

Jackson State University

Administrative Career Ladder

The Administrative career ladder is intended to classify positions that have as their primary duty the performance of, coordination of and/or oversight of administrative or financial processes that support the activities of a school, division, department, process, individual or work group. Incumbents apply knowledge of the people or processes that are supported in order to follow prescribed procedures, or to determine which procedure to follow, or to determine whether specific standards are met. Knowledge, skills and abilities required for the performance of these positions is typically gained through work experience and/or a two-year degree or vocational training.

| | A1 | A2 | A3 | A4 | A5 | A6 |
|---------------------------------------|---|--|---|---|---|--|
| Technical Knowledge and Skills | <p>Ability to read and decipher written instructions and understand and follow verbal directions as well as specific on-the-job training in operating various pieces of office equipment.</p> <p>Routine duties include activities such as filing, sorting, data entry, data update, and directing guests or callers.</p> | <p>Demonstrates basic working knowledge of computers to perform activities, including email, data entry, and basic internet searches.</p> <p>Routine duties include activities such as placing orders with vendors, making travel arrangements, catering order, etc.</p> | <p>Uses word processing skills to type, format and edit a variety of documents types, such as letters, memos, tables, merge documents.</p> <p>Uses spreadsheets to perform activities such as calculations, data sorts, specialized reports, information tracking, and data manipulation.</p> <p>Demonstrates proficiency in the use of field-specific tools, software and techniques (i.e., accounting, research, academic administration, etc.)</p> <p>Demonstrates knowledge of Department and its impact on Division or School.</p> <p>Handles routine travel and meeting arrangements.</p> | <p>Formal or specialized job-related training or equivalent successful experience in performing tasks is needed.</p> <p>Uses spreadsheet, word processing skills and database management skills to create, maintain and report multiple layers of data or information.</p> <p>Requires the thorough knowledge of a technical or specialized skill (accounting, research, academic administration, etc.) that is typically gained through formal or specialized training and/or 2 or more years of applicable experience.</p> <p>Has the detailed knowledge of the formal and informal processes of the Department and how they interact with JSU that is typically gained through 2 or more years of applicable work experience.</p> <p>Handles more complex travel and meeting arrangements.</p> | <p>Has developed specialized skills, which support department goals and functions.</p> <p>Applies use of learned skills, techniques, procedures or established standards to research, design, develop, prepare and /or draft confidential and/or sensitive reports, materials, charts, procedures, correspondence and outlines of speeches and policies.</p> <p>Demonstrates a thorough working knowledge of policies, procedures, and terminology of their related department/field.</p> <p>Coordinates project work and ensures completion within established time frame.</p> <p>Develops strong knowledge of work activities of person(s) or function(s) being supported to enhance the operation of the function or department.</p> <p>Arranges complex itineraries for travel plans, including</p> | <p>Combination of skills, training and experience are required to provide complex administrative support to a Cabinet Member or other comparable executive.</p> <p>Collect and analyze data and other information to draw conclusions which are important to the determination of policy.</p> <p>Possesses strong knowledge of JSU, its policies, its processes and its work standards.</p> <p>Has a strong knowledge of the goals and objectives of the person being supported, the division or school and JSU.</p> <p>Demonstrates a strong knowledge of one or more specialized or technical skills that apply to the division or school function.</p> <p>Applies this knowledge and experience to achieve the goals and objectives of the school or division.</p> <p>Requires ability to identify and coordinate campus-wide resources in order to achieve</p> |
| KNOWLEDGE AND SKILLS | | | | | | |

Jackson State University

| | A1 | A2 | A3 | A4 | A5 | A6 |
|---|--|--|--|--|--|--|
| Supervisory and Managerial Requirement | If applicable, assign and follow up on tasks for work-study students and help orient new office employees. | If applicable, assign and follow up on tasks for work-study students and help orient new office employees. | If applicable, assign and follow up on tasks for work-study students and help orient new office employees. | If applicable, assists in training of new staff and provide guidance throughout the process of completion. | If applicable, assigns tasks to junior staff members and sets deadlines/timelines for projects. May facilitate daily administrative activities or operations, using initiative in adopting, combining and/or improving programs, processes, services, etc. | the appropriate outcome, enhance work quality and assist others. If applicable, incumbents at this level are responsible for organizing and supervising all general support activities to ensure cost effective, efficient, and consistent operation of the work unit. Work typically includes monitoring workloads, flow, and the use of assigned resources, establishing office procedures, operations and standards. If applicable, participates in the selection and performance management processes for subordinate staff. Conducts performance evaluations. Provides remedial, constructive and positive feedback. Provides input into the consistent application established career development practices. |
| Effective Communication | Conduct is professional and appropriate to the work place. Relays verbal and written messages accurately and on time. Presents a positive image of work group and JSU to others. | Conduct is professional and appropriate to the work place. Relays verbal and written messages accurately and on time. Presents a positive image of work group and JSU to others. | Uses tact and discretion to obtain cooperation and understanding on routine matters. Follows established protocol for the control and release of information. Clearly communicates responses in written and verbal form. Interacts with and advises internal and/or external customers, on a range of work | Uses tact and discretion to obtain cooperation and understanding on routine matters. Follows established protocol for the control and release of information. Clearly communicates responses in written and verbal form. Interacts with and advises internal and/or external customers, on a range of work | Strong diplomatic skills are used to influence others, resolve problems, manage projects or achieve appropriate solutions. Makes recommendations that affect areas outside of work group. Requires tact and discretion to obtain cooperation and understanding on non-routine matters. | Interacts with executive level personnel in a manner that demonstrates a strong knowledge of own and related divisions/schools. Coordinates project work at Division/School level to ensure completion within established time frames and budgets |

