

## DRAFT – December 22, 2017

### ADMINISTRATIVE JOB FAMILY – ADMINISTRATIVE MANAGEMENT

#### JOB FAMILY CONCEPT:

The Administrative job family is responsible for supporting, coordinating, supervising, managing, or directing administrative activities and operations in support of programs, projects, departments, schools, colleges, or institutes. Administrative roles perform, lead, supervise, or manage a broad range of administrative, program, technical, clerical, or office support activities. This includes but is not limited to grants and contracts, financial services, human resources, student services, and general administrative, medical or academic areas.

Administrative roles support the management of the University of Tennessee and may provide professional administrative expertise by supporting, coordinating, researching, recommending, and implementing overall administrative initiatives. The Administrative job family is designed to cover a broad cross section of administrative functions where a general knowledge base is required. Positions specializing in a particular functional area should be classified in the functional job family if available.

#### ADMINISTRATIVE MANAGEMENT

The Administrative Management role provides leadership, direction, training, and management for operations of the department, division, college, institute, campus, or system. Sets strategic direction for the unit. Serves in an advisory role to senior-level management. Develops and manages budgets, provides expertise and analysis for strategic and long-range planning, provides interpretation of rules and regulations and is responsible for ensuring compliance. Assesses risk and makes determinations on assumption of risk. This role sets and develops processes, procedures, initiatives and identifies alternative methods to accomplish goals while maintaining compliance. Serves as a liaison with federal, state, and local officials, and is responsible for high-level reporting to internal and external stakeholders.

The **Administrative Management** role is distinguished from the **Administrative Professional** role in that it provides senior-level strategic expertise and guidance, and has increased accountability. The **Administrative Management** role is primarily responsible for staff and resource management of a department, division, college, campus, or institute.

The **Administrative Management** role is distinguished from other management roles by its primary focus on a broad cross section of administrative functions where a general knowledge base is required.

#### **ADMINISTRATIVE MANAGEMENT 1**

##### Typical Functions

Manages and oversees the operations of a program or department, including staff supervision, development, and leadership. Sets priorities for program or department and ensures task completion. Initiates and implements program or department operational plans. Develops procedures. Coordinates work activities with other supervisors. Serves as a subject matter expert for a specialized area or function. Identifies, researches, and resolves complex problems. Creates reports for stakeholders. May have budget responsibilities.

##### Complexity and Decision Making Authority

Relies on experience and judgement to plan and accomplish goals. Decisions are largely guided by policies and procedures.

##### Knowledge, Skills, and Abilities

Knowledge of a variety of the field's concepts, practices, and procedures. Knowledge of the strategic planning process, as well as the ability to create short- and long-range plans and forecasts. A high level of consulting, problem solving, and

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collaborative skills. High level of analytical and decision making skills. Ability to analyze complex situations, and provide and implement successful solutions. Ability to develop successful teams.

### Education/Experience

Bachelor's degree and three years relevant, progressively responsible experience, or an equivalent combination of training and experience. Relevant certification may be preferred. Master's degree preferred.

## **ADMINISTRATIVE MANAGEMENT 2**

### Typical Functions

Manages and oversees the operations of a segment of a moderate to large-scale department, multiple components of a comprehensive or specialized program, or a major function including staff supervision, development, and leadership. Identifies and follows efficient work procedures that maximize the efficiency of operations. Contributes to budget and strategic planning processes. Ensures programs and activities comply with University and external policies and regulations. May have budget responsibilities.

### Complexity and Decision Making Authority

Relies on extensive experience and judgement to plan and accomplish goals. A wide degree of creativity and latitude is given.

### Knowledge, Skills, and Abilities

Advanced subject matter knowledge.

### Education/Experience

Bachelor's degree and four years relevant, progressively responsible experience, or an equivalent combination of training and experience. Relevant certification may be preferred. Master's degree preferred.

## **ADMINISTRATIVE MANAGEMENT 3**

### Typical Functions

Manages and oversees the budget and operations of a large department, a segment of a small division, or several varying departments, including staff supervision, development, and leadership. Manages other managers, professionals, and support staff. Leads the strategic planning for assigned area, and assists to develop and implement the overall division or departmental strategic plan. Partners with leadership to develop new programs or services upon identification of challenges. Responsible for budget for assigned area. Typically serves as second in command in the absence of supervisor.

### Complexity and Decision Making Authority

Decisions have broad impact. Problems are increasingly difficult to identify and solve and therefore may not be able to solve using existing practices or procedures. Responds and adapts to changing conditions by recommending innovative or new approaches.

### Knowledge, Skills, and Abilities

Knowledge of the strategic planning process. Knowledge of internal budgeting procedures/processes. Ability to analyze situations, determine challenges and recommend new programs or services.

### Education/Experience

Bachelor's degree and six years relevant, progressively responsible experience, or an equivalent combination of training and experience. Relevant certification may be preferred. Master's degree preferred.

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### ADMINISTRATIVE MANAGEMENT 4

#### Typical Functions

Directs and oversees the complex budget and operations of a segment of a division or several large departments, including staff supervision, development, and leadership. Directs the work of other managers, professionals, and support staff. Serves on the leadership team for the division or college. Establishes and administers annual operating budget. Establishes and implements future direction of unit. Translates strategic plans into operational plans. Identifies opportunities and oversees the implementation of new programs consistent with unit direction. May identify and write proposals to secure funding consistent with department goals and vision. Represents the unit with internal and external constituents. May participate in the capital planning process.

#### Complexity and Decision Making Authority

Resolves complex, controversial or unprecedented issues and problems, and demonstrates sound judgement by considering values, risks, impact and implications of actions throughout university.

#### Knowledge, Skills, and Abilities

Ability to assess, design, and implement a variety of programs and systems having a broad impact. Ability to develop and oversee implementation of policies and procedures. Ability to advise senior leadership on potentially controversial or sensitive issues. May require knowledge of grants and contracts processes.

#### Education/Experience

Bachelor's degree and eight years relevant, progressively responsible experience, or an equivalent combination of training and experience. Relevant certification may be preferred. Master's degree, PhD, or other terminal degree preferred. Substantial supervisory experience.

### ADMINISTRATIVE MANAGEMENT 5

#### Typical Functions

Directs and oversees the complex budget and operations of a several segments of a division or large departments which have far reaching impact and implications. Makes significant contributions to the division or college leadership team, and may lead the team in the absence of the senior leader. Provides leadership to a large group of cross-functional team including managers, professionals, and support staff from diverse areas. Participates in the capital planning process and determines facility accommodations and needs. Contributes to the strategic direction of the division, college, or system. Establishes and administers annual operating budget, and provides significant strategic resource allocation plans and financial analyses. Gains support when negotiating and working with external organizations and agencies to accomplish goals.

#### Complexity and Decision Making Authority

Decisions have far-reaching and possibly system-wide impact. Acts with substantial discretion. Develops innovative solutions for difficult, complex and systematic problems that may have precedent setting implications for the institution.

#### Knowledge, Skills, and Abilities

Applies expert level subject matter knowledge. Ability to understand and identify the implications of decisions made on the unit, institute, college or University.

#### Education/Experience

Bachelor's degree and ten years relevant, progressively responsible experience, or an equivalent combination of training

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and experience. Relevant certification may be preferred. Master’s degree, PhD, or other terminal degree preferred. Substantial experience supervising diverse groups of employees.