

## Job Family Career Development Guide: Management Level 2

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 Dimension 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
<b>1. Organizational Impact</b> 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. 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)			
<b>2. Leadership and Talent Management</b> 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. Provides primary input to hiring, firing, promotion, performance and rewards decisions for direct reports.			
<b>3. Problem Solving and Complexity</b> 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. Has responsibility for making modifications in systems and processes to solve problems or improve effectiveness of area.			
<b>4. Communication &amp; Influencing Others</b> Communicates with parties within and outside of own area, which may include internal and external constituents depending upon the area. 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.			
<b>5. Knowledge and Experience</b> 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. Typically requires a University degree or equivalent experience and minimum 2-3 years prior relevant experience.			

*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](#).