Jackson State University

| | A1 | A2 | A3 | A4 | A5 | A6 |
|---------------------------|--|--|--|--|---|---|
| | | | flow related topics | flow related topics | | |
| | | | | | | |
| PROBLEM SOLVING | | | | | | |
| Problem Complexity | All normal duties and responsibilities are handled with the use of established policies and procedures and input from the supervisor. All unusual situations are referred to the supervisor. | Decisions made require the application of clearly prescribed standard procedures. Addresses questions of a routine nature. | Basic analytic ability is required to identify established guidelines and procedures to follow for solving problems. Methods and procedures are well defined, with some latitude for organizing work or exercising judgment within established guidelines. | More advanced analytic ability is required make decisions based on established guidelines. The position finds answers to varied inquiries through the collection of relevant information and data, and the subsequent comparison of information to needs, pre-established guidelines, and approved parameters, | Guidelines allow more latitude because they may be less specific. The selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances. Work requires application of learned skills, techniques, procedures or established standards to make frequent recommendations or decisions on more complex matters within established policy or procedures. Results are reviewed for overall adherence and effectiveness. | Situations are generally non-standard and widely varied, and involve many complex variables. Among other variables, existing procedures may have proven to be inadequate. Resolution is often the result of complex research where the incumbent must recognize and analyze the situation and use trouble-shooting techniques to reach solutions or to devise new courses of action. The position often creatively applies experience or knowledge to modify established methods or procedures. |
| ACCOUNTABILITY | | | | | | |

Jackson State University

| | A1 | A2 | A3 | A4 | A5 | A6 |
|----------------------------------|---|---|--|---|---|---|
| Freedom to Act/ Commit | Routine work with well-defined rules and standards. | Routine work within well-defined guidelines. | Priorities, goals and objectives are pre-established, so that job responsibilities are handled independently. | Priorities, goals and objectives are pre-established, so that job responsibilities are handled independently. | The incumbent exercises considerable latitude in making decisions in the application of a body of policies, precedents and guidelines. | Decisions regularly relate to highly sensitive and/or confidential matters and are concerned with the appropriate application of policy to non routine matters. Work is performed with wide latitude in making decisions within the limits of overall program or university objectives. |
| Financial Accountability | May log or record specific, routine financial transactions. | Under direct supervision, may be responsible for tracking/ordering office supplies. May log or record specific, routine financial transactions. | May be responsible for basic activities such as monitoring smaller straightforward budgets, performing basic reconciliation on straightforward account, such as a purchase card. | Approves expenditures within guidelines. Responsible for monitoring budgets and reconciling accounts. | May assist in annual budget process. Responsible for monitoring multiple budgets, making recommendations for action under established circumstances. May provide input into the forecasting of expenditures. Reconciles complex accounts. | Information is channeled through the incumbent who is responsible for smoothly and efficiently prioritizing and scheduling the people, events and items requiring attention. Incumbent represents and acts on behalf of the person supported when making decisions on a daily basis, when releasing information, and when coordinating specific school or division wide projects or activities. Assists in preparing and monitoring multiple budgets simultaneously. Forecasts expenditures. Prepares summary financial reports and analysis of division budget. Often responsible for seeing that division or school activities are conducted within established budgets. |
| Contribution & Impact | Incumbent's work product contributes to the operation of | Incumbent's work product contributes to the operation of | Contributes knowledge and skills to the day-to-day | Contributes specialized knowledge and skills to the | Contributes knowledge and skills in the implementation of | Contributes expert knowledge of JSU and processes as they |

Jackson State University

| | A1 | A2 | A3 | A4 | A5 | A6 |
|--|---|--|---|--|---|---|
| | <p>the immediate work group.</p> <p>Interaction with those other than the immediate work group consists of the relay of 'scripted' or factual information, and/or is transactional in nature.</p> | <p>the immediate work group.</p> <p>Interaction with those other than the immediate work group consists of the relay of 'scripted' or factual information.</p> | <p>activities of the department.</p> <p>Actions impact the ability of the department to meet its goals and objectives. The impact of activities and interactions can extend beyond work unit and/or department.</p> <p>Work output is often a predictable product that used by others to perform larger portions of the end result.</p> | <p>day-to-day activities of the department</p> <p>Actions impact the ability of the department to meet its goals and objectives. The impact of activities and interactions affects the credibility of the work unit.</p> <p>Interacts with other units to exchange or integrate information when necessary. Makes recommendations that may affect other functions/departments areas.</p> | <p>projects, day-to-day activities, or to cross-functional or JSU wide task forces, committees or other forums.</p> <p>Decisions and actions impact the ability of the department to meet its goals and objectives.</p> | <p>relate to area of responsibility.</p> <p>Decisions and activities impact subsequent operations within the department and beyond.</p> <p>Success is typically measured by the achievement of ongoing assignments and/or project goals as indicated by established key indicators (metrics).</p> |

Jackson State University

Management Career Ladder

Positions classified on the Management Career Ladder have as their primary duty the responsibility for directing others, and/or the responsibility for directing a University-wide function. These positions typically direct the work of at least two subordinate employees and/or lead and control a University-wide function. Typically, the incumbent has the responsibility to select or remove, advance in pay, promote or make any other status changes of subordinate employees. These positions regularly engage in such activities as work planning and organization, work assignment, direction, review and evaluation. The work that is performed is based on a combination of specialized education or training and experience that is equivalent to the requirements for a Bachelor's degree or higher.

