

Montgomery College Job Leveling Guide

The Montgomery College Leveling Guide is a resource document to be utilized by Montgomery College Human Resources when developing and evaluating job descriptions within the organization. This guide outlines job expectations at each level. This document is intended to be a guide on the minimums expected at each level, including required experience, education and competencies needed to perform the job and the impact each job brings to the organization.

Support				
Completes defined administrative support or trade activities and tasks of a technical or functional nature				
	Support I	Support II	Support III	Support IV / Lead
	Position Example: Administrative Aide I	Position Example: Accounts Payable Technician	Position Example: Administrative Aide III	Position Example: Automotive Technician Lead
Decision Making Indicates the impact of decisions typically made by each job level.	Decisions and actions are limited to assigned operational workflow and processes, and involves selecting from pre-determined and pre-approved operational steps and approaches.	Decisions and actions are generally limited to assigned operations and are usually of an operational or procedural nature.	Decisions and actions may impact other jobs and/or teams/departments, and may require thought and reliance on previous work experience to inform decisions.	Decisions and actions generally impact department/program/unit workflow, processes, etc. Requires thought and reliance on previous work experience to inform decisions. Performs work similar to subordinates.
Problem Solving Indicates the nature of problems regularly encountered by jobs in each level.	Problems encountered are generally routine and repetitive. Problems are resolved by following specific standards and procedures. Variations must be reviewed and approved by supervisor.	Problems encountered may be varied, but are generally within predictable parameters. Problems are typically resolved by leveraging past experiences and/or following specific standards and procedures. Unique variations must be reviewed and approved by a supervisor.	Problems encountered are typically varied, and generally fall within predictable parameters. Problems are resolved by leveraging past experiences and following specific standards and procedures. Unique variations are reviewed and resolved in consultation with a supervisor.	Problems encountered are typically varied and may involve unique circumstances. Problems are resolved using departmental/professional guidelines and or experience, resource coordination, data investigation/analysis, etc. Helps resolve problems of lower level support staff.
Independence of Action Describes the general degree of independence of action associated with each level.	Works under direct supervision and follows established policies and procedures; work is subject to close review.	May work under limited supervision and follow general guidelines with some degree of latitude for independent action.	Works under limited supervision and follows general guidelines with significant amount of latitude for independent action.	Works with limited supervision with some latitude for independence of action. Typically proceeds with action steps and validates them with supervisor after the resolution.
Communication & Collaboration Describes the type of contacts, interactions, or sharing of information that the job has on a regular basis, and/or that are required in this job.	Primarily communicates internally within working unit. Clearly communicates information, ideas, or instructions. May require assistance from more senior staff to communicate more complex information or ideas.	Communicates information, ideas and instructions clearly, accurately and persuasively both verbally and in written materials. May communicate with external audiences for business purposes.	May develop broad communications and articulates information, ideas, and instructions clearly both verbally and in written materials to internal and external audiences.	May develop broad communications and articulates information, ideas, and instructions clearly both verbally and in written materials to internal and external audiences. Works closely with supervisor to help communicate department/functional area goals/tasks.
Supervisory Responsibilities / Reporting Relationships Indicates the level of supervisory responsibilities and typical reporting relationships associated with each job level.	Has no authority or responsibility for the supervision of employees. Works under direct supervision and follows established policies and procedures; work is subject to close review. Supervisor coordinates workflow and sets priorities.	Has no authority or responsibility for the supervision of employees. May give guidance, work direction and training to lower level support staff. Works under direct supervision and follows established policies and procedures; work is subject to close review. Supervisor coordinates workflow and sets priorities, but some degree of latitude provided in the ordering and accomplishing of day to day tasks.	Has no authority or responsibility for the supervision of employees. May give guidance, work direction and training to lower level support staff. Works under limited supervision and follows established policies and procedures. Supervisor and/or Lead coordinates workflow and sets priorities, but latitude provided in the ordering and accomplishing of day to day tasks.	This position gives guidance, work direction and training to others, but does not hire, terminate or do performance appraisals for the College's employees. Acts as a lead for less experienced staff. Works under limited supervision and follows general guidelines with fair amount of latitude for independent action.
Minimum Recommended Experience* Experience requirements may differ by functional area. In many cases an equivalent combination of education, experience and other credentials may be used.	Entry	Intermediate	Advanced	Advanced
Minimum Recommended Education / Certifications / Licenses / Other Credentials Requirements may differ by functional area. In many cases an equivalent combination of education / certifications / licenses / other credentials and experience may be used.	High School Diploma/G.E.D. or equivalent skills and experience. Specific credentials are stated in the job profile.	High School Diploma/G.E.D. or equivalent skills and experience. Specific credentials are stated in the job profile.	High School Diploma/G.E.D. or equivalent skills and experience. Specific credentials are stated in the job profile.	High School Diploma/G.E.D. or equivalent skills and experience. Specific credentials are stated in the job profile.
Technology Literacy / Proficiency Requirements may differ by functional area.	Expected to have attained a degree of understanding in terms of technology utilized, professional literacy, and proficiency in work tasks, such that they are able to accomplish work requests as identified by management in support of specific department goals. Specific requirements are stated in the job profile.			

