

Job Family Career Development Guide: Management Level 3

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
<p>1. Organizational Impact 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. Typically does not have budget accountability, but may manage certain processes or projects within a defined budget set by management.</p>			
<p>2. Leadership and Talent Management 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. Typically has hiring, firing, promotion and reward authority within own area, in accordance with manager review and approval.</p>			
<p>3. Problem Solving and Complexity 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. Has responsibility for making moderate to significant improvements of processes, systems or outcomes to enhance performance of level area.</p>			
<p>4. Communication & Influencing Others Communicates with parties within and outside of own area, which may include internal and external constituents depending upon the area. Requires ability to influence others outside of own level area on policies, practices and procedures</p>			
<p>5. Knowledge and Experience 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. Typically requires a University Degree or equivalent experience and minimum 4-5 years 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](#).