

Villanova University Staff Band Definitions

Band	Job Scope and Major Responsibilities	Complexity / Impact	Knowledge, Skills and Competencies	Education and Experience
M	<ul style="list-style-type: none"> • Leads a major department of the University and is accountable for developing the department's strategic and operational plans, goals, and policies • Contributes to the strategic and operational plans of the division • Executes the department's operational plan and is responsible for the performance and goal achievement of the functional area • Contributes to budget development and manages budgets for single or multiple functional areas • Leads through subordinate directors and managers and other direct reports, all of whom are management or high level individual contributors • Responsible for people management of the area, including staffing, hiring, termination and discipline, setting performance standards and evaluating staff, making pay decisions, staff development and training, etc. in collaboration with functional leadership • Typically reports to a Vice President 	<ul style="list-style-type: none"> • Decisions and actions have a direct impact on the outcomes of a major area/unit, project, and program. Has a direct and significant impact on the business and academic operations of the University as a whole • Problems encountered often involve multiple areas/units, projects or programs. Problems are often complex, broad in scope and implications, and often unprecedented with no clear resolution • Resolution requires in-depth analysis, cross-functional assessment and understanding of University's strategic direction, and must consider the complex interdependencies related to the problem 	<ul style="list-style-type: none"> • Broad understanding of the external environment and how it affects academia in general and Villanova in particular, including political, legal, environmental, educational, financial and social influences • Broad and deep understanding of the structure, operations, human resources and finances of the University and the complexities of their interdependencies • Ability to translate University-wide strategies and priorities into strategic and operational plans and policies for own area • Ability to understand the impact of own area on the University and to contribute to the development of the University's strategic plan • Proven leadership skills and managerial expertise, and ability to motivate and empower direct and indirect reports to achieve priorities and expectations for own area • Ability to forecast and manage budgets and other resource requirements for area of responsibility • Ability to partner with others across the University and externally develops strategies and plans to exchange information, collaborate on projects, share resources, etc. • Ability to influence others of the benefits/importance of an idea or plan of action and to gain their support or commitment • Strong negotiation skills and ability to reach mutual points of agreement and benefit among peers and colleagues, and possibly external stakeholders 	<ul style="list-style-type: none"> • Typically over 10 years general business experience, including over 8 years in management and 5 years in University/function • Bachelor's and Master's degrees required

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L	<ul style="list-style-type: none"> • Oversees a large department or multiple smaller areas or departments. Executes the operational plan for areas of responsibility • Provides vision and direction for the area/unit, project or program to ensure alignment with the University's operation • Plans and manages budget for own area of responsibility • Manages a staff, typically through subordinate managers; staff generally includes multiple job families and both exempt and non-exempt jobs • Is responsible for staffing, hiring, termination and discipline, setting performance standards, coaching and evaluating staff, making pay decisions, and organizing and scheduling work loads and work flow • Builds and maintains cross organization / cross functional relationships to accomplish job responsibilities 	<ul style="list-style-type: none"> • Decisions and actions have a direct impact on the outcomes of the area/unit, projects, and programs. May have a direct impact on the business and academic operations of major segments of the University • Problems encountered are generally limited to the area/unit, the project or the program, and/or may involve other related areas within the University. Problems are often complex, broad in scope and implications, and are often unprecedented • Resolution requires in-depth analysis, cross-functional assessment and understanding of University's strategic direction 	<ul style="list-style-type: none"> • In-depth knowledge and expertise in all aspects of own and related areas of the University, and pertinent interdependencies • General understanding of the external environment and how it affects academia in general and Villanova in particular, including political, legal, environmental, educational, financial and social influences • Strong knowledge of University structure, policies and practices, and the impact on own area • Proven expertise in planning and executing operational plans, managing projects and/or programs, budgeting and cost control • Strong managerial and team building skills, and demonstrated ability to motivate and empower direct and indirect reports to achieve area priorities • Ability to diagnose, plan and manage resource requirements for own area, including staffing, budgets, equipment, etc. • Ability to partner with others across the University and externally to exchange information, collaborate on projects, share resources, etc. • Ability to influence others of the benefits/importance of an idea or plan of action and to gain their support or commitment • Strong negotiation skills and ability to reach mutual points of agreement and benefit among peers and colleagues 	<ul style="list-style-type: none"> • Typically over 8 years general business experience, including 5 years in management and 3 years in University/function • Bachelor's and Master's degrees required

