Job Title Guidelines

Western Michigan University

Adopted July 2015

Revised July 2019 and May 2023

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 Titling Guideline

	M5* President, Provost, Vice President, Vice Provost	M4* Assistant/Associate VP Associate Provost Exec Director (of Entity)	M3 Director Senior Director	M2 Associate Director Manager	M1 Assistant Director Assistant Manager Supervisor (skilled trades, hourly workers)
Strategy	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.	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.	May provide input into the strategic planning process. Operationalizes annual goals and objectives from the strategic plan within area of responsibility to develop annual departmental objectives and action plans. Recommends institutional policy within area of academic, administrative, or operational expertise.	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 functional expertise.	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	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.	Broad functional, programmatic, and/or operational responsibility. Typically has sufficient staff to have multiple Directors and/or Managers as direct reports.	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. Senior Director Mmay have Director report(s). Has full HR responsibility for direct reports (hire, fire, etc.)	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.	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	Makes or contributes to financial decisions which broadly impact all or significant parts of the institution. Accountable for fiscal controls.	Provides financial recommendations that broadly impact area of responsibility or contributes to decisions that impact the institution. Participates broadly in the overall budgeting process. Accountability for budget for area of responsibility.	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.	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	Requests approval for financial actions beyond a limited scope per policy.

*Provided for anchor purposes only. Not part of the staff compensation system.

Professional Job Title Guideline

	P3 Senior Project Manager Senior Program Manager Assistant Manager Assistant Director	P2 Project Manager, Program Manager Senior Specialist/Senior Analyst Senior Accountant Senior Engineer Specialist (if only single level exists)	P1 Specialist Analyst Accountant, Engineer, etc.
Capabilities	Senior-level position possessing high-level professional and/or technical skills and competencies working independently under minimal supervision. Applies comprehensive knowledge of the principles the field to advanced and complex issues. May require advanced knowledge in an area of specialization.	Career-level position with solid professional and/or technical skills and competencies working under general to minimal supervision. Applies career-level professional knowledge and expertise to work and issues requiring latitude.	Individual contributor position with developing professional and/or technical skills and competencies working under immediate to general supervision. Grasps professional-level knowledge and concepts of field while working in a progressive learning mode on problems and issues of somewhat limited scope.
Nature of Work	Functions as a subject matter expert. Regularly exercises discretion in area of expertise. Leads projects of moderate to high scope and complexity. May provide input into institutional policy within academic or administrative area or within subject matter expertise. Responds to inquiries, provides training, and provides direction to lower-level staff. Provides guidance to students.	Responsible for resolving moderately complex, difficult, and varied problems. Able to respond to a broad range of inquiries and requests. May lead projects of moderate scope and complexity. Regularly exercises judgment to resolve problems and determine appropriate action. May provide recommendations regarding problems/issues outside the bounds of defined procedures and practices. May respond to inquiries, provide training, and provide direction to lower-level staff. Provides guidance to students.	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. Responds to a variety of inquiries and issues, escalating to manager or higher level workers as appropriate. May provide guidance to students.
Education/ Experience	Work typically requires an undergraduate degree and/or graduate degree greater than five years of applicable experience. Professional credentialing may be required.	Work typically requires an undergraduate degree and/or graduate degree and three to five years of applicable experience. Professional credentialing may be required.	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.

*For some positions, professional credentials may be required for developing through senior levels of work, e.g. CPA.

Administrative/Technical Job Title Guideline

	L3 Senior	L2 Level II Senior (If two levels)	L1 Level I (Entry)
Capabilities	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.	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.	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
Nature of Work	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.	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.	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
Education/ Experience	Work typically requires 5 years or more of related experience and may require completion of an Associates ~~and/or Bachelors~~ degree.	Work typically requires 3 or more years of related experience and may require completion of a certificate program, college classes, or an Associates degree.	Work 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 Job Titles By Group

| Individual Contributor Professional	Administrative	Technician
▪ Analyst ▪ Specialist ▪ Representative ▪ Administrator ▪ Advisor ▪ Programmer ▪ Engineer ▪ Buyer ▪ Accountant	▪ Assistant ▪ Coordinator ▪ Specialist ▪ Representative ▪ Receptionist	▪ Technician

