptualizing, reasoning and interpretation skills.</p>	<p>Communicates with parties within and outside of area, and typically has responsibilities for communicating with parties external to the organization.</p> <p>Works to convince others to accept area's view/current practices and agree/accept new concepts, practices, and approaches. Requires ability to communicate with executive leadership regarding matters of significant importance to the organization. May conduct briefings with senior leaders within the job family.</p>	<p>Manages multiple departments or a large unit which includes multiple teams led by managers and/or supervisors. Responsible for creating workforce and staffing plans for departments/unit to ensure availability of human capital necessary to accomplish departmental business results.</p> <p>Typically has hiring, firing, promotion and reward authority within own area, in accordance with University guidelines.</p>	<p>Requires deep management and leadership knowledge to lead cross-department project teams or manage across multiple job families. Typically has mastery within a specific technical discipline/area or broad expertise across multiple related disciplines.</p> <p>Typically requires an advanced University degree or equivalent experience and minimum 10 years prior relevant experience.</p>
<b>LEVEL 5</b> <b>Director</b>	<ul style="list-style-type: none"> <li>Manages department or small unit which includes multiple teams led by managers and/or supervisors</li> <li>Owens the strategic and operational direction of the department/job family</li> <li>Problems faced are often complex and require extensive investigation and analysis</li> <li>Requires ability to influence others to accept practices and approaches, and ability to communicate with and influence executive leadership</li> </ul>	<p>Recommends operational plans and strategies that will directly impact the achievement of overall job family and/or group of job family-results. Directs the execution of strategies established by senior leadership. Establishes operational plans for job area with short to mid-term impact on results (e.g., 1 – 2 Years).</p> <p>Work requires a high degree of responsibility for resources, and frequently influences business decisions made by senior leadership.</p> <p>Typically has budget accountability for the department or job family and/or group of job families.</p>	<p>Problems and issues faced are numerous and undefined, where information is typically difficult to obtain. Conducts extensive investigation to understand the root cause of problems. Problems are typically difficult, and sometimes complex. Problems typically involve consideration of multiple areas or job families. Problems are typically solved through drawing from prior experience and analysis of issues.</p> <p>Has responsibility for improving upon entire processes or systems using significant conceptualizing, reasoning and interpretation skills.</p>	<p>Communicates with parties within and outside of own area, and typically has responsibility for communicating with diverse parties external to the organization.</p> <p>Negotiates and influences others to understand and accept new concepts, practices and approaches. Requires ability to communicate with executive leadership regarding matters of significant importance to the organization. May conduct briefings with senior leaders within the area.</p>	<p>Manages a department or small unit which includes multiple teams led by managers and/or supervisors. Responsible for creating workforce and staffing plans for department/unit to ensure availability of human capital necessary to accomplish departmental goals.</p> <p>Typically has hiring, firing, promotion and reward authority within own area, in accordance with University guidelines.</p>	<p>Requires deep management and leadership knowledge to lead cross-department project or program teams or manage across multiple job families. Typically has mastery within a specific technical discipline/area or broad expertise across multiple related disciplines.</p> <p>Typically requires a University degree or equivalent experience and minimum 8-9 years prior relevant experience.</p>

## PURDUE CAREER STREAM LEVEL GUIDES

### MANAGEMENT CAREER STREAM

Management and supervisory professionals focusing on tactical, operational and/or strategic activities within a specified area. Levels within the management career stream administratively supervise three or more direct reports (does not include supervision of students and temporary employees). The majority of time is spent overseeing their area of responsibility, planning, prioritizing and/or directing the responsibilities of employees. Goal achievement is typically accomplished through performance of direct and/or indirect reports. Jobs in the management career stream are exempt and excluded from overtime requirements. Jobs in the management career stream are exempt and excluded from overtime requirements.