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K	<ul style="list-style-type: none"> • Defines and develops solutions for major business or functional challenges • Contributes to planning and making recommendations for department/program/project concept, operations, and/or implementation • Influences design and scope of initiatives and programs • Plays a coaching and mentoring role for others; may assist in team management as necessary, although has no formal people management responsibility • Reviews, analyzes and evaluates the effectiveness of programs/projects and makes recommendations for enhancements 	<ul style="list-style-type: none"> • Works under broad direction with considerable latitude for independent action. Specific actions are guided primarily by professional standards and expected outcomes of the program/project • Decisions and actions impact prioritization, timeframes, and project outcomes • Problems encountered are complex and may involve unprecedented circumstances; resolution requires investigation, analysis, cross-functional assessment and understanding of professional/University standards and strategies 	<ul style="list-style-type: none"> • In-depth knowledge and expertise in area of specialization and related areas of the University, and pertinent interdependencies • Strong knowledge of University structure, policies and practices, and the impact on own area • General understanding of the external environment and how it affects academia in general and Villanova in particular, including political, legal, environmental, educational, financial and social influences • Strong diagnostic, analytical and problem solving skills • Ability to exchange information, present recommendations and collaborate with colleagues and peers within the University and possibly externally • Ability to influence others of the benefits/importance of an idea or plan of action and to gain their support or commitment • Strong negotiation skills and ability to reach mutual points of agreement and benefit among peers and colleagues 	<ul style="list-style-type: none"> • Typically over 6 years relevant experience • Bachelor's degree required; Master's may be required for some positions
FOR SUPERVISORS ONLY				
	<ul style="list-style-type: none"> • Oversees a discrete department or functional area. Executes the operational plan and leads operations of a single large function/program or multiple smaller functions/programs • May contribute to the development of the operational plans for the major functional area/department • Is accountable for the successful achievement of goals and objectives for the area/unit, project or program • Manages budget for program or own area of responsibility and may contribute to budget development • Manages staff, typically of jobs in a similar job family and is responsible for setting performance standards, coaching and evaluating staff, organizing and scheduling work loads and work flow, may also make pay decisions • Builds and maintains cross organization / cross functional relationships 	<ul style="list-style-type: none"> • Decisions and actions have a direct impact on the outcomes of the area/unit, projects, and programs. May have an indirect impact the business and academic operations of major segments of the University 	<ul style="list-style-type: none"> • Proven expertise in executing operational plans, managing projects and/or programs, budgeting, cost control and delivery of results • Strong managerial and team building skills, and demonstrated ability to motivate and empower direct and indirect reports to achieve area priorities • Ability to diagnose, plan and manage resources requirements for own area, including staffing, budgets, equipments, etc. • Ability to partner with others across the University and externally to exchange information, collaborate on projects, share resources, etc. 	<ul style="list-style-type: none"> • 3 years management/supervisory experience required, preferably in a University

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J	<ul style="list-style-type: none"> Influences and manages priorities related to program/project operations Assists in the administration of all aspects of a single function or program, or multiple aspects of large functions/programs Contributes to the oversight and planning of programs and projects May recommend changes and enhancements based on analysis and evaluation of circumstances 	<ul style="list-style-type: none"> Works under broad direction with considerable latitude for independent actions, guided by professional standards, desired outcomes and unit, project/program specifications Decisions and actions impact prioritization, timeframes and project work steps Problems encountered are often complex and may involve significant resource coordination and availability, evaluating and resolving discrepancies with data, analyses, processes, etc. using own expertise and judgment; may require cross-functional assessment and understanding of area's strategic and operational direction General precedents may exist for most problems; conducts independent research/analysis to identify the appropriate approach 	<ul style="list-style-type: none"> In-depth functional knowledge and expertise in area of specialization and general knowledge of related areas in the University General understanding of University structure, policies and practices, and the impact on own area Strong diagnostic, analytical and problem solving skills Excellent coordination and communication skills used to effectively negotiate and appropriately influence the decision making of individuals and groups at all levels in the University Ability to plan and manage own work flow, priorities and results accomplishment 	<ul style="list-style-type: none"> Typically over 5 years relevant experience Bachelor's degree required
FOR SUPERVISORS ONLY				
	<ul style="list-style-type: none"> Manages a single program, work unit, small department, or multiple program segments Manages operational activities and work flow to ensure effectiveness; establishes targets for accomplishments and manages staff to those targets Manages interfaces with internal and external customers, and/or internal support functions Reviews, analyzes and evaluates the area and makes recommendations for enhancements Manages staff performance, work flow and schedules, coaches and disciples, may contribute to hiring, termination and pay decisions, plans and participates in staff training 	<ul style="list-style-type: none"> Decisions and actions have an impact on the smooth operation and results of an area; impact on the University is limited 	<ul style="list-style-type: none"> Ability to exchange information, present recommendations and collaborate with colleagues and peers within the University and possibly externally Ability to influence others of the benefits/importance of an idea or plan of action and to gain their support or commitment Ability to negotiate and reach mutual points of agreement and benefit among peers and colleagues Proven expertise in understanding all aspects of program/project phases and effectively managing projects and work flow 	<ul style="list-style-type: none"> Typically requires 2-3 years supervisory experience