| | M1 | M2 | M3 | M4 | M5 | M6 |
|---------------------------------------|---|--|---|---|--|--|
| Technical Knowledge and Skills | <p>Maintains a working knowledge of the duties and responsibilities of subordinate staff in order to provide supervision, direction and guidance to assigned personnel, including commendations and discipline. Must maintain ability to perform the duties of subordinate staff. Keeps current with appropriate technology.</p> <p>Applies a working knowledge of, and adheres to the Millennium Agenda, and JSU policies, processes and standards as applicable to a work unit.</p> <p>Understands and applies pertinent laws, regulations and standards as promulgated by local, state and federal entities.</p> | <p>Possesses and applies a strong knowledge of one or more specialized or technical skills that apply to the division or school (portfolio) or Institute. Must maintain ability to occasionally perform the duties of subordinate staff. Keeps current with appropriate technology.</p> <p>Applies a working knowledge of, and adheres to the Millennium Agenda, and JSU policies, processes and standards as applicable to a work unit, department, Division or School.</p> <p>Understands and applies pertinent laws, regulations and standards as promulgated by local, state and federal entities.</p> | <p>Broad use and application of principles, theories, and concepts in applicable field, plus working knowledge of other related fields. Maintains thorough knowledge of all subordinate positions. Keeps current with appropriate technology.</p> <p>Applies a working knowledge of, and adheres to the Millennium Agenda, and JSU policies, processes and standards as applicable to the, Division or School.</p> <p>Keeps current with changes to pertinent laws, regulations and standards, as promulgated by local, state and federal entities. Provides guidance and interpretation when needed.</p> | <p>Has broad knowledge of principles, theories, and concepts in applicable discipline. Maintains detailed cross-functional knowledge in other related disciplines. Maintains thorough knowledge of all subordinate positions. Keeps current with appropriate technology.</p> <p>Interprets and applies a thorough knowledge of the Millennium Agenda, and JSU policies, processes and standards as applicable to the Division or School.</p> <p>Keeps current with changes to pertinent laws, regulations and standards, as promulgated by local, state and federal entities. Provides guidance and interpretation when needed.</p> | <p>Possesses a level of expertise within a discipline consistent with recognized authorities in the field. Maintains comprehensive cross-functional knowledge in other applicable disciplines. Maintains thorough knowledge of immediate subordinate positions. Keeps current with appropriate technology.</p> <p>Interprets and applies thorough knowledge of the Millennium Agenda, and JSU policies, its practices and its work standards as applicable to JSU.</p> <p>Keeps current with changes to pertinent laws, regulations and standards, as promulgated by local, state and federal entities. Anticipates the effects of changes on organization operations, and ensuring appropriate changes when required.</p> | <p>Is recognized internally and externally as an authority in one or more disciplines. Demonstrates global knowledge and understanding of the interaction between field of expertise and trends in higher education. Maintains thorough knowledge of immediate subordinate positions. Keeps current with appropriate technology.</p> <p>Interprets and applies thorough knowledge of the Millennium Agenda, and JSU policies, its practices and its work standards as applicable to JSU and beyond.</p> <p>Keeps current with trends and changes to pertinent laws, regulations and standards, as promulgated by local, state and federal entities. Anticipates the effects of changes and trends on portfolio and/or University-wide operations and ensures that appropriate action is taken.</p> |
| | KNOWLEDGE AND SKILLS | | | | | |

Jackson State University

| | M1 | M2 | M3 | M4 | M5 | M6 |
|---|--|---|--|---|--|---|
| Supervisory and Managerial Requirement | <p>Supervises activities primarily within a single function workgroup.</p> <p>Serves as a role model to subordinates and others by demonstrating an understanding of the values of JSU as defined by the JSU Plan.</p> <p>Uses basic management principles to achieve pre-established standards of measurement.</p> <p>Participate in the selection and performance management processes for subordinate staff. Conducts performance evaluations. Provides remedial, constructive and positive feedback. Provides input into the consistent application established career development practices.</p> <p>Enter into discussions with senior management as standards of measurement are developed and validated. Holds subordinates accountable for responsibilities inherent in their positions.</p> | <p>Manages the activities of an assigned unit, functional area or department.</p> <p>Leads subordinates and others through example by demonstrating a working knowledge of the values of JSU as defined by the JSU Plan.</p> <p>Applies basic management principles to achieve established goals and objectives.</p> <p>Hires, trains, and evaluates subordinate staff. Provides remedial, constructive and positive feedback to counsel staff to a higher level of performance. Provides input into the consistent application established career development practices.</p> <p>Enter into discussions with senior management as standards of measurement are developed and validated. Provides input into process and service improvement efforts. Holds subordinates accountable for responsibilities inherent in their positions.</p> | <p>Manages, develops and interprets the processes and activities of a functional area or department with multiple function impact. Supervises several levels of staff.</p> <p>Leads through example. Actions reflect the values of JSU as defined by the JSU Plan.</p> <p>Applies and interprets accepted management principles to identify and achieve department goals and objectives.</p> <p>Hires, trains, and evaluates subordinate staff. Provides remedial, constructive and positive feedback to counsel staff to a higher level of performance. Uses consistent career development practices.</p> <p>Participate in the development and validation of standards of measurement. Implements process and service improvement efforts. Holds subordinates accountable for results.</p> | <p>Develops strategies and operational policies. Executes plans for an organization within a division. Manages activities through multiple layers of management.</p> <p>All actions exemplify the values of JSU as defined by the JSU Plan.</p> <p>Applies principles of leadership to direct organization activities to achieve performance plan initiatives.</p> <p>Hires, trains, and evaluates subordinate staff. Provides remedial, constructive and positive feedback to counsel staff to a higher level of performance. Ensures consistent career development practices.</p> <p>May develop and validate appropriate standards of measurement to assess progress toward the accomplishment of goals.</p> | <p>Leads an Organization or School by providing vision and means for the accomplishment of goals. Manages activities through multiple layers of managers, and often across functions and/or University-wide.</p> <p>Participates in the definition of and exemplifies the vision and mission that define the values of JSU.</p> <p>Leads an operation of major significance to JSU by interpreting and communicating the division or school's role in the fulfillment of the JSU Plan.</p> <p>Manages the process for selection, termination, development, measurement, motivation and cooperation of school or division staff. Collaborates with other senior executives to create consistent career development practices.</p> <p>Develop and validate appropriate standards of measurement to assess progress toward the accomplishment of goals.</p> | <p>Leads a Division or School by defining the vision within the scope of the JSU Plan. Defines the mission for the School/Division through consultation with cross-functional leaders interpretation of the JSU Plan.</p> <p>Defines and shapes the vision and mission that develop into the values of JSU.</p> <p>Identifies and consults with leaders and experts to refine the mission, and to create initiatives.</p> <p>Defines the process for selection, termination, development, measurement, motivation and cooperation of school or division staff. Collaborates with other senior executives to create consistent career development practices.</p> <p>Responsible for the success of the division/school in accomplishing its mission. Holds others accountable for the development of standards of measurement. Interprets results, and provides insight and direction throughout the life cycle of the initiative.</p> |