Appendix:
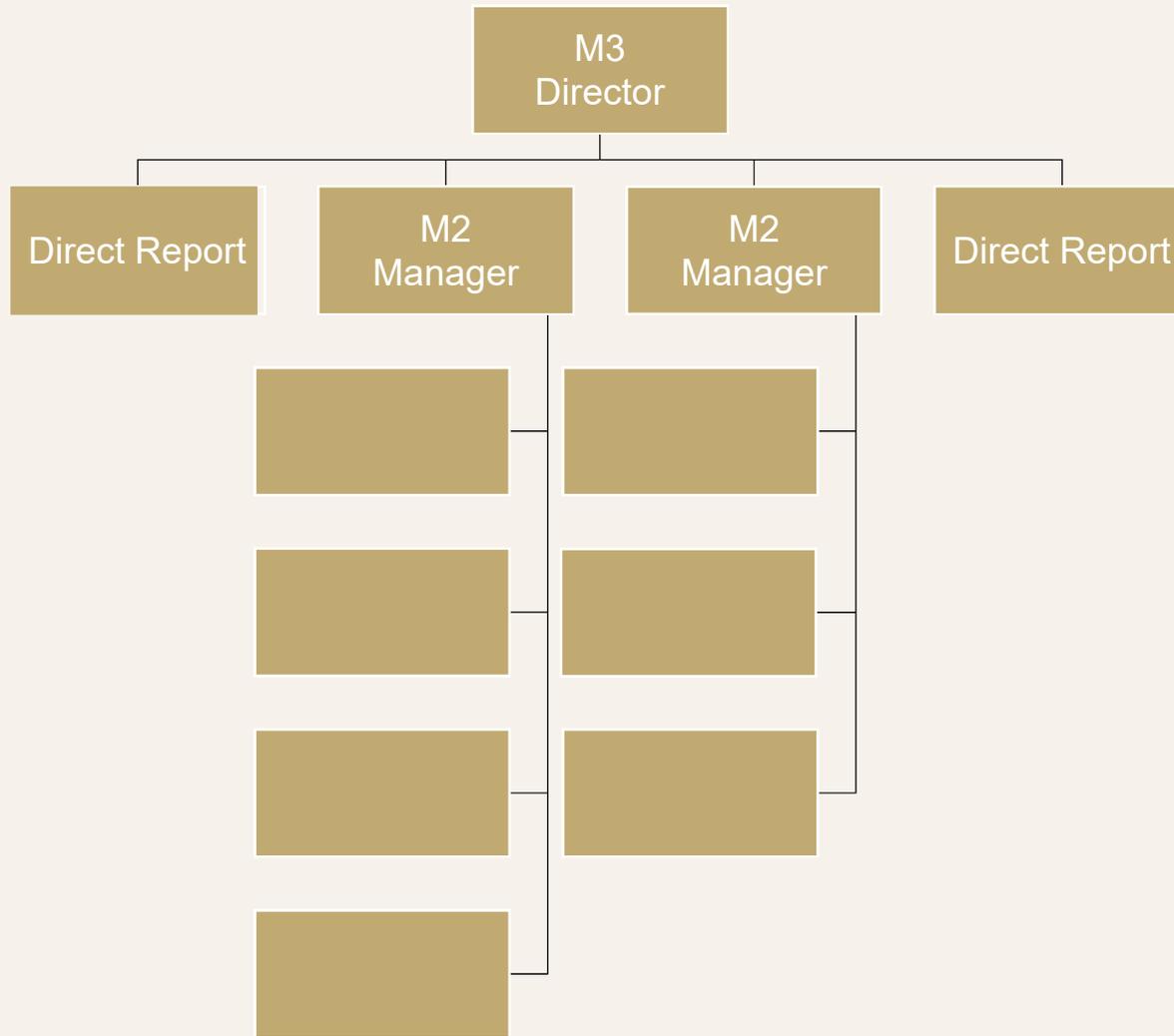# Organization/
Managerial Examples