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I	<ul style="list-style-type: none"> Responsible for executing specific responsibilities and delivering results for more complex problems and initiatives in own area Responsible for planning and scheduling own work flow and timetables, within area and functional guidelines Contributes as a team member and resource to other professionals in the area Identifies areas for improved efficiency or effectiveness within prescribed parameters Influences designs for specific applications, or initiatives and may be involved in prioritizing activities related to program/project operations 	<ul style="list-style-type: none"> Works under general guidelines for completion and accuracy as determined by the supervisor Decisions and actions impact primarily work flow, project processes and timeframes Problems encountered are generally varied but within expected parameters Problem solving involves resolving basic resource coordination and availability, evaluating and resolving discrepancies with people, data, analyses, processes, etc. within guidelines Policies or guidelines generally exist for most problems, others must be referred to supervisor or more senior professional 	<ul style="list-style-type: none"> Fully proficient in professional and functional standards and protocols General understanding of University structure, policies and practices, and the impact on own area Ability to contribute in multiple related areas within the function Expertise in understanding and following project plans, including the coordination of multiple resources and activities Understanding of and ability to coordinate interdependencies of work within the area and of resources from outside the area Ability to exchange information with individuals and collaborate and colleagues the University 	<ul style="list-style-type: none"> Typically 3 – 4 years relevant experience Bachelor's degree generally required
FOR SUPERVISORS ONLY				
	<ul style="list-style-type: none"> First level of "management" in a complex functional unit Responsible for planning and scheduling, work activities, effectively using resources (e.g., staff, materials, budget), provides feedback and guides work of staff; sets daily and short term priorities Supervises staff holding jobs in the same or similar job families or functions May monitor expenditures within a budget 	<ul style="list-style-type: none"> Decisions and actions have an impact on the smooth operation and results of an area or work unit and impact on the division and University is limited 	<ul style="list-style-type: none"> Knowledge of operational processes and procedures, work and task flow for area Ability to negotiate and reach mutual points of agreement and benefit among peers and colleagues Ability to manage own work and work of others to unit performance standards for cost, quality, and output (e.g., demonstrated supervisory and organizational skills, ability to set priorities for self and others, schedule work activities, allocate resources and provide appropriate feedback) 	<ul style="list-style-type: none"> Typically 1 year supervisory experience required

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H	<ul style="list-style-type: none"> • Responsible for accomplishing assigned job responsibilities, and following the standards and practices of the department and division • Responsible for planning and scheduling own work flow and timetables, within area and function guidelines • Identifies areas for improved efficiency or effectiveness within prescribed parameters, and institutes enhancements to procedures • May serve as a departmental resource on procedural, administrative and operational issues • May oversee the work of student workers, and may act as a guide to less experienced staff • In some circumstances, this role may also have supervisory responsibilities. Generally, the positions supervised would be in a similar role or job family and the responsibilities would be focused on instructing on work processes and standards, coordinating work flow, scheduling, distributions of activities, etc. Issues related to discipline, hiring, terminations, pay decisions, etc. would be referred to a higher level manager 	<ul style="list-style-type: none"> • Works under general guidelines for completion and accuracy as determined by the supervisor • Coordinates own work flow and sets individual priorities • Decisions and actions impact primarily work flow, project processes and timeframes • Problems encountered are generally varied, requiring review of practices and precedents to resolve • Problem solving involves evaluating and resolving discrepancies with data, analyses, processes, etc. within prescribed guidelines • Policies or guidelines generally exist for most problems, others must be referred to supervisor or more senior professional 	<ul style="list-style-type: none"> • Strong knowledge and skills in specific area/function and general understanding of concepts and principles of related areas/functions • Solid knowledge of standards for the area/field, operational processes and procedures, work and task flow • Ability to manage own work to job and performance standards 	<ul style="list-style-type: none"> • Exempt positions: Typically 2–4 years relevant experience. Bachelor's degree may be required or preferred in some positions • Non-exempt positions: Typically 3 – 5 years in related area, high school diploma required, vocational or specialized training may be required or preferred