	<b>Level Description</b> <i>Summarizes the overall accountability for the level</i>	<b>Organizational Impact</b> <i>Nature and scope of influence the level has on its area of responsibility</i>	<b>Problem Solving &amp; Complexity</b> <i>Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions</i>	<b>Communication &amp; Influence</b> <i>Describes the nature of communication the level is responsible for and the level of influence required</i>	<b>Leadership &amp; Talent Management</b> <i>Responsibility for people development, including supervision, training, coaching, and performance management</i>	<b>Knowledge &amp; Experience</b> <i>Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience</i>
<b>LEVEL 4</b> <b>Assistant Director</b>	<ul style="list-style-type: none"> <li>Manages large team which would typically consist of both experienced professionals and managers</li> <li>Focuses on tactical and operational plans with short to mid-term focus (e.g., 1-2 years)</li> <li>Problems faced may be difficult to moderately complex</li> <li>Influences others outside of own area regarding policies, practices and procedures</li> </ul>	<p>Establishes key elements of tactical and operational plans with direct impact towards the achievement of results of the area. Focus is on short- to mid-term operational plans (e.g., 1-2 years). Develops new products, processes, standards or operational plans in support of the area.</p> <p>May have budget accountability for area or manage elements of the budget.</p>	<p>Problems and issues faced are numerous and undefined, and require detailed information gathering, analysis and investigation to understand the problem. Problems are difficult and moderately complex. Problems typically involve multiple sites, geographies, products/services or constituents. Problems are typically solved through drawing from prior experience and analysis of issues.</p> <p>Has responsibility for making moderate to significant improvements of processes, systems or products to enhance performance of area.</p>	<p>Communicates with parties within and outside of own area, which may include external constituents depending upon the area.</p> <p>Requires ability to influence others outside of own area on policies, practices and procedures.</p>	<p>Manages a large team typically comprised of other managers and/or supervisors and experienced professionals.</p> <p>Typically has hiring, firing, promotion and reward authority within own area, in accordance with manager review and approval.</p>	<p>Requires broad management and leadership knowledge to lead project or program teams in one department/job family. Typically has advanced knowledge and skills within a specific technical or professional discipline with broad understanding of other areas within the department/job family.</p> <p>Typically requires a University degree or equivalent experience and minimum 6-7 years prior relevant experience.</p>
<b>LEVEL 3</b> <b>Senior Manager</b>	<ul style="list-style-type: none"> <li>Manages experienced professionals who exercise latitude and independence in assignments</li> <li>Focuses on policy and strategy implementation for short-term results (1 year or less)</li> <li>Problems faced may be difficult to moderately complex</li> <li>Influences others outside of own level area regarding policies, practices and procedures</li> </ul>	<p>Manages a team with focus on policy and strategy implementation. Establishes operational plans with measurable contribution towards the achievement of results of the area. Focus is on short-term operational plans (e.g., 1 year or less). Provides measurable input to new products, processes or standards in operational plans in order to implement organizational strategies.</p> <p>Typically does not have budget accountability, but may manage certain processes or projects within a defined budget set by management.</p>	<p>Problems and issues faced are unclear, and may require understanding of broader set of issues, and may be difficult. Problems typically involve multiple areas, processes or constituent groups. Problems are typically solved through drawing from prior experience and analysis of issues.</p> <p>Has responsibility for making moderate to significant improvements of processes, systems or outcomes to enhance performance of level area.</p>	<p>Communicates with parties within and outside of own area, which may include internal and external constituents depending upon the area.</p> <p>Requires ability to influence others outside of own level area on policies, practices and procedures.</p>	<p>Manages a small to mid-sized team consisting of experienced professionals. Leads, directs and reviews the work of team who exercise latitude and independence in their assignments.</p> <p>Typically has hiring, firing, promotion and reward authority within own area, in accordance with manager review and approval.</p>	<p>Requires practical knowledge in leading and managing the execution of processes, projects and tactics within one area. Typically has advanced knowledge and skills within a specific technical or professional discipline with understanding of the impact of work on other areas of the organization.</p> <p>Typically requires a University Degree or equivalent experience and minimum 4-5 years prior relevant experience.</p>

## PURDUE CAREER STREAM LEVEL GUIDES

### MANAGEMENT CAREER STREAM

Management and supervisory professionals focusing on tactical, operational and/or strategic activities within a specified area. Levels within the management career stream administratively supervise three or more direct reports (does not include supervision of students and temporary employees). The majority of time is spent overseeing their area of responsibility, planning, prioritizing and/or directing the responsibilities of employees. Goal achievement is typically accomplished through performance of direct and/or indirect reports. Jobs in the management career stream are exempt and excluded from overtime requirements. Jobs in the management career stream are exempt and excluded from overtime requirements.

	<b>Level Description</b> <i>Summarizes the overall accountability for the level</i>	<b>Organizational Impact</b> <i>Nature and scope of influence the level has on its area of responsibility</i>	<b>Problem Solving &amp; Complexity</b> <i>Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions</i>	<b>Communication &amp; Influence</b> <i>Describes the nature of communication the level is responsible for and the level of influence required</i>	<b>Leadership &amp; Talent Management</b> <i>Responsibility for people development, including supervision, training, coaching, and performance management</i>	<b>Knowledge &amp; Experience</b> <i>Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience</i>
<b>LEVEL 2</b> <b>Manager</b>	<ul style="list-style-type: none"> <li>Supervises professional jobs (typically entry or intermediate level)</li> <li>Sets goals and objectives for team members for achievement of operational results</li> <li>Problems faced may be difficult, but are typically not complex</li> <li>Explains policies, practices and procedures of areas of responsibility to others within the organization</li> </ul>	<p>Plans and establishes goals and objectives for a team of professionals, with direct impact on the immediate or short-term operational results of the area.</p> <p>Typically does not have budget accountability, but may manage day-to-day spreadsheets or elements of the budget (e.g., overtime for staff, expense monitoring)</p>	<p>Problems and issues faced are vague, and may require understanding of broader set of issues, but are typically not complex. Problems typically involve a single area, process or constituent group. Problems are typically solved through drawing from prior experiences, with some logical analysis of the issue.</p> <p>Has responsibility for making modifications in systems and processes to solve problems or improve effectiveness of area.</p>	<p>Communicates with parties within and outside of own area, which may include internal and external constituents depending upon the area.</p> <p>Explains policies, practices and procedures of the area to others within the organization. May work to justify and gain cooperation of other parties on practices, policies and procedures.</p>	<p>Supervises a team consisting of professionals, typically at the entry or intermediate level. Leads, directs and reviews the work of team members in order to accomplish operational plans and results.</p> <p>Provides primary input to hiring, firing, promotion, performance and rewards decisions for direct reports.</p>	<p>Requires basic management approaches such as work scheduling, prioritizing, coaching and process execution. Typically requires specialized knowledge of technical or operational practices within assigned discipline.</p> <p>Typically requires a University degree or equivalent experience and minimum 2-3 years prior relevant experience.</p>
<b>LEVEL 1</b> <b>Supervisor</b>	<ul style="list-style-type: none"> <li>Supervises support jobs</li> <li>Sets day-to-day operational objectives for team</li> <li>Problems faced may be difficult, but are typically not complex</li> <li>Explains policies, practices and procedures of areas of responsibility to others within the organization</li> </ul>	<p>Plans and sets day-to-day operational objectives for a team of support personnel within a clearly defined area. Delegates tasks to a team to achieve operational targets, service standards, etc.</p> <p>Typically does not have budget accountability, but may manage day-to-day spreadsheets or elements of the budget (e.g., overtime for staff, expense monitoring)</p>	<p>Identifies, defines and addresses problems with solutions that are not immediately evident, but typically not complex. Problems typically involve a single area, process or constituent group. Problems are typically solved through drawing from prior experiences or standard procedures.</p> <p>Level has responsibility for making minor changes in systems and processes to solve problems or improve effectiveness of area.</p>	<p>Communicates with parties within and outside of own area, which may include internal and external constituents depending upon the area.</p> <p>Explains policies, practices and procedures of the area to others within the organization. May work to justify and gain cooperation of others on practices, policies and procedures.</p>	<p>Supervises a team consisting of support jobs only, such as trades (electricians, carpenters, mechanics), service (cashiers, food service, etc.) or clerical (data entry, administrative assistants). Provides day-to-day work direction for team, focused on maintaining steady workflow and productivity and resolving operational decisions.</p> <p>Provides primary input to hiring, firing, promotion, performance and rewards decisions for direct reports.</p>	<p>Requires basic management approaches such as work scheduling, prioritizing, coaching and process execution. Typically requires specialized knowledge of technical or operational practices within assigned discipline.</p> <p>Typically requires a University degree or equivalent experience and minimum 0-1 year prior relevant experience.</p>