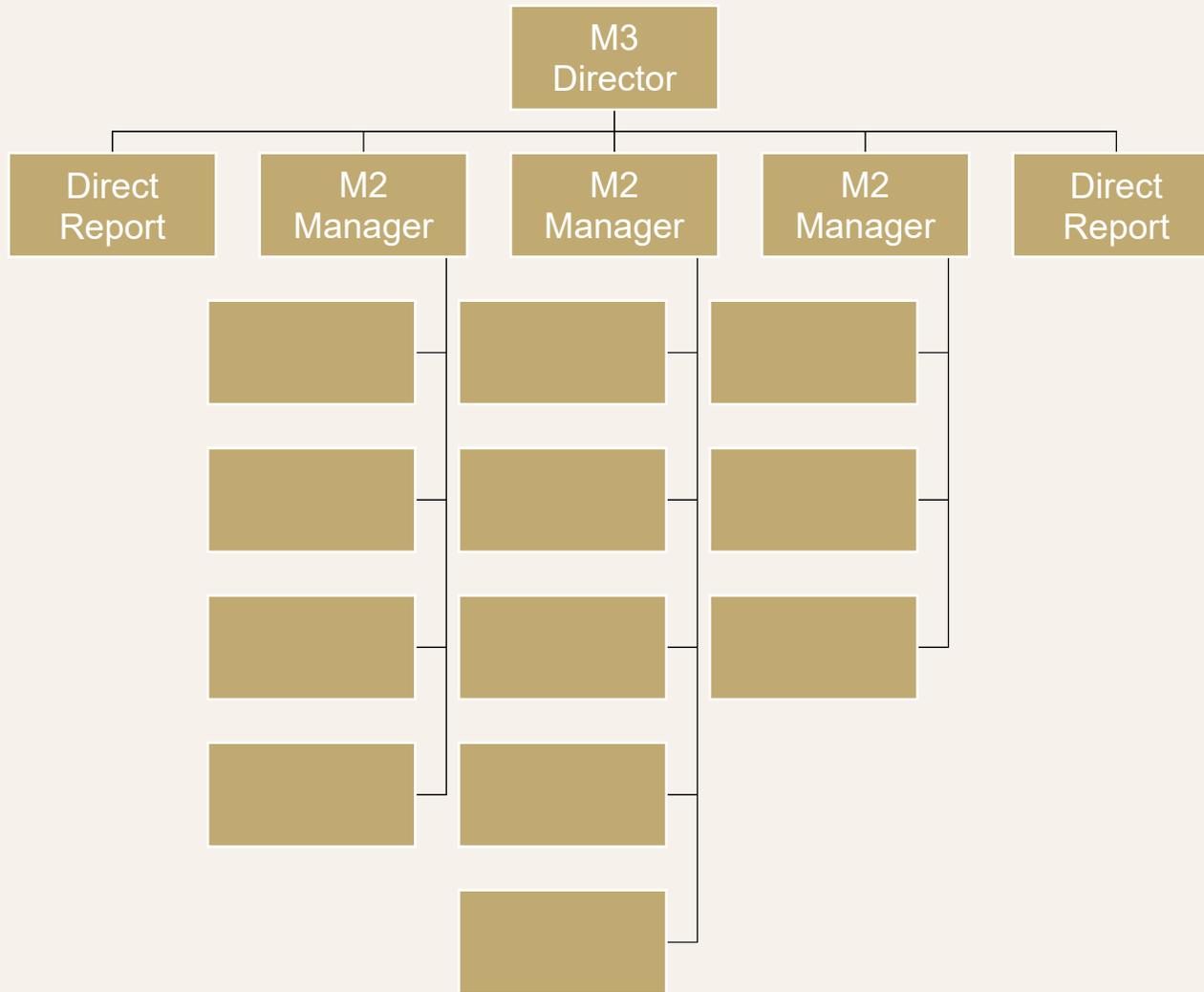# Organizational/Managerial Example #1: M2
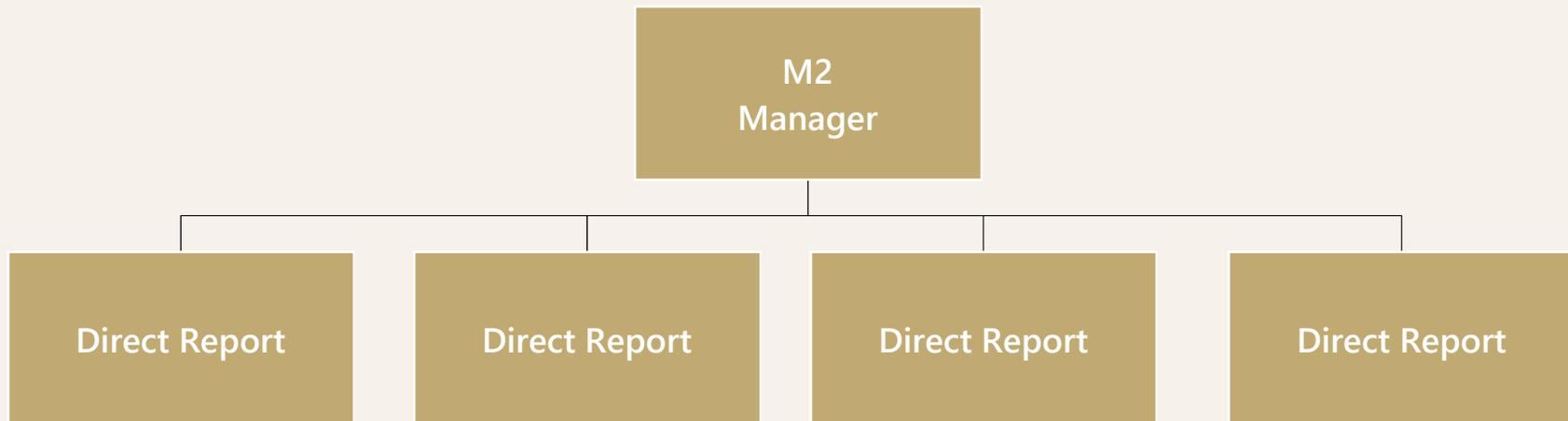
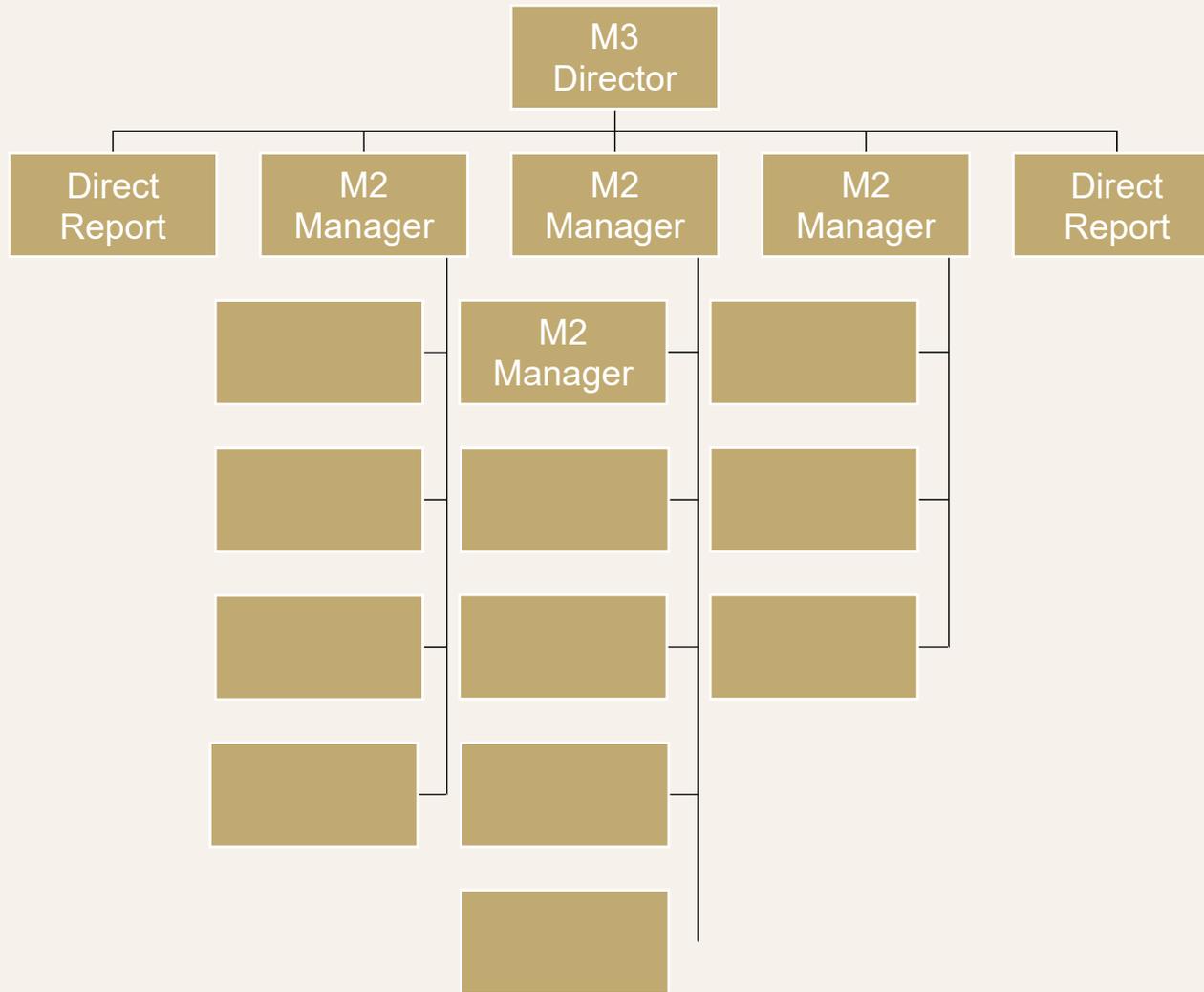# Organizational/Managerial Example #2: M2
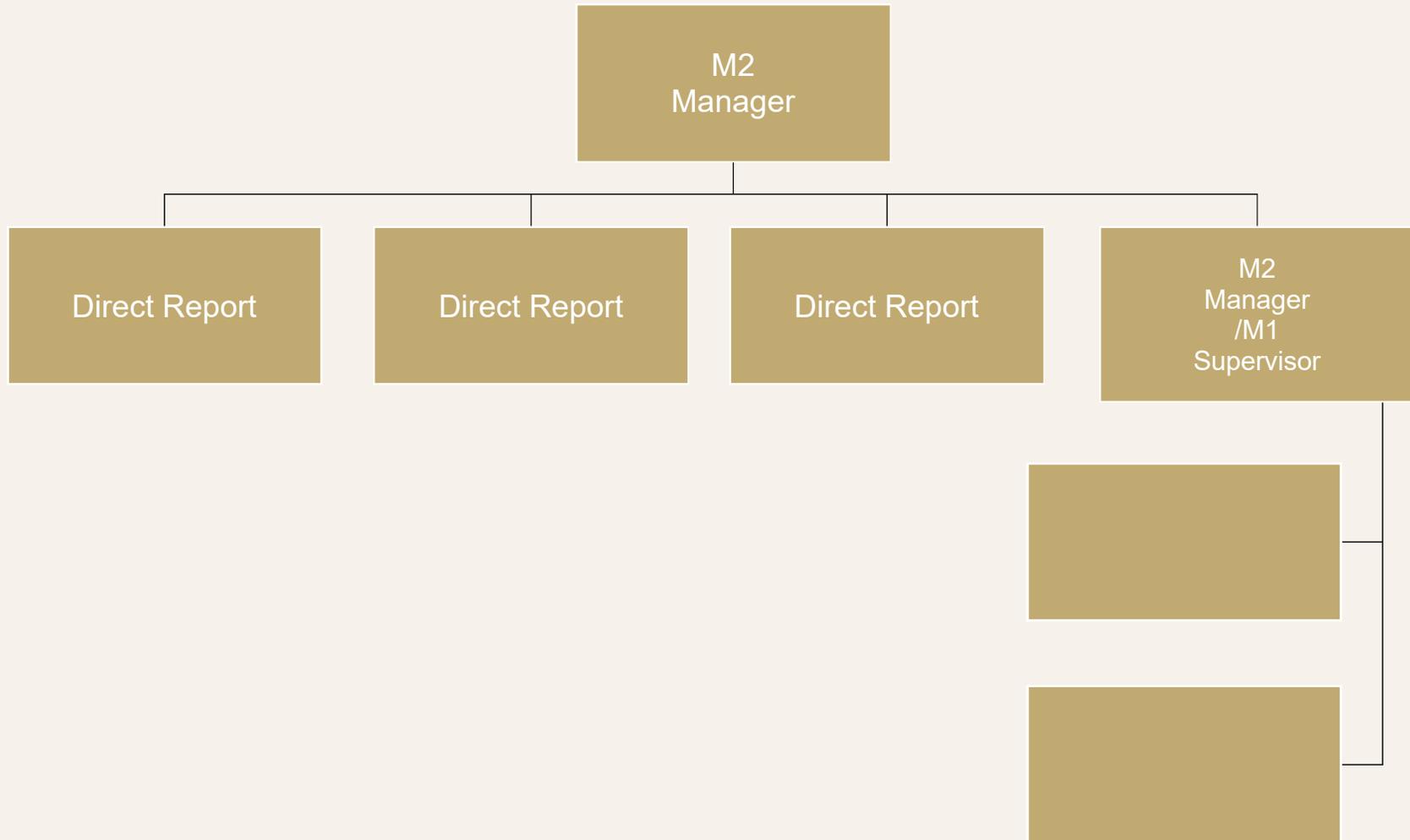
Organizational/Managerial Example #3: M3

Organizational/Managerial Example #4: M3

Organizational/Managerial Example #5: M3

Organizational/Managerial Example #6: M3 (Exception)

"New and Innovative" Director positions may need to be approved by Human Resources.

```
                    ┌─────────────────────────┐
                    │ M3                      │
                    │ Director, New & Innovative,│
                    │ i.e., New Academic Offering│
                    └─────────────────────────┘
        ┌───────────────┬───────────┴───────┬───────────────┐
┌───────────────┐┌───────────────┐┌───────────────┐┌───────────────┐
│ Direct Report ││ Direct Report ││ Direct Report ││ Direct Report │
└───────────────┘└───────────────┘└───────────────┘└───────────────┘
```