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Professional			
Completes professional level activities, tasks, and/or projects of a functional nature.			
	Professional I	Professional II	Professional III
	Position Example: Accountant I	Position Example: Academic Coordinator	Position Example: Accountant III
Decision Making Indicates the impact of decisions typically made by each job level.	Decisions and actions are generally limited to own job and/or team and impact primarily own workflow and timeframes.	Decisions and actions are generally limited to own job and/or team and impact primarily own workflow and timeframes. Some decisions and actions may impact department/division.	Decisions and actions generally impact department/program workflow, processes, and timeframes.
Problem Solving Indicates the nature of problems regularly encountered by jobs in each level.	Problems encountered are generally routine or within predictable parameters. Problems are resolved by evaluating and selecting from established practices and standards or seeking guidance from supervisor or senior staff. Variations must be reviewed and approved by a supervisor.	Problems encountered are somewhat varied, but within predictable parameters. Problems are resolved by evaluating and selecting from established guidelines and may also require evaluating basic resource coordination, data discrepancies, etc.; precedents often exist to guide resolution.	Problems encountered are sometimes complex and may involve unique circumstances. Problems are resolved using professional/College guidelines, significant resource coordination, data investigation/analysis, etc.
Independence of Action Describes the general degree of independence of action associated with each level.	Works under general supervision and follows established policies and procedures.	Works under limited direction and supervision, guided by professional standards, desired outcomes, and team/department/college guidelines.	Works under broad supervisory direction with some latitude for independent action.
Communication & Collaboration Describes the type of contacts, interactions, or sharing of information that the job has on a regular basis, and/or that are required in this job.	Communicates internally within working unit and/or the institution. May communicate with external audiences. Collaborates closely with team members. Interprets and communicates information, ideas and instructions clearly and accurately both verbally and in written materials intended for distribution.	Communicates internally within working unit and the institution. Communicates with external audiences for business purposes. Collaborates closely with team members; may interact with other staff outside of area. Interprets and communicates information, ideas and instructions clearly, accurately and persuasively.	Communicates internally within working unit and the institution. May communicate with external audiences for business purposes. Collaborates closely with team members; may interact with other staff outside of area. Utilizes a communication style that is appropriate for a given situation.
Supervisory Responsibilities / Reporting Relationships Indicates the level of supervisory responsibilities and typical reporting relationships associated with each job level.	Has no authority or responsibility for the supervision of employees. Works under direct supervision and follows established policies and procedures; work is subject to close review. Supervisor coordinates workflow and sets priorities. May provide guidance to student workers.	Has no authority or responsibility for the supervision of employees. Works under general supervision and follows established policies and procedures. Supervisor generally sets longer-term priorities and objectives; incumbent may set daily tasks and activities. May provide guidance to student workers.	This position gives guidance, work direction and training to others, but does not hire, terminate or do performance appraisals for the College's employees. Works under limited supervision and follows general guidelines; accuracy is determined by the supervisor, with fair amount of latitude for independent action. Typically coordinates own work flow and sets individual priorities with supervisor oversight. May provide guidance to student workers.
Minimum Recommended Experience* Experience requirements may differ by functional area. In many cases an equivalent combination of education, experience and other credentials may be used.	Entry	Intermediate	Advanced
Minimum Recommended Education / Certifications / Licenses / Other Credentials Requirements may differ by functional area. In many cases an equivalent combination of education / certifications / licenses / other credentials and experience may be used.	Associates Degree / Bachelors Degree preferred or equivalent skills and experience. Specific credentials are stated in the job profile.	Bachelors Degree or equivalent skills and experience. Specific credentials are stated in the job profile.	Bachelors Degree or equivalent skills and experience. Specific credentials are stated in the job profile.
Technology Literacy / Proficiency Requirements may differ by functional area.	Expected to have attained a degree of fluency in terms of technology utilized, professional literacy, and proficiency in work tasks, such that they are able to assess, analyze and solve problems related to general departmental goals. Specific requirements are stated in the job profile.		