## PURDUE CAREER STREAM LEVEL GUIDES

### PROFESSIONAL CONTRIBUTOR CAREER STREAM

Individual contributors with responsibility in a professional or technical discipline or specialty. May manage two or fewer direct reports or manage processes and programs. The majority of time is spent overseeing the design, implementation or delivery of processes, programs and policies using specialized knowledge and skills normally acquired through advanced education (typically University). Jobs in the professional career stream are exempt and excluded from overtime requirements.

	<b>Level Description</b> <i>Summarizes the overall accountability for the level</i>	<b>Organizational Impact</b> <i>Nature and scope of influence the level has on its area of responsibility</i>	<b>Problem Solving &amp; Complexity</b> <i>Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions</i>	<b>Communication &amp; Influence</b> <i>Describes the nature of communication the level is responsible for and the level of influence required</i>	<b>Leadership &amp; Talent Management</b> <i>Responsibility for people development, including supervision, training, coaching, and performance management</i>	<b>Knowledge &amp; Experience</b> <i>Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience</i>
<b>LEVEL 6</b> <b>Senior</b> <b>Principal</b>	<ul style="list-style-type: none"> <li>Recognized both within and outside the University as thought leader in area of expertise</li> <li>Establishes critical strategic/operational goals</li> <li>Influences decisions made by executive leadership</li> <li>Problems are always complex and often multi-dimensional</li> <li>Requires negotiating and compromising skills and ability to communicate with senior executive leadership</li> </ul>	Establishes and implements critical strategies and operational plans for the area of responsibility, with impact on the achievement of area results. Focus is on mid- to long-term strategies (e.g., 3 – 5 Years) to achieve operational and/or strategic results, which may require substantial development of new processes, standards or operational plans to achieve strategies.	<p>Problems and issues faced are frequently complex and multi-dimensional, requiring broad-based consideration of variables that impact multiple areas of the organization. Extensively analyzes problems to seek understanding of the underlying issue and root cause of the problem.</p> <p>Has responsibility for improving upon existing processes and systems using significant conceptualizing, reasoning and interpretation. Solutions are cutting-edge, and achieved through collaboration and dialog with other experts in the field.</p>	<p>Communicates with parties within and outside of own area, and typically has responsibilities for communicating with parties external to the organization</p> <p>Typically negotiates and compromises to convince internal and external parties to accept concepts, practices and approaches of the area. Requires ability to communicate with senior executive leadership regarding matters of strategic importance to the organization. Frequently conducts briefings to senior leaders both within and outside of the area.</p>	Responsible for providing guidance, coaching and training to other employees across the company within area of expertise. Typically responsible for managing large, complex project initiatives of strategic importance to the organization, involving large cross-job family teams.	<p>Requires highest knowledge and mastery of multiple areas typically obtained through advanced education combined with experience. Viewed as the leading expert and/or resource within the field by peers within and outside the organization.</p> <p>Typically requires a University degree or equivalent experience and 10 years of prior relevant experience.</p>
<b>LEVEL 5</b> <b>Principal</b>	<ul style="list-style-type: none"> <li>Recognized master in professional discipline</li> <li>Establishes strategic and operational plans with short- to mid-term impact on the organization (1-2 years)</li> <li>Develops and implements new products, processes, standards or operational plans to achieve strategies</li> <li>Problems are frequently complex and sometimes multi-dimensional</li> <li>Requires significant influence and communication with executive leadership</li> </ul>	<p>Owens and develops strategic and operational goals for area of expertise. Focuses on operational plans with short- to mid-term impact on the organization (e.g., 1 – 2 years). Directs activities that have significant impact on the achievement of results for the area</p> <p>Recommends and implements new products, processes, policies, standards or operating plans in support of area's strategy and operations.</p>	<p>Problems and issues faced are numerous, typically undefined where information is difficult to obtain. Conducts extensive investigation to understand root cause of problems. Problems span a wide range of difficult and unique issues across job families and/or disciplines.</p> <p>Level has responsibility for improving upon existing processes and systems using significant conceptualizing, reasoning and interpretation. Solutions are novel and unique, and achieved through research and integration of best practices.</p>	<p>Communicates with parties within and outside of own area, and typically has responsibilities for communicating with parties external to the organization.</p> <p>Works to convince others to accept area's view/current practices and agree/accept new concepts, practices and approaches. Requires ability to communicate with executive leadership regarding matters of significant importance to the organization. May conduct briefings with senior leaders within the area</p>	Frequently responsible for providing guidance, coaching and training to other employees across the University within area of expertise. Typically responsible for managing large, complex project initiatives of strategic importance to the University, involving large cross-job family teams. May have direct reports, but generally fewer than three.	<p>Requires mastery level knowledge of level area typically obtained through advanced education combined with experience. May have deep knowledge of project and program management</p> <p>Typically requires a University degree or equivalent experience and minimum 8-9 years of prior relevant experience.</p>

