

## Job Family Career Development Guide: Management Level 5

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><b>1. Organizational Impact</b>  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). Work requires a high degree of responsibility for resources, and frequently influences business decisions made by senior leadership. Typically has budget accountability for the department or job family and/or group of job families.</p>			
<p><b>2. Leadership and Talent Management</b>  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. Typically has hiring, firing, promotion and reward authority within own area, in accordance with University guidelines.</p>			
<p><b>3. Problem Solving and Complexity</b>  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. Has responsibility for improving upon entire processes or systems using significant conceptualizing, reasoning and interpretation skills.</p>			
<p><b>4. Communication &amp; Influencing Others</b>  Communicates with parties within and outside of own area, and typically has responsibility for communicating with diverse parties external to the organization. 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><b>5. Knowledge and Experience</b>  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. Typically requires a University degree or equivalent experience and minimum 8-9 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](#).