

## Job Family Career Development Guide: Executive Level 1

The purpose of the Job Family Career Development Guide is to help employees and supervisors quickly identify competencies required for success at a designated career stream level. If you are currently employed at the above level, or aspire to someday work at this level, **complete the following steps**.

1. Review the Competency Summary table below and mark your level of experience and training, from your perspective, and ask that your supervisor do the same. This will help you to identify developmental opportunities.
2. Reference the Development Dimensions table below for potential development ideas and paths.
3. Upload your development plan into SuccessFactors ([watch how-to video](#)).

Competency Summary	Experience and Training		
	Limited Experience and/or Training	Moderate Experience and/or Training	Extensive Experience and/or Training
<p><b>1. Organizational Impact</b> 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. <b>Job has budget responsibilities for the area managed</b></p>			
<p><b>2. Leadership and Talent Management</b> 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.</p>			
<p><b>3. Problem Solving and Complexity</b> 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.</p>			
<p><b>4. Communication &amp; Influencing Others</b> 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.</p>			
<p><b>5. Knowledge and Experience</b> 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.</p>			

*Optional:* [Click here to access on-the-job development ideas](#). If you are interested in colleague and stakeholder feedback, concerning potential developmental opportunities, consider launching a 360 Feedback Survey. [Click here to watch How-To video](#).