**PURDUE CAREER STREAM LEVEL GUIDES**

**PROFESSIONAL CONTRIBUTOR CAREER STREAM**

*Individual contributors with responsibility in a professional or technical discipline or specialty. May manage two or fewer direct reports or manage processes and programs. The majority of time is spent overseeing the design, implementation or delivery of processes, programs and policies using specialized knowledge and skills normally acquired through advanced education (typically University). Jobs in the professional career stream are exempt and excluded from overtime requirements.*

	<b>Level Description</b> <i>Summarizes the overall accountability for the level</i>	<b>Organizational Impact</b> <i>Nature and scope of influence the level has on its area of responsibility</i>	<b>Problem Solving &amp; Complexity</b> <i>Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions</i>	<b>Communication &amp; Influence</b> <i>Describes the nature of communication the level is responsible for and the level of influence required</i>	<b>Leadership &amp; Talent Management</b> <i>Responsibility for people development, including supervision, training, coaching, and performance management</i>	<b>Knowledge &amp; Experience</b> <i>Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience</i>
<b>LEVEL 4</b> <b>Lead</b>	<ul style="list-style-type: none"> <li>Recognized subject matter expert</li> <li>Manages large projects or processes</li> <li>Limited oversight from manager</li> <li>Coaches, reviews and delegates work to lower level professionals</li> <li>Problems faced are difficult and often complex</li> <li>Influences others regarding policies, practices and procedures</li> </ul>	<p>Works to achieve day-to-day objectives with major impact on the area of responsibility. Contributes to the development of goals the area and planning efforts (budgets, operational plans, etc.). Manages large projects or processes with moderate impact on the achievement of sub-family results. Work is performed with limited oversight. Typically responsible for coaching, reviewing and delegating work to lower level professionals.</p> <p>Provides measurable input to new products, processes or standards in operational plans in order to implement operational objectives</p>	<p>Problems and issues faced are numerous and undefined, and require detailed information gathering, analysis and investigation to understand the problem. Problems are difficult and moderately complex. Problems typically impact multiple departments or specialties. Problems are typically solved through drawing from prior experience and analysis of issues.</p> <p>Has responsibility for making moderate to significant improvements of processes, systems or products to enhance performance of level area.</p>	<p>Communicates with parties within and outside of own area. May have responsibility for communicating with parties external to the organization (e.g., customers, vendors, etc.)</p> <p>Works to influence parties within and outside of the area at an operational level regarding policies, procedures, and practices.</p>	<p>Typically responsible for providing guidance, coaching and training to other employees within job area. Typically responsible for managing major/complex projects at this level, involving delegation of work and review of work products.</p>	<p>Requires deep knowledge of area typically obtained through higher education combined with experience. Typically viewed as a subject matter expert within discipline. May have broad knowledge of project or program management.</p> <p>Typically requires a University degree or equivalent experience and minimum 6-7 years of prior relevant experience.</p>
<b>LEVEL 3</b> <b>Senior</b>	<ul style="list-style-type: none"> <li>Seasoned professional contributor</li> <li>Works independently with limited supervision</li> <li>May manage projects/processes</li> <li>Coaches and reviews the work of lower level professionals</li> <li>Problems faced are difficult and sometimes complex</li> <li>Influences others regarding policies, practices and procedures</li> </ul>	<p>Works to achieve day-to-day objectives with significant impact on operational results within area of work. Works independently under limited supervision. May be responsible for entire projects or processes within area. Typically responsible for coaching and reviewing the work of lower level professionals.</p>	<p>Problems and issues faced are unclear and may require understanding of a broader set of issues, and may be difficult. Problems typically involve multiple issues, areas or specialties. Problems are typically solved through drawing from prior experience and analysis of issues.</p> <p>Has responsibility for making moderate to significant improvements of processes, systems or products to enhance performance of area.</p>	<p>Communicates with parties within and outside of own area. May have responsibility for communicating with parties external to the organization</p> <p>Works to influence parties within and outside of the area at an operational level regarding policies, practices and procedures.</p>	<p>May be responsible for providing guidance, coaching and training to other employees within job area. May manage projects at this level, requiring responsibility for the delegation of work and the review of others' work product.</p>	<p>Requires broad knowledge of area typically obtained through advanced education combined with experience. May have practical knowledge of program or project management.</p> <p>Typically requires a University degree or equivalent experience and minimum 4-5 years of prior relevant experience.</p>

