

Position Allocation Matrix for Use in Evaluating MSUAASF Positions

(Words from the glossary appear in **bold** when they are used)

Effective: December 2018

Level	A	B	C	D	E
FACTOR 1: KNOWLEDGE & EXPERTISE	<p>At minimum: Bachelor’s degree or two years of para-professional experience or an equivalent combination of post-secondary training, education and/or para-professional experience.</p> <p>Work needs to require knowledge, skills and abilities such as:</p> <ul style="list-style-type: none"> • Ability to provide customer service to meet student or program needs • Ability to understand complexity of issues sufficient to make appropriate referrals • Basic knowledge of the higher education environment and general practices • Basic knowledge of the functional area sufficient to accomplish work assignments 	<p>At minimum: Master’s degree in a content-specific field or Bachelor’s degree plus one year of professional experience in a content-specific field or two years of professional experience or an equivalent combination of post-secondary training, education and/or professional experience.</p> <p>Plus: Work needs to require knowledge, skills and abilities such as:</p> <ul style="list-style-type: none"> • Knowledge of a specific function sufficient to accomplish multiple work assignments and projects. • Ability to understand the impact of work on other functions • Ability to integrate general knowledge of other functions into the provisions of information and advice to customers 	<p>At minimum: Master’s degree plus one year of professional experience in a content-specific field or Bachelor’s degree plus two year of professional experience in a content-specific field or three years of professional experience in a content-specific field or an equivalent combination of post-secondary training, education and/or professional experience.</p> <p>Plus: Work needs to require knowledge, skills and abilities such as:</p> <ul style="list-style-type: none"> • Knowledge of a complex body of practices and procedures for a specific function • Ability to integrate knowledge of multiple functions to accomplish objectives • Ability to relate the work of multiple functions to the broader work of the university 	<p>At minimum: Master’s degree plus three years of advanced professional experience in a content-specific field or Bachelor’s degree plus four years of advanced professional experience in a content-specific field or an equivalent combination of post-secondary training, education and/or advanced professional experience.</p> <p>Plus: Work needs to require knowledge, skills and abilities such as:</p> <ul style="list-style-type: none"> • Advanced knowledge of a complex set of principles, policies, practices and data applicable to the operations of multiple functions • Ability to serve as credible expert for policies, procedures, and practices in functional area on behalf of university 	<p>At minimum: Master’s degree plus five years of advanced professional experience in a content-specific field or Bachelor’s degree plus six years of advanced professional experience in a content-specific field or an equivalent combination of post-secondary training, education and/or advanced professional experience.</p> <p>Plus: Work needs to require knowledge, skills and abilities such as:</p> <ul style="list-style-type: none"> • Comprehensive knowledge of a complex set of principles, policies, practices and data applicable to the operations of multiple functions • Ability to serve as recognized authoritative expert across one or more functional areas on behalf of university

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FACTOR 2: RESOURCE MANAGEMENT	<p>Expected to accomplish multiple work activities with differing deadlines.</p> <p>Plans and organizes own time to achieve tasks within identified work/project deadlines.</p> <p>Understands how their work relates to the work of others.</p> <p>May assign work to and train others.</p> <p>Magnitude of impact on the institution: May make recommendations impacting budget and/or monitor budget or portion of budget.</p>	<p>Plus: Develops and manages small to medium projects of low complexity and risk to deliver on identified goals and objectives.</p> <p>Gathers and defines assignment/project specifications.</p> <p>Recommends action steps.</p> <p>Develops time estimates and work/project plans.</p> <p>Monitors costs, schedules, resources, scope and risks.</p> <p>Forms and directs work/project team, communicates roles and expectations.</p> <p>Implements established methods for assessing work/projects.</p> <p>Resolves conflict within assigned work/projects.</p>	<p>Plus: Develops work/project plans for large projects of medium complexity to deliver on identified goals and objectives.</p> <p>Develops cost estimates.</p> <p>Designs process assessments.</p> <p>Redesigns work/project for process improvement.</p> <p>Recommend staffing/resource requirements for projects.</p> <p>Ensures project team members have tools/training needed.</p> <p>Magnitude of impact on the institution: May have discretion to manage and control operational budget of \$100,000 or less.</p>	<p>Plus: Identifies new initiatives and work priorities and project goals and objectives.</p> <p>Manages multiple work/project plans for large projects with high complexity and risk.</p> <p>Provides work/project management consultation.</p> <p>Prioritizes work/project requirements.</p> <p>Analyzes and develops overall methods for assessing work/projects.</p> <p>Identifies opportunities/weaknesses within work/projects and makes specific changes to structures, processes or people to improve work/project performance.</p>	<p>Plus: Manages large work/project plans of high complexity and risk impacting the whole university, multiple institutions or the entire system.</p> <p>Determines staffing/resource requirements for work/projects.</p> <p>Develops best practices, for assessing work/projects.</p> <p>Manages conflict resolution within framework of university and work/project objectives.</p> <p>Obtains sponsorship, funding and buy-in to support initiatives.</p> <p>Resolves problems across the organization and resistance to change.</p> <p>Magnitude of impact on the institution: Authority to manage operational budget and commit resources that have a significant impact on the university of >\$100,000.</p>

