Purpose of Job Title Guidelines

- Purpose of leveling guidelines
  - Ensure consistency of managerial, professional, administrative and technical job titles at WMU
  - Facilitate consistency in institutional reporting to federal agencies
  - Facilitate matching of WMU positions to the external market on a go forward basis
## Management Job Title Guideline

<table>
<thead>
<tr>
<th><strong>M5</strong></th>
<th><strong>M4</strong></th>
<th><strong>M3</strong></th>
<th><strong>M2</strong></th>
<th><strong>M1</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>President, Provost, Vice President, Vice Provost</td>
<td>Assistant/Associate VP, Associate Provost, Exec Director (of Entity)</td>
<td>Director, Senior Director</td>
<td>Associate Director, Manager</td>
<td>Assistant Director, Assistant Manager, Supervisor (skilled trades, hourly workers)</td>
</tr>
</tbody>
</table>

### Strategy
- **M5**: Accountable for long-term execution of the institution’s strategic plan. Interprets the strategic plan on an annual basis for the institution through development of key objectives. Approves institution-wide policy.
- **M4**: Contributes to institutional strategy. Accountable for annual execution of goals and objectives from the strategic plan for area of responsibility. Disseminates goals and objectives to direct reports and ensures they are operationalized. Recommends and may approve policy for area of academic and/or administrative control.
- **M3**: May provide input into the strategic planning process. Operationalizes annual departmental objectives and action plans. Accountable for achievement of key annual objectives for department. May provide input into institutional policy within area of academic, administrative, or operational expertise.
- **M2**: Provides input into annual departmental objectives and action plans. Accountable for achievement of key annual objectives for department. May provide input into institutional policy within area of academic, administrative, or operational expertise.
- **M1**: Aware of key annual objectives of department or work unit. Understands linkage between daily activities and achievement of annual objectives of department/work unit and communicates to direct reports.

### Scope
- **M5**: Typically responsible for substantial human capital with respect to breadth or diverse human capital with respect to depth, i.e., diversity of function. Usually has sufficient staff to have Associate Vice Presidents (or Vice Provosts) and/or multiple Directors as direct reports.
- **M4**: Broad functional, programmatic, and/or operational responsibility. Typically has sufficient staff to have multiple Directors and/or Managers as direct reports.
- **M3**: Responsible for a large functional area, multiple smaller functions, or a larger program of high or strategic impact. Typically has sufficient staff to have multiple Managers or Supervisors as direct reports. May have Director report(s). Has full HR responsibility for direct reports (hire, fire, etc.).
- **M2**: Functionally responsible for department or work team. Typically has individual contributors as direct reports, but could have managerial direct reports. As an exception, may have function or programmatic responsibility only. Has full HR responsibility for direct reports.
- **M1**: Supervises smaller department or work team. Often is working supervisor with direct previous experience performing work supervised. May have full HR responsibility for direct reports or share part of responsibility with higher level management.

### Fiscal Authority
- **M5**: Makes or contributes to financial decisions which broadly impact all or significant parts of the institution. Accountable for fiscal controls.
- **M4**: Provides financial recommendations that broadly impact area of responsibility or contributes to decisions that impact the institution. Participates broadly in the overall budgeting process. Accountable for budget for area of responsibility.
- **M3**: Recommends financial decisions that impact area of responsibility. Provides input to the budgeting process. Accountable for budgetary decisions according to guidelines within area of responsibility.
- **M2**: May provide input to the budgeting process. Accountable for budget decisions according to guidelines for area of responsibility. Requests approval for financial actions beyond a defined scope.
- **M1**: Requests approval for financial actions beyond a limited scope per policy.

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*Provided for anchor purposes only. Not part of the staff compensation system.*
## Professional Job Title Guideline

<table>
<thead>
<tr>
<th>Senior Project Manager</th>
<th>Project Manager, Program Manager</th>
<th>Specialist Analyst</th>
<th>Analyst, Accountant, Engineer, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Program Manager</td>
<td>Senior Specialist/Senior Analyst</td>
<td>Career-level position with solid professional and/or technical skills and competencies working under general to minimal supervision.</td>
<td>Individual contributor position with developing professional and/or technical skills and competencies working under immediate to general supervision.</td>
</tr>
<tr>
<td>Assistant Manager</td>
<td>Senior Accountant</td>
<td>Applies comprehensive knowledge of the principles the field to advanced and complex issues. May require advanced knowledge in an area of specialization.</td>
<td>Grasps professional-level knowledge and concepts of field while working in a progressive learning mode on problems and issues of somewhat limited scope.</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>Senior Engineer</td>
<td>Functions as a subject matter expert. Regularly exercises discretion in area of expertise. Leads projects of moderate to high scope and complexity.</td>
<td>Following standard practices and procedures in analyzing situations or data for which answers are available or can be obtained. May lead projects of limited scope and complexity.</td>
</tr>
<tr>
<td></td>
<td>Specialist (if only single level exists)</td>
<td>Career-level position with solid professional and/or technical skills and competencies working under general to minimal supervision.</td>
<td>Responds to a variety of inquiries and issues, escalating to manager or higher level workers as appropriate.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Applies career-level professional knowledge and expertise to work and issues requiring latitude.</td>
<td>May provide guidance to students.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>North of Work</td>
<td>Education/Experience*</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Nature of Work</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Follows standard practices and procedures in analyzing situations or data for which answers are available or can be obtained. May lead projects of limited scope and complexity.</td>
<td>Work typically requires an undergraduate degree and/or graduate degree greater than five years of applicable experience. Professional credentialing may be required.*</td>
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<td>Responds to a variety of inquiries and issues, escalating to manager or higher level workers as appropriate.</td>
<td>Work typically requires an undergraduate degree and/or graduate degree and up to two years of professional-level work or intern experience. Professional credentialing may be required.*</td>
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</table>