**PURDUE CAREER STREAM LEVEL GUIDES**

**PROFESSIONAL CONTRIBUTOR CAREER STREAM**

*Individual contributors with responsibility in a professional or technical discipline or specialty. May manage two or fewer direct reports or manage processes and programs. The majority of time is spent overseeing the design, implementation or delivery of processes, programs and policies using specialized knowledge and skills normally acquired through advanced education (typically University). Jobs in the professional career stream are exempt and excluded from overtime requirements.*

	<b>Level Description</b> <i>Summarizes the overall accountability for the level</i>	<b>Organizational Impact</b> <i>Nature and scope of influence the level has on its area of responsibility</i>	<b>Problem Solving &amp; Complexity</b> <i>Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions</i>	<b>Communication &amp; Influence</b> <i>Describes the nature of communication the level is responsible for and the level of influence required</i>	<b>Leadership &amp; Talent Management</b> <i>Responsibility for people development, including supervision, training, coaching, and performance management</i>	<b>Knowledge &amp; Experience</b> <i>Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience</i>
<b>LEVEL 2</b> <b>Core Job</b>	<ul style="list-style-type: none"> <li>Fully competent and productive professional contributor</li> <li>Works independently with general supervision</li> <li>Problems faced are difficult, but typically not complex</li> <li>May influence others within the area through explanation of facts, policies and practices</li> </ul>	Works to achieve day-to-day objectives with moderate impact on the area. Works independently on larger, moderately complex projects/assignments. Sets objectives for own area to meet the objectives or goals of projects and assignments. May assist other professionals with tasks and assignments.	<p>Problems and issues faced are vague and may require understanding of a broader set of issues, but are typically not complex. Problems may span a range of issues or areas. Problems are typically solved through drawing from prior experiences, with analysis of the issue.</p> <p>Has responsibility for making minor changes or enhancements in systems and processes to solve problems or improve effectiveness of area.</p>	<p>Communicates with parties within and outside of own area.</p> <p>Explains policies, practices and procedures of the level area to others within the organization. May work to influence parties within own area at an operational level.</p>	May provide guidance and assistance to entry level professionals and/or support employees.	<p>Requires practical knowledge of area typically obtained through advanced education combined with experience.</p> <p>Typically requires a University degree or equivalent experience and minimum 2-3 years of prior relevant experience.</p>
<b>LEVEL 1</b> <b>Associate</b>	<ul style="list-style-type: none"> <li>Entry-level professional contributor on a project or work team</li> <li>Work is closely supervised</li> <li>Problems faced are typically not difficult or complex</li> <li>Explains facts, policies and practices related to area and exchanges information</li> </ul>	Works to achieve day-to-day objectives with limited impact beyond the level area. Work is of limited scope, typically on smaller, less complex projects or task-related activities. Work is closely supervised.	<p>Identifies, defines and addresses problems which are not immediately evident but typically not complex. Problems are typically within a single area. Problems are typically solved through drawing from prior experiences or standard procedures and basic analysis.</p> <p>Has responsibility for making minor changes in systems and processes to solve problems or improve effectiveness of area.</p>	Communicates with parties within and outside of own area to explain facts, policies and practices related to area.	N/A - Jobs at this level are focused on self-development.	<p>Requires theoretical knowledge typically obtained through specific education and training</p> <p>Typically requires a University degree or equivalent experience and 0-1 year of prior relevant experience.</p>

## PURDUE CAREER STREAM LEVEL GUIDES

### ADMINISTRATIVE AND OPERATIONAL SUPPORT CAREER STREAM

Individual contributors who provide organizational related support or service (administrative or clerical) OR roles operating in a “hands on” environment in support of daily operations (e.g., trades or service roles). The majority of time is spent in the delivery of support services or activities, typically under supervision. Opportunities for progression outside this career stream are typically limited without additional education or significant training and experience. Jobs in the administrative and operational support career stream are non-exempt and eligible for overtime.

	<b>Level Description</b> <i>Summarizes the overall accountability for the level</i>	<b>Organizational Impact</b> <i>Nature and scope of influence the level has on its area of responsibility</i>	<b>Problem Solving &amp; Complexity</b> <i>Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions</i>	<b>Communication &amp; Influence</b> <i>Describes the nature of communication the level is responsible for and the level of influence required</i>	<b>Leadership &amp; Talent Management</b> <i>Responsibility for people development, including supervision, training, coaching, and performance management</i>	<b>Knowledge &amp; Experience</b> <i>Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience</i>
<b>LEVEL 4</b> <b>Lead</b>	<ul style="list-style-type: none"> <li>Recognized specialist in work area</li> <li>Responsible for leading daily operations</li> <li>Trains, delegates and reviews the work of lower level employees</li> <li>Problems are typically difficult and non-routine but not complex</li> <li>Influences others outside the department regarding practices and procedures</li> </ul>	<p>Works to achieve day-to-day objectives with major impact within the area. Responsible for leading daily operations within an area that has direct impact on departmental results. Responsible for training, delegating and reviewing the work of lower level employees.</p>	<p>Problems and issues faced are unclear, and may require understanding of broader set of issues, but are typically not complex. Problems may span a range of issues or areas. Problems are typically solved through drawing from prior experiences, with analysis of the issue.</p> <p>Has responsibility for making minor changes or enhancements in systems and processes to solve problems or improve effectiveness of level area.</p>	<p>Communicates with contacts typically within and outside the department on matters that typically involve obtaining or providing information on matters of significant importance to the organization. Influences others to accept new concepts, practices and approaches.</p>	<p>Serve as a team lead. Delegate tasks to other team members and be responsible for the review of work product. Has supervision responsibility for employees while serving as a “working supervisor.”</p>	<p>Requires advanced knowledge within a specific discipline.</p> <p>Typically requires high school diploma or equivalent and minimum 4 years relevant work experience.</p> <p>Some job areas may require vocational or technical education in addition to prior work experience.</p> <p>Supervisory experience may be expected.</p>

