

Leveling Guidelines for Audit, Business, and Finance

Individual Contributor

Level	Span of Authority	Complexity	Education, Experience, Special Skills <i>(or equivalent education/experience)</i>
I	Unit(s) or School-/Division-wide	General precedents may exist for most problems; conducts research/analysis to identify the appropriate approach, works with others to confirm findings	<ul style="list-style-type: none"> • Entry-level with Masters; • Bachelors and 0-2 yrs experience
II	School-/Division-Wide or Institution-wide	General precedents may exist for most problems; conducts independent research/analysis to identify the appropriate approach	<ul style="list-style-type: none"> • Mid-career with Masters and 1-2 yrs experience; • Bachelors and 2-4 yrs experience
III	Institution-wide and/or Community	Problems encountered are often complex and may involve significant resource coordination and availability, evaluating and resolving discrepancies with data, analyses, processes, etc. using own expertise and judgment	<ul style="list-style-type: none"> • Mid- to late-career with Masters and 2-4 yrs experience; • Bachelors and 3-5 yrs experience

May be first level of highly complex institutions

Only exists at highly complex institutions

- Institutions may require additional certifications as deemed appropriate for specific job duties.
- Auditor positions also may require certification(s).

Manager

Level	Span of Authority / Supervision	Complexity	Education, Experience, Special Skills <i>(or equivalent education/experience)</i>
I	Unit(s) or School-/Division-wide; Supervises a team, provides training and coaching	Plans and schedules work activities; decisions and actions primarily impact workflow, processes and timeframes; Supervises 1 or more staff members within the same or similar areas	<ul style="list-style-type: none"> • First time manager with Masters and 5+ years of relevant experience; • Bachelors with at least 1-2 yrs supervisory experience and 5+ years of relevant experience
II	School-/Division-Wide or Institution-wide; Supervises a team or teams, provides training and coaching	Manages at least 1 department/program; decisions and actions have a direct impact on the outcome of department(s), program(s), and projects	<ul style="list-style-type: none"> • Manager with Masters and 5+ years of relevant experience; • Bachelors with at least 1-2 yrs supervisory experience and 5+ years of relevant experience
III	Institution-wide and/or Community; Supervises a team or teams, provides training and coaching	Manages a large department/program or multiple smaller departments/programs; decisions and actions have a major impact on the outcomes of the department(s), program(s), and projects	<ul style="list-style-type: none"> • Masters with 2+ yrs supervisory experience and 7+ years of relevant experience; • Bachelors with 4+ yrs supervisory experience and 7+ years of relevant experience