Jackson State University

| | M1 | M2 | M3 | M4 | M5 | M6 |
|---------------------------|--|---|--|--|--|---|
| Communication | <p>Represents the work group on routine and non-routine matters to internal and/or external constituencies.</p> <p>Uses diplomatic skills to influence others in order to resolve problems, achieve appropriate solutions and to provide clear consistent direction to subordinates.</p> <p>Clearly communicates using appropriate form, i.e.: verbal, written, or electronic.</p> | <p>Represents the division or school to internal and/or external constituencies.</p> <p>Uses diplomatic skills to influence others in order to resolve problems, achieve appropriate solutions and to provide clear consistent direction to subordinates.</p> <p>Clearly communicates using appropriate form, i.e.: verbal, written, or electronic.</p> | <p>May represent JSU in sensitive and/or emergent discussions. Responsible for cross-functional coordination and communication of effective processes and standards.</p> <p>Uses diplomatic skills to influence others, resolve problems, manage projects or achieve appropriate solutions. Contributes to the development of clear, consistent messages that serve to reinforce and encourage the communication of School or Division goals, policies and processes across all areas.</p> <p>Clearly communicates using appropriate form, i.e.: verbal, written, or electronic.</p> | <p>May represent JSU in sensitive and/or high profile discussions. Develops and maintains high-level cooperative relationships internal & external to JSU.</p> <p>Uses diplomatic skills to influence others, resolve problems, manage projects or achieve appropriate solutions. Contributes to the development of clear, consistent messages that serve to reinforce and encourage the communication of University goals, policies and processes across all areas.</p> <p>Clearly communicates using appropriate form, i.e.: verbal, written, or electronic.</p> | <p>Responsible for representing JSU in sensitive or/and high profile discussions. Responsible for the coordination of all departmental communication activities. May be responsible for influencing others outside the organization in significant areas.</p> <p>Requires strong diplomatic skills to influence others inside and outside of the organization and to negotiate in significant areas. Develops clear, consistent messages that serve to reinforce and encourage the communication of University goals, policies and processes across all areas.</p> <p>Clearly communicates using appropriate form, i.e.: verbal, written, or electronic.</p> | <p>Represents JSU at all times. Responsible for the development of all School or Division communication activities. Participates as an active member of the President's Cabinet to establish the vision and goals for JSU and effectively communicates and organizes to achieve those outcomes.</p> <p>Requires extensive diplomatic skills to negotiate significant and far-reaching proposals and to influence internal and external constituencies to ensure acceptance. Develops clear, consistent messages that serve to reinforce and encourage the communication of University goals, policies and processes across all areas.</p> <p>Clearly communicates using appropriate form, i.e.: verbal, written, or electronic.</p> |
| Problem Complexity | <p>Analyzes routine issues or problems including the research of relevant materials and the comparison and verification of information.</p> <p>Provides resolution to problems within the area of responsibility using defined policies and practices. Demonstrates judgment and flexibility within the limits of the Department.</p> | <p>Analyzes a diverse range of issues or problems including the research of relevant materials and the comparison and verification of information.</p> <p>Provides resolution using broad application of professional knowledge and within the limits of Department. Division or School's policies and practices.</p> | <p>Analyzes a diverse range of issues or problems including the research of relevant materials, the development of new sources of information, or the modification of existing tools.</p> <p>Develops resolution by devising methods, or modifying or adapting standard procedures, to meet unique situations based on precedent and within the limits of University policies.</p> | <p>Analyzes a diverse range of issues or problems that present complex or significant variables and may be outside the scope of past precedent.</p> <p>Develops resolution by participating in the formulation and implementation of University policies and programs.</p> | <p>Analyzes problems and issues that are of long duration involving significant planning and resource commitment. Problems or issues often have a high organizational content, crossing functions and/or Divisions and Schools.</p> <p>Resolutions are the result of integration of the performance planning process with problem solving efforts across Schools and Divisions.</p> | <p>Analyzes novel, or non-recurring path finding situations requiring the development of new concepts and imaginative approaches. Problems or issues often have a high organizational content, crossing functions and/or Divisions and Schools.</p> <p>Solutions ensure the development and implementation of progressive and pro-active changes, which support University-wide goals and philosophies.</p> |