## PURDUE CAREER STREAM LEVEL GUIDES

### ADMINISTRATIVE AND OPERATIONAL SUPPORT CAREER STREAM

Individual contributors who provide organizational related support or service (administrative or clerical) OR roles operating in a “hands on” environment in support of daily operations (e.g., trades or service roles). The majority of time is spent in the delivery of support services or activities, typically under supervision. Opportunities for progression outside this career stream are typically limited without additional education or significant training and experience. Jobs in the administrative and operational support career stream are non-exempt and eligible for overtime.

	<b>Level Description</b> <i>Summarizes the overall accountability for the level</i>	<b>Organizational Impact</b> <i>Nature and scope of influence the level has on its area of responsibility</i>	<b>Problem Solving &amp; Complexity</b> <i>Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions</i>	<b>Communication &amp; Influence</b> <i>Describes the nature of communication the level is responsible for and the level of influence required</i>	<b>Leadership &amp; Talent Management</b> <i>Responsibility for people development, including supervision, training, coaching, and performance management</i>	<b>Knowledge &amp; Experience</b> <i>Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience</i>
<b>LEVEL 3</b> <b>Senior</b>	<ul style="list-style-type: none"> <li>Seasoned individual contributor</li> <li>Works under limited supervision for routine situations</li> <li>Provides assistance and training to lower level employees</li> <li>Problems are typically not routine and require analysis to understand</li> <li>Makes minor adjustments to working methods and independently develops solutions to problems</li> <li>Explains practices, procedures and policies to reach agreement with others outside of the work area</li> </ul>	<p>Works to achieve day-to-day objectives with significant impact within the area. Work consists of tasks that are typically not routine. Works independently under limited supervision. May be required to apply discretion within established operational boundaries and procedures. Responsible for assisting and training lower level support employees.</p>	<p>Problems and issues faced are unclear, and may require some analysis to understand and resolve.</p> <p>Has responsibility for making minor changes in activities and processes to solve problems or improve effectiveness of area. Expected to independently develop solutions to problems for manager review.</p>	<p>Communicates with contacts typically within and outside the department on matters that typically involve obtaining or providing information on matters of moderate importance to the organization. Explains practices, procedures and policies in order to reach agreement.</p>	<p>Responsible for providing guidance, coaching and training to other employees within job area.</p>	<p>Requires broad knowledge of operational systems and practices.</p> <p>Typically requires high school diploma or equivalent and minimum 4 years relevant work experience.</p> <p>Some job areas may require vocational or technical education in addition to prior work experience.</p>

## PURDUE CAREER STREAM LEVEL GUIDES

### ADMINISTRATIVE AND OPERATIONAL SUPPORT CAREER STREAM

Individual contributors who provide organizational related support or service (administrative or clerical) OR roles operating in a “hands on” environment in support of daily operations (e.g., trades or service roles). The majority of time is spent in the delivery of support services or activities, typically under supervision. Opportunities for progression outside this career stream are typically limited without additional education or significant training and experience. Jobs in the administrative and operational support career stream are non-exempt and eligible for overtime.

