

# A

## 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><b>Primary contribution is in applying knowledge</b> (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"> <li>- 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.</li> <li>- Requires formal specialized training, certification, license or college degree.</li> </ul>	<p><b>Primary contribution is managing programs of significant impact or other people</b> who serve primarily in management and/or specialist roles.</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Having full authority or contributing to the development of a department's operating plan/budget and performance goals for the employees supervised.</li> <li>- Providing the primary input for employees supervised on hiring, reward, and performance decisions.</li> <li>- Working with members of the Senior Management Team to support or implement the College's/Institute's strategies through effective people management skills.</li> </ul>	<p><b>Primary contribution is providing administrative or service support.</b> (i.e., administrative processes, customer service, mechanical or routine technical duties or servicing the physical plant)</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- May be responsible for supervising other support staff or delivering results independently without support from subordinates.</li> </ul>	<p><b>Primary contribution is setting the strategic direction of the College/Institute.</b></p> <ul style="list-style-type: none"> <li>- Leading and being responsible for results delivered within a division and/or major department.</li> <li>- Managing multiple layers of Directors and Managers.</li> <li>- Leading or participating directly in the development of Middlebury College's/MIIS's long-term vision.</li> <li>-Serving as a senior advisor to the President's Staff.</li> </ul>