PROBLEM SOLVING

Jackson State University

| | M1 | M2 | M3 | M4 | M5 | M6 |
|---------------------------------------|---|---|--|---|--|---|
| Problem Complexity – Continued | <p>Division or School's policies and practices.</p> <p>May present options for resolution when problems are outside the area of responsibility.</p> | <p>Presents options for resolution when problems are outside the area of responsibility.</p> | <p>Consistently identifies and suggests new methods and procedures. Determines and recommends means to overcome potential obstacles and competing points of view.</p> | <p>Conducts comprehensive searches for information and evidence to develop new approaches or courses of action where there are no existing solutions.</p> | <p>New approaches are formulated, new options are generated and new possibilities are visualized.</p> | <p>Conducts global searches for innovative approaches, and cutting edges solutions.</p> |
| ACCOUNTABILITY | | | | | | |
| Freedoms to Act/ Commit | <p>Works under direction in the form of pre-established goals and objectives. Work is performed in accordance with established methods and practical procedures.</p> <p>Required to make decisions that are focused on choice of alternative methods as in determining the order of activities.</p> | <p>Works under limited direction in the form of broad goals and objectives. Work is performed in accordance with established methods and practical procedures.</p> <p>Required to make decisions that are primarily based on formal policies, procedures and standards of practice.</p> | <p>Works under consultative direction toward long-range assignments and/or predetermined project goals. Exerts significant latitude in determining the objectives of the assignment.</p> <p>Required to make independent decisions, think and plan strategically and recommend policy, plans and procedures regarding department or function activities or project direction and general guidelines.</p> | <p>Works under consultative direction toward predetermined long-range strategic plans. Exerts significant latitude in determining the objectives of the plans.</p> <p>Required to make independent decisions to formulate policy plans and procedures necessary for the total integration of department and School/Division plans and activities.</p> | <p>Works under consultative direction to establish long-range strategic plans. Exerts significant latitude in making decisions within the limits of overall program or University initiatives and/or priorities.</p> <p>Required to make independent decisions to formulate policy plans and procedures necessary for the development of department and School/Division plans and activities.</p> | <p>Work is performed with the widest latitude, limited by the parameters set forth by the JSU Plan.</p> <p>Required to make independent decisions to conceptualize policy plans and procedures necessary for the integration of the School/Division Performance Plan with the JSU Plan.</p> |
| Financial Accountability | <p>May provide input into the preparation of the operating budget for assigned area.</p> <p>Operates within prescribed budget.</p> <p>May be responsible for basic activities such as monitoring budget expenses.</p> | <p>If applicable to position, responsible for actively providing input into the preparation of the operating budget for assigned area.</p> <p>Operates within prescribed budget.</p> <p>Manage operating expenses for assigned area according to the authorized budget.</p> | <p>Responsible for actively participating in the short and long range budgetary and financial planning of multiple departments or projects, or a Division or School.</p> <p>Approves expenditures within guidelines. Manages assigned area to achieve financial results consistent with budget. Prepares quarterly performance and budget reports.</p> | <p>Responsible for actively contributing to the short and long range budgetary and financial planning of the Division or School.</p> <p>Responsible for developing annual budgets and forecasts for assigned areas. Ensures that budgets, schedules, and performance standards are realistically set and attained. Responsible for the preparation of quarterly performance and</p> | <p>Responsible for actively contributing to the short and long range budgetary and financial planning of the Division or School. May be responsible for leading the efforts of other members of the senior leadership team.</p> <p>Responsible for developing annual budgets and forecasts for multiple areas. Ensures that budgets, schedules, and performance standards are realistically set and attained. Responsible for the preparation of quarterly performance and</p> | <p>Responsible for the financial viability, planning and reporting for a Division or School.</p> <p>Develops and presents a performance plan and a realistically reflects the priorities and needs of the Division or School.</p> <p>Responsible for cost containment and stewardship efforts to ensure</p> |

Jackson State University

| | M1 | M2 | M3 | M4 | M5 | M6 |
|---|---|--|---|---|--|---|
| Financial Accountability - Continued | <p>Applies appropriate cost containment measures as necessary.</p> | <p>Applies appropriate cost containment measures as necessary.</p> | <p>Applies appropriate cost containment measures as necessary.</p> <p>May establish and administer project budgets, or, administers investment or other programs.</p> | <p>Initiates appropriate cost containment measures as necessary.</p> <p>Establishes and administers project budgets, or, administers investment or other programs.</p> | <p>Initiates appropriate cost containment measures as necessary.</p> <p>Determine and recommend terms of major contracts, or, administer major contracts. If applicable, executes major acquisitions/sales, or, leads and/or conducts major aspect(s) of revenue generating activities.</p> | <p>Develops and implements expenditure tracking and controls.</p> <p>Approves major contracts and acquisitions or sales. Responsible for revenue maximization.</p> |
| Contribution & Impact | <p>Contributes relevant knowledge in the successful development and implementation of projects and day-to-day activities.</p> <p>Decisions and activities impact are generally confined to a single work unit or a phase of University activities.</p> <p>Success is typically measured by the achievement of short-term assignments and/or project goals as indicated by established key indicators (metrics).</p> | <p>Employs expertise by actively participating in the planning of division/school objectives.</p> <p>Contributes expert knowledge of University and processes as they relate to area of responsibility.</p> <p>Decisions and activities impact subsequent operations within the department and beyond.</p> <p>Success is typically measured by the achievement of ongoing assignments and/or project goals as indicated by established key indicators (metrics).</p> | <p>Employs expertise by actively participating in the planning of division/school objectives and development of University-wide policies.</p> <p>Contributes to the design, improvement and operation of competitive programs that help achieve the Division/ School or University objectives that support the initiatives of the JSU Plan.</p> <p>Success is determined by the achievement of short to medium term goals and objectives and by improvement in program specific key indicators (metrics).</p> | <p>Employs expertise to influence the development of the Division or School's Performance Plan, and to develop and execute strategic plans for multiple functions and/or departments.</p> <p>Contributes to the design, improvement and operation of a divers set of competitive programs that help achieve the Division/ School or University objectives that support the initiatives of the JSU Plan.</p> <p>Success is determined by the achievement of long-term goals and objectives and by improvement in department specific key indicators (metrics).</p> | <p>Employs expertise to create strategies and initiatives that will shape JSU's policies, processes and work standards.</p> <p>Contributes accumulated expertise and strong knowledge of JSU to influence the development of the School or Division Performance Plan and to ensure alignment with the JSU Plan.</p> <p>Success is determined by improvement in key indicators (metrics) of far-reaching University or Division/School goals.</p> | <p>Efficient and effective use of University assets.</p> <p>Leverages status as a recognized authority to create vision, and to position JSU as a leader in the academic, research, technological and related field.</p> <p>Contributions ensure that Division/School activities are consistent with and adequate for the attainment of the initiatives that will advance the goals of the JSU Plan.</p> <p>Success is measured by advancement towards the goals of the JSU Plan.</p> |