	<b>Level Description</b> <i>Summarizes the overall accountability for the level</i>	<b>Organizational Impact</b> <i>Nature and scope of influence the level has on its area of responsibility</i>	<b>Problem Solving &amp; Complexity</b> <i>Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions</i>	<b>Communication &amp; Influence</b> <i>Describes the nature of communication the level is responsible for and the level of influence required</i>	<b>Leadership &amp; Talent Management</b> <i>Responsibility for people development, including supervision, training, coaching, and performance management</i>	<b>Knowledge &amp; Experience</b> <i>Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience</i>
<b>LEVEL 2</b> <b>Core Job</b>	<ul style="list-style-type: none"> <li>Fully competent and productive individual contributor</li> <li>Works under moderate supervision</li> <li>Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures</li> <li>Makes minor adjustments to working methods</li> <li>Communicates information that requires explanation or interpretation</li> </ul>	Works to achieve day-to-day objectives with direct impact within the area. Work consists of tasks that are typically routine with some deviation from standard practice. Works under moderate supervision for routine tasks. May seek advice of more senior personnel in the same area.	<p>Problems and issues faced are routine, but solutions are frequently not clearly prescribed. May require interpretation of procedures or policies to resolve problems.</p> <p>Checks and makes minor adjustments to work methods to solve problems that are routine and typically exist in current work processes and systems. May be required to highlight areas of concerns/problems and puts forth solutions to supervisor in own work area.</p>	Communicates with contacts typically within the department or unit on matters that typically involve obtaining or providing information requiring some explanation or interpretation in order to reach agreement.	May provide guidance and assistance to new or entry level employees.	<p>Requires operational knowledge of systems and procedures.</p> <p>Typically requires high school diploma or equivalent and 3 years relevant work experience.</p> <p>Some job areas may require vocational or technical education in addition to prior work experience.</p>
<b>LEVEL 1</b> <b>Associate</b>	<ul style="list-style-type: none"> <li>Work is routine or follows standard procedures</li> <li>Work is closely supervised</li> <li>Problems faced are routine with clearly defined solutions</li> <li>Communicates information that requires little explanation or interpretation</li> </ul>	Works to achieve day-to-day objectives with limited impact on area. Delivers level responsibilities following a defined standard output or set of procedures. Work consists of tasks that are very routine, or well-defined, with specific instructions to achieve standardized solutions. Work is closely supervised.	<p>Problems and issues faced are routine and solutions clearly prescribed. Follows a well-established and familiar set of activities and/or process to derive a solution.</p> <p>Has responsibility for checking data and information for minor changes.</p>	Communicates with contacts typically within immediate work unit on matters that typically involve obtaining or providing information requiring little explanation or interpretation.	N/A - Jobs at this level are focused on self-development.	<p>Requires basic knowledge of processes and procedures.</p> <p>Typically requires high school diploma or equivalent and 0-2 years relevant work experience.</p>

## PURDUE CAREER STREAM LEVEL GUIDES

## PURDUE CAREER STREAM LEVEL GUIDES

### POLICE, FIRE AND SKILLED TRADES CAREER STREAM

Individual contributors who focus on protecting university employees, students, the general public and university property or, focus on technical or operational tasks to support ongoing business operations. Includes skilled technicians in a “hands on” environment that are often highly specialized (e.g., trades). The majority of time is spent in the delivery of services under supervision. Jobs typically require advanced training, specialized external certification or completed technical school education. Opportunities for progression outside this career stream are typically limited without additional education or significant training and experience. Jobs in the police, fire, and skilled trades career stream are non-exempt and eligible for overtime.

	<b>Level Description</b> <i>Summarizes the overall accountability for the level</i>	<b>Organizational Impact</b> <i>Nature and scope of influence the level has on its area of responsibility</i>	<b>Problem Solving &amp; Complexity</b> <i>Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions</i>	<b>Communication &amp; Influence</b> <i>Describes the nature of communication the level is responsible for and the level of influence required</i>	<b>Leadership &amp; Talent Management</b> <i>Responsibility for people development, including supervision, training, coaching, and performance management</i>	<b>Knowledge &amp; Experience</b> <i>Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience</i>
<b>LEVEL 4</b> <b>Lead</b>	<ul style="list-style-type: none"> <li>Serves as a team lead or recognized subject matter expert.</li> <li>Trains, delegates and reviews the work of lower level employees</li> <li>Problems are typically difficult and non-routine</li> <li>Influences others outside the department regarding practices and procedures</li> <li>Makes adjustments and enhancements to working methods to improve effectiveness of area.</li> </ul>	<p>Works to achieve day-to-day objectives with major impact within the area.</p> <p>Provides day-to-day direction to a process or team, which includes resource allocation and coordination. Operational targets are generally achieved through leading other team members within the team through delegation and review.</p>	<p>Problems and issues faced are numerous and undefined, and require detailed information gathering, analysis and investigation to understand the problem. Problems are difficult and moderately complex. Problems typically impact multiple departments or specialties. Problems are typically solved through drawing from prior experience and analysis of issues.</p> <p>Has responsibility for making moderate to significant improvements of processes, systems or products to enhance performance of level area.</p>	<p>Communicates with contacts typically within and outside the department on matters that typically involve obtaining or providing information on matters of significant importance requiring some explanation or interpretation in order to reach agreement. Influences others to accept new concepts, practices and approaches</p>	<p>Serve as a team lead. Delegate tasks to other team members and be responsible for the review of work product. Has supervision responsibility for employees while serving as a “working supervisor.”</p>	<p>Requires advanced knowledge and technical mastery of trade or area typically gained through extensive work experience and/or training. Viewed as subject matter expert within discipline.</p> <p>Typically requires minimum of 5-7 years of experience. Typically requires vocational, technical school education, advanced skill training, or certification and supervisory responsibility in addition to prior work experience.</p>

## PURDUE CAREER STREAM LEVEL GUIDES

### POLICE, FIRE AND SKILLED TRADES CAREER STREAM

Individual contributors who focus on protecting university employees, students, the general public and university property or, focus on technical or operational tasks to support ongoing business operations. Includes skilled technicians in a “hands on” environment that are often highly specialized (e.g., trades). The majority of time is spent in the delivery of services under supervision. Jobs typically require advanced training, specialized external certification or completed technical school education. Opportunities for progression outside this career stream are typically limited without additional education or significant training and experience. Jobs in the police, fire, and skilled trades career stream are non-exempt and eligible for overtime.

