

## Job Family Career Development Guide: Professional 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> Owns 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. Recommends and implements new products, processes, policies, standards or operating plans in support of area's strategy and operations.</p>			
<p><b>2. Leadership and Talent Management</b> 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>			
<p><b>3. Problem Solving and Complexity</b> 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. 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><b>4. Communication &amp; Influencing Others</b> Communicates with parties within and outside of own area, and typically has responsibilities for communicating with parties external to the organization. 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>			
<p><b>5. Knowledge and Experience</b> Requires mastery level knowledge of level area typically obtained through advanced education combined with experience. May have deep knowledge of project and program management. Typically requires a University degree or equivalent experience and minimum 8-9 years of 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](#).