Jackson State University

Professional Career Ladder

Positions classified on the Professional Career Ladder have as their primary duty the performance of work, the contribution of specialized skill and/or the oversight of a complex process that is performed based on specialized knowledge that is obtained through a combination of education and/or training and experience that is equivalent to the requirements for a Bachelor's degree or higher. The specialized knowledge that is applied includes both theoretical and practical knowledge of the specialty, including knowledge of related disciplines and of new developments in the field

| | P1 | P2 | P3 | P4 |
|---|--|--|---|--|
| KNOWLEDGE AND SKILLS | | | | |
| Technical Knowledge and Skills | <p>Uses established field specific systems, tools, and/or skills to conduct analysis, to identify trends and/or issues, to solve problems, and/or to provide professional service.</p> <p>Applies standard principles, theories, concepts, and techniques in the area of responsibility.</p> <p>Applies general understanding of related fields.</p> | <p>Chooses appropriate field specific systems, tools, and/or skills to conduct analysis, to identify trends and/or issues, to solve problems, to provide professional service, achieve results, and/or develop and plan programs.</p> <p>Broad use and application of principles, theories, and concepts in applicable discipline.</p> <p>Applies working knowledge of other related fields.</p> | <p>Develops and/or modifies specialized methods, techniques and procedures to conduct analysis, solve problems, achieve results, develop and plan programs, and/or provide professional service.</p> <p>Serves as a resource for special projects, assignments and initiatives beyond the boundaries of core responsibility. A recognized leader in a professional field.</p> <p>Applies substantive knowledge of related fields.</p> | <p>Contributes to the field of emerging specialized professional knowledge. Or, makes significant and/or innovative applications of specialized methods, techniques and procedures to enhance problem solving, to achieve results, to develop or plan programs, and/or to improve the delivery of services.</p> <p>Contributes expertise and experience to the definition of project scope and objectives. A recognized expert in a professional field or discipline.</p> <p>Applies thorough knowledge of related disciplines</p> |
| Supervisory and Managerial Requirement | <p>Occasional functional guidance. May orient new staff, or provide work-study students with assignments.</p> <p>May have input into decision making for all or some personnel matters such as: making hiring or promotion</p> | <p>Regularly provides guidance to and assists in the training of less experienced personnel.</p> <p>May have input into decision making for all or some personnel matters such as: making hiring or promotion</p> | <p>Regularly provides technical, professional and/or analytical guidance to a variety of internal and external constituencies that may include students, colleagues, subordinate staff, or senior members of the team.</p> <p>May have input into decision making for all or some personnel</p> | <p>Responsible for providing technical, professional and/or analytical guidance to a variety of internal and external constituencies that may include students, colleagues, subordinate staff, or senior members of the team.</p> <p>Will have input into decision making for all or some</p> |

Jackson State University

Professional Career Ladder

Positions classified on the Professional Career Ladder have as their primary duty the performance of work, the contribution of specialized skill and/or the oversight of a complex process that is performed based on specialized knowledge that is obtained through a combination of education and/or training and experience that is equivalent to the requirements for a Bachelor's degree or higher. The specialized knowledge that is applied includes both theoretical and practical knowledge of the specialty, including knowledge of related disciplines and of new developments in the field

| | P1 | P2 | P3 | P4 |
|---|---|---|--|--|
| Supervisory and Managerial Requirement | <p>recommendations.</p> | <p>recommendations, appraising the work of others and identifying performance issues.</p> | <p>matters such as: making hiring or promotion recommendations, appraising the work of others and making recommendations for disciplinary matters.</p> <p>May function as a team leader or project manager for University-wide and/or cross-functional projects.</p> <p>May manage the work of ad hoc team members, and/or external vendors.</p> | <p>personnel matters such as: making hiring or promotion recommendations appraising the work of others and the handling of disciplinary matters.</p> <p>May function as a team leader or project manager for University-wide and/or cross-functional projects.</p> <p>May manage the work of ad hoc team members, and/or external vendors.</p> <p>Requires diplomacy to contribute to the development and achievement of University-wide goals and objectives.</p> <p>Tailors influence strategies and negotiating stances to situation. Uses information and insights from diverse constituencies to achieve results.</p> <p>Communication involves obtaining and providing program specific and cross-functional information involving considerable interpretation and discretion.</p> |
| Communication | <p>Uses diplomatic skills to obtain cooperation and understanding in order to resolve problems or achieve appropriate solutions or results.</p> <p>Communication involves obtaining and providing program or department specific information.</p> <p>Clearly communicates in written and verbal form.</p> | <p>Uses diplomatic skills to influence or negotiate with others in order to resolve problems or achieve appropriate solutions or results.</p> <p>Communication involves obtaining and providing program or department specific information involving interpretation and discretion.</p> <p>Clearly communicates in written and verbal form.</p> | <p>Uses diplomatic skills to influence others in order to resolve problems, manage projects or achieve appropriate solutions or results. Applies influence strategies and negotiating stances to the situation.</p> <p>Uses information and insights from diverse constituencies to achieve results</p> <p>Communication involves obtaining and providing program specific and/or cross-functional information involving interpretation and discretion.</p> <p>Clearly communicates in written</p> | <p>Requires diplomacy to contribute to the development and achievement of University-wide goals and objectives.</p> <p>Tailors influence strategies and negotiating stances to situation. Uses information and insights from diverse constituencies to achieve results.</p> <p>Communication involves obtaining and providing program specific and cross-functional information involving considerable interpretation and discretion.</p> |