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FACTOR 3: COMMUNICATIONS & RELATIONSHIPS	<p>Expected to regularly interact with students and others inside and outside the institution.</p> <p>Requires ability to request and convey information clearly and accurately with courtesy, tact and effectiveness and cause understanding in others, both orally and in writing.</p> <p>Requires sensitivity to others' points of view in order to cause understanding and influence behavior, e.g., in recruiting or training situations or when dealing with demanding customers or difficult situations.</p>	<p>Plus: Expected to communicate to a wide variety of audiences, framing the method of communication appropriately to support, influence, advise or counsel others aimed at causing a change of opinion or action.</p> <p>Seeks additional clarifying information and applies technical knowledge or rational arguments.</p> <p>Regularly resolves conflict when it occurs within assigned work/projects.</p>	<p>Plus: Expected to determine what should be communicated and when to assist in developing different types of relationships with varied audiences.</p> <p>Regularly deals with unexpected complex situations defined as: –Has multiple steps AND –Involves multiple functions AND –Recommends significant change to existing procedure or makes one time exceptions to existing procedure AND –Has potential for impact external to organization</p>	<p>Plus: Expected to communicate to multiple types and levels of audiences in a broad range of situations.</p> <p>Regularly persuades others-to further goals of the functional area.</p> <p>Expected to regularly present to senior management.</p> <p>Desired results have a broad impact.</p> <p>Regularly resolves escalated complaints when they occur.</p>	<p>Plus: Expected to represent their functional area(s) university-wide, to the system office, and externally in the community.</p> <p>Regularly negotiates and creates agreements so that new courses of action persist.</p> <p>Desired results have a university-wide impact.</p>

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FACTOR 4: PLANNING & ASSESSMENT	<p>Plans daily or weekly work based on functional area's priorities.</p> <p>Priorities identified by others.</p> <p>Focus is on executing their part of the functional area's work plan over a monthly, semester or annual basis.</p> <p>Gathers assessment data and conducts assessment activities as assigned.</p>	<p>Plus: Understands functional area goals & objectives and applies them to establish monthly, quarterly and annual priorities for self.</p> <p>Recommends assessment activities or methods for functional area.</p> <p>Assists in designing and conducting assessment projects.</p>	<p>Plus: Recommends annual goals & objectives for functional area.</p> <p>Applies functional area's goals & objectives and establishes annual priorities for others.</p> <p>Designs and conducts assessment projects for functional area consistent with the university's strategic plan.</p>	<p>Plus: Creates annual goals & objectives for functional area consistent with the university's strategic plan.</p> <p>Recommends goals & objectives for functional area for a biennium or longer.</p> <p>Analyzes functional area assessment results and identifies and implements modifications to annual work activities to deliver on the university's strategic plan.</p>	<p>Plus: Creates goals & objectives for functional area(s) for a biennium or longer consistent with the university's strategic plan.</p> <p>Evaluates functional area(s) assessment results and determines modifications to functional area's goals & objectives consistent with the university's strategic plan.</p>

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FACTOR 5: DECISION MAKING & ACCOUNTABILITY	<p>Applies established policies, procedures and precedents for the functional area.</p> <p>Follows established laws and regulations of State and Federal agencies and other governing bodies (e.g., NCAA, ICE, NCA/HLC).</p> <p>Seeks guidance on non-routine or complex issues.</p> <p>Identifies and recommends process improvement within a functional area.</p>	<p>Plus: Interprets established policies, procedures and precedents within a functional area.</p> <p>Develops, obtains approval for and implements work process improvements within a functional area.</p>	<p>Plus: Makes decisions within a functional area choosing from among multiple courses of action that affect stakeholders with diverse interests.</p> <p>Decisions may affect more than one functional area.</p> <p>Communicates with key-stakeholders prior to implementation.</p> <p>Interprets established policies, procedures and precedents relative to complex issues that impact functional area(s).</p> <p>Make decisions on behalf of the institution on matters of significance, for example, granting appeals and exceptions where precedents exist.</p> <p>Recommends new and creative solutions within a functional area.</p>	<p>Plus: Reviews decisions made at lower levels.</p> <p>Consults on complex situations with key stakeholders.</p> <p>Interprets laws and regulations.</p> <p>May recommend and develop policies and procedures for functional area(s).</p> <p>Grants appeals and exceptions where no precedent exists.</p> <p>Identifies and develops solutions to proactively address issues within a functional area or areas.</p>	<p>Plus: Makes decisions that balance competing priorities.</p> <p>Ensures needs of university management are addressed.</p> <p>Serves as key internal communicator on university wide issues.</p> <p>Identifies applicable laws and regulations for interpretation and implementation.</p> <p>Develops, obtains approval of and implements policies and procedures for functional area(s).</p> <p>Executes solutions affecting multiple functional areas.</p>