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Career Band Definitions

The definitions below are used to determine the appropriate Career Band for a position. This is the critical first step in slotting a job and must be completed before moving to the next step. While reading the definitions below, consider the primary purpose (i.e., majority of the time/effort) of the position, its reason for being. All positions are the combination of many responsibilities; the ability to identify the *primary purpose* is critical to the appropriate placement of the job. It is important to emphasize that this process is designed to gather information *about the job; not performance in the job or the actual qualifications possessed by staff currently in the job or the title*. Please note: This is not a traditional hierarchy - bands will overlap significantly and market data will determine the ultimate salary ranges for each band.

Specialist	Management	Operations	Administrator
<p>Primary contribution is in applying knowledge (professional, technical, specialized), rather than managing people or performing tasks; leadership responsibilities (if any) are less critical than applying the knowledge.</p> <ul style="list-style-type: none"> - Work may involve the management of a process or project which may involve leading, planning, assigning, monitoring, and reviewing progress and accuracy of work of one or more teams. - Requires formal specialized training, certification, license or college degree. 	<p>Primary contribution is managing other people who serve primarily in management and/or specialist roles.</p> <ul style="list-style-type: none"> - Managing a department via multiple levels of managers OR supervising specialists; or managing, coordinating, providing leadership to, and reviewing a team of specialist and/or support staff. - Having full authority or contributing to the development of a department's operating plan/budget and performance goals for the employees supervised. - Providing the primary input for employees supervised on hiring, reward, and performance decisions. - Working with members of the Senior Management Team to support or implement the College's/Institute's strategies through effective people management skills. 	<p>Primary contribution is providing administrative or service support. (i.e., administrative processes, customer service, mechanical or routine technical duties or servicing the physical plant)</p> <ul style="list-style-type: none"> - May direct and train personnel in technical complexities of assigned work. May serve as a lead worker, with responsibility for planning, organizing and assigning work to others. - May be responsible for supervising other support staff or delivering results independently without support from subordinates. 	<p>Primary contribution is setting the strategic direction of the College/Institute.</p> <ul style="list-style-type: none"> - Leading and being responsible for results delivered within a division and/or major department. - Managing multiple layers of Directors and Managers. - Leading or participating directly in the development of Middlebury College's/MIIS's long-term vision. -Serving as a senior advisor to the President's Staff.