Jackson State University

Professional Career Ladder

Positions classified on the Professional Career Ladder have as their primary duty the performance of work, the contribution of specialized skill and/or the oversight of a complex process that is performed based on specialized knowledge that is obtained through a combination of education and/or training and experience that is equivalent to the requirements for a Bachelor's degree or higher. The specialized knowledge that is applied includes both theoretical and practical knowledge of the specialty, including knowledge of related disciplines and of new developments in the field

| | P1 | P2 | P3 | P4 |
|-------------------------------|---|--|---|---|
| | Represents the work group on routine matters to internal and/or external constituencies. | Represents the work group on routine and non-routine matters to internal and/or external constituencies. | and verbal form. Represents the division or school to internal and/or external constituencies. May represent the University in emergent or sensitive situations or in negotiations. | Clearly communicates in written and verbal form. Represents the University on routine and non-routine matters to internal and/or external constituencies. Represents the University in sensitive or high profile discussions and/or negotiations. |
| PROBLEM SOLVING | | | | |
| Problem Complexity | Analyzes routine issues, problems or situations including the research of relevant materials and the comparison and verification of information. Provides resolution to problems within the area of responsibility using defined policies and practices. Demonstrates judgment and flexibility. May present options for resolution when problems are outside the area of responsibility. | Analyzes a diverse range of issues, problems or situations including the research of relevant materials and verification of information. Provides resolution using broad application of professional knowledge. Presents options for resolution when problems are outside the area of responsibility. | Analyzes a diverse range of issues, opportunities or problems including the research of relevant materials, the development of new sources of information, or the modification of existing tools. Develops resolution by devising methods, or modifying or adapting standard procedures, to meet unique situations. Consistently identifies and suggests new methods and procedures. Determines and recommends means to overcome potential obstacles and competing points of view. | Analyzes a diverse range of issues, opportunities or problems that present complex or significant variables and may be outside the scope of past precedent. Develops resolution by participating in the formulation and implementation of Division and/or University policies and programs. Conducts comprehensive searches for information and evidence to develop new approaches or courses of action where there are no existing solutions. |
| Problem Complexity | | | | |
| ACCOUNTABILITY | | | | |
| Freedom to Act/ Commit | Works under direction in the form of pre-established goals and objectives. Work | Works under limited direction and work is performed in accordance | Works under consultative direction toward long-range assignments | Works under consultative direction toward |

Professional Career Ladder

Positions classified on the Professional Career Ladder have as their primary duty the performance of work, the contribution of specialized skill and/or the oversight of a complex process that is performed based on specialized knowledge that is obtained through a combination of education and/or training and experience that is equivalent to the requirements for a Bachelor's degree or higher. The specialized knowledge that is applied includes both theoretical and practical knowledge of the specialty, including knowledge of related disciplines and of new developments in the field

| | P1 | P2 | P3 | P4 |
|---------------------------------|---|---|---|--|
| | <p>is performed in accordance with established methods and practical procedures.</p> <p>Required to make decisions that are focused on the choice of alternative methods as in determining the order of activities.</p> <p>Success is typically measured by the completion of tasks contributing to the achievement of short-term assignments and/or project goals.</p> | <p>with established methods and practical procedures.</p> <p>Required to make decisions that are primarily based on formal policies, procedures and standards of practice.</p> <p>Success is typically measured by the achievement of short-term assignments and/or project goals.</p> | <p>and/or predetermined project or program goals.</p> <p>Required to make independent decisions, think and plan strategically and recommend policy, plans and procedures.</p> <p>Success is typically measured by the achievement of broad program or projects goals.</p> | <p>predetermined long-range strategic plans. Exerts significant latitude in executing the objectives of the plans.</p> <p>Required to make independent decisions, think and plan strategically and recommend policy, plans and procedures.</p> <p>Success is measured by the achievement of long-term or far-reaching goals and objectives.</p> |
| Financial Accountability | <p>Operates within a defined annual and/or project budget through basic activities such as monitoring budget expenses.</p> <p>May provide input into the preparation of the annual and/or project budget for assigned area.</p> <p>May work with manager and others to develop and use effective financial techniques and processes.</p> | <p>Operates within a defined annual and/or project budget through basic activities such as monitoring budget expenses.</p> <p>May provide oversight and analysis of a department's operating funds, annual budget, or comparable project budget where the income and expenditures are similar in nature to each other.</p> <p>May work with manager and others to develop and use effective financial techniques and processes.</p> | <p>Responsible for meeting budgetary goals through the control and approval of physical and financial resources within approved limits.</p> <p>May provide oversight and analysis of a department's operating funds, annual budget, or comparable project or program budget where the income and expenditures are diverse and/or complex.</p> <p>May work with manager and others to develop and use effective financial techniques and processes</p> | <p>Responsible for defining and meeting budgetary goals through the control and approval of physical and financial resources within approved limits.</p> <p>Provides oversight and analysis of a department's operating funds, annual budget, or comparable project or program budget where the income and expenditures are diverse and/or complex.</p> <p>May work with manager and others to develop and use effective financial techniques and processes.</p> |

Jackson State University

Professional Career Ladder

Positions classified on the Professional Career Ladder have as their primary duty the performance of work, the contribution of specialized skill and/or the oversight of a complex process that is performed based on specialized knowledge that is obtained through a combination of education and/or training and experience that is equivalent to the requirements for a Bachelor's degree or higher. The specialized knowledge that is applied includes both theoretical and practical knowledge of the specialty, including knowledge of related disciplines and of new developments in the field

| | P1 | P2 | P3 | P4 |
|----------------------------------|--|---|--|--|
| Contribution & Impact | <p>Contributes knowledge and skills in the implementation of projects, programs, day-to-day activities, or to cross-functional or University wide task forces, committees or other forums in order to support the objectives of the division or school performance plan.</p> <p>Decisions and actions impact the ability of the department to meet its goals and objectives.</p> | <p>Contributes knowledge and skills in the implementation of projects, programs and day-to-day activities, or to cross-functional or University wide task forces, committees or other forums in order to support the objectives of the division or school performance plan.</p> <p>Decisions and actions impact successive operations within the department and beyond. Impacts work unit, and/or costs and objectives of other departments</p> | <p>May be responsible for revenue planning and development.</p> <p>Contributes experience, knowledge and skills to the implementation of performance plan goals and objectives, or to cross-functional or University wide task forces, committees or other forums. Acts as advisor and resource to less experienced professionals in all aspects of a discipline.</p> <p>Decisions and actions impact significant division or school (portfolio) operations or University-wide operations. Decisions may impact JSU's image or reputation.</p> | <p>Responsible for revenue planning and development.</p> <p>Contributes achievements in a particular field or discipline to achieve performance plan goals and objectives or to cross-functional or University wide task forces, committees or other forums. Sought out for expert knowledge of a profession or discipline.</p> <p>Decisions and actions impact significant University wide operations or JSU's image or reputation.</p> |
| Salary Ranges | | | | |