	<b>Level Description</b> <i>Summarizes the overall accountability for the level</i>	<b>Organizational Impact</b> <i>Nature and scope of influence the level has on its area of responsibility</i>	<b>Problem Solving &amp; Complexity</b> <i>Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions</i>	<b>Communication &amp; Influence</b> <i>Describes the nature of communication the level is responsible for and the level of influence required</i>	<b>Leadership &amp; Talent Management</b> <i>Responsibility for people development, including supervision, training, coaching, and performance management</i>	<b>Knowledge &amp; Experience</b> <i>Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience</i>
<b>LEVEL 3</b> <b>Senior</b>	<ul style="list-style-type: none"> <li>Seasoned individual contributor</li> <li>Works under limited supervision</li> <li>Provides assistance and training to lower level employees</li> <li>Problems are typically not routine and require troubleshooting to understand</li> <li>Makes minor adjustments to working methods and independently develops solutions to problems</li> <li>Influences others regarding policies, practices and procedures</li> </ul>	<p>Works to achieve day-to-day objectives with significant impact within the area. Work consists of tasks that are typically not routine. Works independently under limited supervision. Responsible for assisting and training lower level support employees.</p> <p>May be responsible for entire projects or processes within area.</p>	<p>Problems and issues faced are unclear and may require understanding of a broader set of issues, and may be difficult. Problems typically involve multiple issues, areas or specialties. Problems are typically solved through drawing from prior experience and analysis of issues.</p> <p>Has responsibility for making moderate to significant improvements of processes, systems or products to enhance performance of area.</p>	<p>Communicates with contacts within and outside the department on matters of moderate importance. Explains practices, procedures and policies in order to reach agreement. Works to influence parties at an operational level. May communicate to parties external to the organization.</p>	<p>May be responsible for providing guidance, coaching and training to other employees within area. May manage projects, requiring responsibility for the delegation of work and the review of others' work product.</p>	<p>Requires deep knowledge of trade or discipline.</p> <p>Typically requires high school diploma and minimum 4 years relevant work experience.</p> <p>Some job areas may require vocational or technical education in addition to prior work experience.</p>
<b>LEVEL 2</b> <b>Core Job</b>	<ul style="list-style-type: none"> <li>Fully competent and productive individual contributor</li> <li>Works under moderate supervision</li> <li>Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures</li> <li>May influence others within area through explanation of facts, policies or practices</li> <li>Communicates information that requires explanation or interpretation</li> </ul>	<p>Works to achieve day-to-day objectives with moderate impact on the area. Works independently on larger, moderately complex projects/assignments. Sets objectives for own area to meet the objectives or goals of projects and assignments. May assist other professionals with tasks and assignments.</p>	<p>Problems and issues faced are vague and may require understanding of a broader set of issues, but are typically not complex. Problems may span a range of issues or areas. Problems are typically solved through drawing from prior experiences, with analysis of the issue.</p> <p>Has responsibility for making minor changes or enhancements in systems and processes to solve problems or improve effectiveness of area.</p>	<p>Communicates with contacts typically within the department or unit on matters that typically involve obtaining or providing information requiring some explanation or interpretation in order to reach agreement.</p>	<p>May provide guidance and assistance to new or entry level employees.</p>	<p>Requires practical knowledge of area and procedures.</p> <p>Typically requires high school diploma and 3 years relevant work experience.</p> <p>Some job areas may require vocational or technical education in addition to prior work experience.</p>

## PURDUE CAREER STREAM LEVEL GUIDES

### POLICE, FIRE AND SKILLED TRADES CAREER STREAM

Individual contributors who focus on protecting university employees, students, the general public and university property or, focus on technical or operational tasks to support ongoing business operations. Includes skilled technicians in a “hands on” environment that are often highly specialized (e.g., trades). The majority of time is spent in the delivery of services under supervision. Jobs typically require advanced training, specialized external certification or completed technical school education. Opportunities for progression outside this career stream are typically limited without additional education or significant training and experience. Jobs in the police, fire, and skilled trades career stream are non-exempt and eligible for overtime.

	<b>Level Description</b> <i>Summarizes the overall accountability for the level</i>	<b>Organizational Impact</b> <i>Nature and scope of influence the level has on its area of responsibility</i>	<b>Problem Solving &amp; Complexity</b> <i>Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions</i>	<b>Communication &amp; Influence</b> <i>Describes the nature of communication the level is responsible for and the level of influence required</i>	<b>Leadership &amp; Talent Management</b> <i>Responsibility for people development, including supervision, training, coaching, and performance management</i>	<b>Knowledge &amp; Experience</b> <i>Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience</i>
<b>LEVEL 1</b> <b>Associate</b>	<ul style="list-style-type: none"> <li>• Work is routine or follows standard procedures</li> <li>• Work is closely supervised</li> <li>• Problems faced are typically not difficult or complex</li> <li>• Communicates information that requires little explanation or interpretation</li> </ul>	Works to achieve day-to-day objectives with limited impact beyond the level area. Work is of limited scope, typically on smaller, less complex projects or task-related activities. Work is closely supervised.	<p>Responsible for checking data and information when minor changes may be required based on review.</p> <p>Problems and issues faced are routine and solutions clearly prescribed. Follows a well-established and familiar set of activities and/or processes to derive a solution.</p>	Communicates with contacts typically within immediate work unit on matters that typically involve obtaining or providing information requiring little explanation or interpretation.	N/A - Jobs at this level are focused on self-development.	<p>Requires basic knowledge of area procedures typically obtained through specific education and training.</p> <p>Typically requires high school diploma and 0-2 years relevant work experience.</p>