*For some positions, professional credentials may be required for developing through senior levels of work, i.e., CPA.
# Administrative/Technical Job Title Guideline

<table>
<thead>
<tr>
<th>Education/Experience</th>
<th>Nature of Work</th>
<th>Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior</td>
<td>L3</td>
<td>Senior level administrative or technical position applying advanced and specialized administrative expertise and competencies. Typically receives general supervision with high level guidance on the most complex assignments. Completes assignments which are moderately difficult or difficult. Resolves issues, including atypical issues, and makes recommendations. May lead projects of limited scope. Functions as “go to.” Responds to inquiries and requests from others inside and outside work area. May act as a lead, assigning tasks and providing guidance to lower level workers. Typically provides guidance to students. Work typically requires 5 years or more of related experience and may require completion of an Associates and/or Bachelors degree.</td>
</tr>
<tr>
<td>Level II Senior (If two levels)</td>
<td>L2</td>
<td>Career-level administrative or technical position demonstrating proficiency and knowledge of administrative competencies. Works under direct to general supervision. and may receive guidance on more complex assignments. Follows established procedures for work assignments, and completes assignments which are semi-routine and may be atypical in nature. Applies thorough knowledge to respond to inquiries and requests. Able to resolve most problems and issues and respond to requests without escalation. Typically provides guidance to students. Work typically requires 3 or more years of related experience and may require completion of a certificate program, college classes, or an Associates degree.</td>
</tr>
<tr>
<td>Level I (Entry)</td>
<td>L1</td>
<td>Entry level administrative or technical position acquiring job skills and learning standard operating procedures and policies to complete tasks. Works under close supervision. Typically receives guidance on new work assignments. Works on assignments which are routine in nature, requiring limited judgment. Refers difficult or less routine issues to supervision or higher-level workers for assistance.</td>
</tr>
</tbody>
</table>

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**Work:** Typically requires 5 years or more of related experience and may require completion of an Associates and/or Bachelors degree. Credit is given for completion of a certificate program, college classes, or an Associates degree.

**Career:** Typically requires 3 or more years of related experience and may require completion of a certificate program, college classes, or an Associates degree.

**Entry:** Typically requires less than 1 year of related experience and may require completion of a certificate program, college classes, or an Associates degree.
Job Level Nomenclature

- Three levels
  - Job Senior
  - Job II
  - Job I
- Two levels
  - Job Senior
  - Job
- One level
  - Job
Typical Titles By Group

<table>
<thead>
<tr>
<th>Individual Contributor</th>
<th>Administrative</th>
<th>Technician</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyst</td>
<td>Assistant</td>
<td>Technician</td>
</tr>
<tr>
<td>Specialist</td>
<td>Coordinator</td>
<td></td>
</tr>
<tr>
<td>Representative</td>
<td>Specialist</td>
<td></td>
</tr>
<tr>
<td>Administrator</td>
<td>Representative</td>
<td></td>
</tr>
<tr>
<td>Programmer</td>
<td>Receptionist</td>
<td></td>
</tr>
<tr>
<td>Engineer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buyer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accountant</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix: Organization/Managerial Examples
Organization/Managerial Examples: M2, Example #1

M2 Manager

Direct Report

Direct Report

Direct Report

Direct Report
Organization/Managerial Examples: M2, Example #2

- M2 Manager
  - Direct Report
  - Direct Report
  - Direct Report
  - M2 Manager / M1 Supervisor
Organization/Managerial Examples: M3, Example #1

- M3 Director
  - Direct Report
  - M2 Manager
  - M2 Manager
  - Direct Report
Organization/Managerial Examples: M3, Example #2
Organization/Managerial Examples: M3, Example #3

M3 Director

- Direct Report
- M2 Manager
- M2 Manager
- M2 Manager
- Direct Report

- M2 Manager
- M2 Manager
- M2 Manager
- M2 Manager

- M2 Manager
- M2 Manager
- M2 Manager
- M2 Manager

- M2 Manager
- M2 Manager
- M2 Manager
- M2 Manager
Organization/Managerial Examples: M3 (Exception)

“New and Innovative” Director positions may need to be approved by Top HR

M3
Director, New & Innovative, i.e., New Academic Offering

Direct Report
Direct Report
Direct Report
Direct Report