Operations Career Ladder

The Operations Career Ladder is intended to classify positions that have as their primary duty the performance of, coordination of and/or oversight of operational support the activities of a school, division, department, process, individual or work group. Incumbents apply knowledge of the activities in order to follow prescribed procedures, or to determine which procedure to follow, or to determine whether specific standards are met. Job responsibilities may include manual labor and clerical duties. Knowledge, skills and abilities required for the performance of these positions is typically gained through work experience and/ or vocational training.

| | 01 | 02 | 03 | 04 <u>Manager</u> |
|---------------------------------------|--|--|--|--|
| Technical Knowledge and Skills | <p>Ability to read and decipher written instructions and understand and follow verbal directions as well as specific on-the-job training.</p> <p>Routine duties may include project maintenance of University grounds, minor repairs on powered and mechanical groundskeeping equipment.</p> | <p>Demonstrates basic working knowledge of oral ordering, number facility (the ability to add, subtract, multiply, or divide quickly and correctly).</p> | <p>Demonstrates proficiency in the use of field-specific tools, and techniques.</p> <p>Demonstrates basic working knowledge of computers to perform activities, including email, data entry, and order management. Typical duties may include ordering and receiving supplies, equipment, and landscape materials.</p> | <p>Formal or specialized job-related training or equivalent successful experience in performing tasks is needed. Demonstrates verifiable skills in the some or all of following:</p> <ol style="list-style-type: none"> 1. Basic Mechanical Aptitude 2. Trades Mathematics 3. Trades Communications 4. Groundskeeping Work 5. Group Leading 6. Ornamental Horticulture <p>Has the detailed knowledge of the formal and informal processes of the Department and how they interact with JSU that is typically gained through 2 or more years of applicable work experience. Handles more complex travel and meeting arrangements.</p> |

Jackson State University

| | 01 | 02 | 03 | 04 Manager |
|---|--|--|---|--|
| Supervisory and Managerial Requirement | May be called upon to perform the work of other maintenance personnel or to assist in the completion of work | If applicable, assign and follow up on tasks for work-study students and help orient new office employees. | If applicable, organize and direct worker training programs, resolve personnel problems, hire new staff, and evaluate employee performance in facilities. Assists the manager in performing departmental functions. | Manages the daily operations of a shift in an assigned section of a department. Performs all related personnel and administrative functions pertaining to staffing needs and development. |
| Effective Communication | Conduct is professional and appropriate to the work place. Relays verbal and written messages accurately and on time. Presents a positive image of work group and JSU to others. | Conduct is professional and appropriate to the work place. Relays verbal and written messages accurately and on time. Presents a positive image of work group and JSU to others. | Uses tact and discretion to obtain cooperation and understanding on routine matters. Follows established protocol for the control and release of information. Clearly communicates responses in written and verbal form. Interacts with and advises internal and/or external customers, on a range of work flow related topics | Uses tact and discretion to obtain cooperation and understanding on routine matters. Follows established protocol for the control and release of information. Clearly communicates responses in written and verbal form. Maintains customer satisfaction through delivery of high quality services and proper management and customer relations. Establishes levels of quality for the Department and implements processes for the measurement of the same. |
| Problem Complexity | All normal duties and responsibilities are handled with the use of established policies and procedures and input from the supervisor. All unusual situations are referred to the supervisor. | Decisions made require the application of clearly prescribed standard procedures. Addresses questions of a routine nature. | Basic analytic ability is required to identify established guidelines and procedures to follow for solving problems. Methods and procedures are well defined, with some latitude for organizing work or exercising judgment within established guidelines. | Responsible for implementation and maintenance of computer assisted management tools for the Department to include inventory use and management, manpower assignment, and equipment management. |

Administrative

| Lvl | Salary Range | | |
|-----|--------------|----------|----------|
| | Min | Mid | Max |
| A1 | \$15,000 | \$18,750 | \$22,500 |
| A2 | \$17,156 | \$22,875 | \$28,594 |
| A3 | \$23,660 | \$27,908 | \$34,884 |
| A4 | \$25,535 | \$34,047 | \$42,559 |
| A5 | \$31,153 | \$41,538 | \$51,922 |
| A6 | \$38,007 | \$50,676 | \$63,345 |

Management

| Lvl | Salary Range | | |
|-----|--------------|-----------|-----------|
| | Min | Mid | Max |
| M1 | \$26,499 | \$34,449 | \$42,399 |
| M2 | \$34,678 | \$45,081 | \$55,484 |
| M3 | \$45,379 | \$58,993 | \$72,607 |
| M4 | \$59,384 | \$77,199 | \$95,014 |
| M5 | \$77,711 | \$101,024 | \$124,338 |

Operations

| Lvl | Salary Range | | |
|-----|--------------|----------|----------|
| | Min | Mid | Max |
| O1 | \$15,000 | \$19,500 | \$24,000 |
| O2 | \$18,300 | \$23,800 | \$29,300 |
| O3 | \$22,300 | \$29,000 | \$35,700 |
| O4 | \$27,200 | \$35,400 | \$43,600 |

Professional

| Lvl | Salary Range | | |
|-----|--------------|----------|----------|
| | Min | Mid | Max |
| P1 | \$20,002 | \$26,003 | \$32,004 |
| P2 | \$26,818 | \$34,864 | \$42,910 |
| P3 | \$35,957 | \$46,744 | \$57,530 |
| P4 | \$48,209 | \$62,672 | \$77,134 |