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G	<ul style="list-style-type: none"> Responsible for accomplishing specific job responsibilities, pre-determined work steps in project plans, or established activities within the area, in support of the overall operations of the area Assists in a variety of duties at the request of more senior staff, and contributes as a team member and resource to others in the area May contribute insights and ideas on improving processes, procedures and efficiency but generally may not institute major changes without approval May oversee the work of student workers, and may act as guide to less experienced staff In some circumstances, may have team lead or supervisory responsibilities, although it may not be a primary function. Generally, the positions supervised perform a similar job, working in the same unit. The focus would generally be on instructing others on work processes and standards, coordinating work flow, scheduling and distributions of activities, etc. Issues related to discipline, hiring, terminations, pay decisions, etc. would be referred to a more senior manager 	<ul style="list-style-type: none"> Works under general supervision and follows established guidelines regarding work flow, prioritization and work processes Decisions and actions impact primarily work flow and timeframes Problems encountered may be varied, but are generally within predictable parameters. Resolution involves evaluating and selecting from established practices and standards Non-routine problems, or those for which precedents do not exist, must be referred to supervisor 	<ul style="list-style-type: none"> Fundamental knowledge and skills in function, as well as understanding of area of related areas Solid understanding of work flow, process steps and professional standards for the function Basic organizational and time management skills Ability to set priorities for self and manage own time, effort and activities Ability to participate as an active team member 	<ul style="list-style-type: none"> Exempt positions: Typically up to 3 years relevant experience. Bachelor's degree may be preferred in some positions Non-exempt positions: Typically 2 – 5 years in related area, high school diploma required, vocational or specialized training may be required or preferred
F	<ul style="list-style-type: none"> Acts as a support and resource to team members and/or a specific area administrator, team or group of individuals Responsible for performing a variety of job duties and activities, and following the standards and practices of the job, department and division May act as guide to less experienced staff in similar role. Generally does not have responsibility for overseeing others, with the exception of possibly student workers 	<ul style="list-style-type: none"> Follows instruction from supervisor or manager regarding work flow, prioritization and specific work processes to manage time Problem solving involves reviewing and evaluating generally routine problems and resolution may involve selecting from established procedures Solutions are guided by instructions, standards and practices Problem solving and decision making outside standard procedures requires involvement of the supervisor Decisions generally impact own area or job, and are usually of an operational or procedural nature 	<ul style="list-style-type: none"> Basic knowledge and skills in area of responsibility required Basic organizational and time management skills Ability to set priorities for self and manage own time, effort and activities Ability to participate as an active team member Understands the goals and objectives of the department, and standards for own job 	<ul style="list-style-type: none"> Exempt positions: Typically up to 2 years relevant experience. Bachelors degree may be preferred in some positions Non-exempt positions: Typically 2 – 3 years in related area, high school diploma required, vocational or specialized training may be required or preferred

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E	<ul style="list-style-type: none"> • Provides general support to a department, team or individuals, performing a variety of activities • Responsible for performing a variety of job duties and activities, and following the standards and procedures of the job, department and division, generally at the direction of a supervisor • May have certain specific activities that can be performed according to specific procedures but without direct supervisory oversight • May offer ideas and suggestions for improving efficiency and procedures in own area, but may not make changes to procedures without supervisory approval 	<ul style="list-style-type: none"> • Works under direct supervision and follows specific instructions; work is subject to close review • Problems are generally routine and similar to those encountered in the past • Problems are resolved by following specific standards and procedures. Variations must be reviewed and approved by supervisor or manager • Decisions are generally limited to own work flow and processes, and involves selecting from pre-determined and pre-approved approaches 	<ul style="list-style-type: none"> • Fundamental knowledge in area of responsibility • Basic organizational skills • Ability to participate as an active team member • Understands the goals and objectives of the department, and own job standards 	<ul style="list-style-type: none"> • Typically 0 – 3 years relevant experience • High School diploma required, vocational or specialized training may be required or preferred
D	<ul style="list-style-type: none"> • Performs a variety of duties within the department or work unit, following specific policies and procedures • Acts as entry-level support and resource to team members and/or specific area • Does not change procedures without supervisor's approval • May offer ideas and suggestions for improving efficiency and procedures in own area, but may not make changes to procedures without supervisory approval 	<ul style="list-style-type: none"> • Works under direct supervision and follows specific instructions; work is subject to close review • Problems are routine and similar to those encountered in the past • Problems are resolved by following prescribed standards and procedures. Variations must be reviewed and approved by supervisor • Decision-making is limited to selecting from several pre-determined and pre-approved approaches depending upon circumstances. Other decisions must be referred to the supervisor 	<ul style="list-style-type: none"> • Basic knowledge in area of responsibility • Basic organizational skills • Ability to participate as an active team member • Understands the goals and objectives of the department, and own job standards 	<ul style="list-style-type: none"> • Typically 0 – 2 years relevant experience • High School diploma required, vocational or specialized training may be required or preferred