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Management			
	Oversees direct reports, frequently non-exempt or para-professional staff. May be a working Supervisor	Manages direct reports where primary duty is the management of a working unit or functional area.	Manages a department, division or major program. Provides strategic leadership.
	Supervisor	Management I	Management II
	Position Example: ACES Associate Director	Position Example: Budget and Finance Manager	Position Example: Director of Auxiliary Enterprises
Decision Making Indicates the impact of decisions typically made by each job level.	Decisions and actions generally impact department/program/unit workflow, processes, etc.	Decisions and actions impact the operations, timeframes, etc. of department/program/unit; impact on the College is limited.	Decisions and actions impact the operations, timeframes, etc. of department/program; may have impact on the College and/or other related functional areas.
Problem Solving Indicates the nature of problems regularly encountered by jobs in each level.	Problems encountered may involve unique circumstances. Problems are resolved using departmental/professional guidelines and or experience, resource coordination, data investigation/analysis, etc.	Problems encountered are usually complex and often involve unique circumstances. Problems are resolved using significant resource coordination, investigation, analysis, and review of professional/College guidelines.	Problems encountered are complex and involve multiple areas across the College. Problem solving requires in-depth analysis, cross-functional assessment and understanding of College's strategic direction; must consider the complex interdependencies within the division/functional area and the College.
Independence of Action Describes the general degree of independence of action associated with each level.	Works with moderate guidance with some latitude for independence of action.	Works with moderate guidance with moderate latitude for independence of action in operations and limited latitude in strategy.	Works with limited guidance with moderate amount of latitude for independent action in strategy and operations.
Communication & Collaboration Describes the type of contacts, interactions, or sharing of information that the job has on a regular basis, and/or that are required in this job.	Typically communications with internal audiences. Collaborates closely with team members and area leads across the department/functional area.	Communicates with both internal and external audiences. Collaborates closely with team members and area leads across the institution. Prepares written and/or verbal presentations or proposals on complex issues and delivers to a broad variety of audiences. Establishes and maintains networks to facilitate successful communication among units. Communicates and exchanges information, presents recommendations, and collaborates with colleagues and peers within the institution.	Communicates with both internal and external audiences. Collaborates closely with team members and various areas across the institution. Communicates key institution initiatives and how unit's or department's work contributes to their achievement.
Supervisory Responsibilities / Reporting Relationships Indicates the level of supervisory responsibilities and typical reporting relationships associated with each job level.	Supervises the work of staff; provides feedback and guidance. Has decision making authority in hiring, termination, and pay decisions. Typically reports to a Manager or Director within the same department.	Typically reports to a Director, Assistant VP, or Associate VP within the same department. Oversees the day to day workflow of the department, and staff level positions within the department report to this role. May be considered a working manager who directly participates in issue resolution as well as supervising the work of staff.	Typically reports to Assistant VP, Associate VP, or VP. This level typically provides strategic oversight of the department(s) and is responsible for complex managerial duties, including the oversight of multiple managers and their associated workstreams/timelines.
Minimum Recommended Experience* Experience requirements may differ by functional area. In many cases an equivalent combination of education, experience and other credentials may be used.	Advanced	5 or more years of experience in field, or related field, with 2+ years of experience in progressive supervisory or management responsibilities or expert in a functional area	7 or more years of experience in field, or related field, with 3+ years of experience in progressive management / leadership responsibilities
Minimum Recommended Education / Certifications / Licenses / Other Credentials Requirements may differ by functional area. In many cases an equivalent combination of education / certifications / licenses / other credentials and experience may be used.	High School / Associates Degree or equivalent skills and experience. Specific credentials are stated in the job profile.	Bachelors Degree / Masters may be required or equivalent skills and experience. Specific credentials are stated in the job profile.	Bachelors Degree / Masters may be required or equivalent skills and experience. Specific credentials are stated in the job profile.
Technology Literacy / Proficiency Requirements may differ by functional area.	Expected to have attained a degree of fluency in terms of technology utilized, professional literacy, and proficiency in work tasks, such that they are able to provide support and guidance to support and professional roles, and assist Executives in accomplishing departmental goals. Specific requirements are stated in the job profile.		

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Executive		
Directs multiple departments, divisions or major programs. Provides strategic leadership.		
	Executive I	Executive II
	Position Example: VP/Provost	Position Example: SVP for Advancement and Community Engagement
Decision Making Indicates the impact of decisions typically made by each job level.	Decisions and actions impact the operations, timeframes, strategic initiatives etc. of department/program; may have impact on the College and/or other related functional areas.	Decisions and actions directly impact the division/functional area; can have a direct impact on the College and/or other related functional areas.
Problem Solving Indicates the nature of problems regularly encountered by jobs in each level.	Problems encountered are highly complex and involve multiple areas across the College, and potentially external entities. Problem solving requires in-depth analysis, cross-functional assessment and understanding of College's strategic direction; must consider the complex interdependencies within the division/functional area and the College.	Problem solving requires in-depth analysis, cross-functional assessment and understanding of College's strategic direction; must consider the complex interdependencies within the division/functional area and the College.
Independence of Action Describes the general degree of independence of action associated with each level.	Works with limited guidance and considerable latitude for independent action in strategy and operations.	Works with limited guidance and considerable latitude for independent action in strategy and operations.
Communication & Collaboration Describes the type of contacts, interactions, or sharing of information that the job has on a regular basis, and/or that are required in this job.	Communicates with both internal and external audiences. Collaborates closely with team members and various areas across the institution. Fosters collaboration between units and engages others' coordinated efforts to reach desired outcomes with broad scope. Presents ideas, concepts and instructions in a clear manner, and uses persuasion and negotiation to build consensus and cooperation.	Strong interpersonal and communication skills and the ability to cultivate an inclusive, diverse and welcoming environment for both internal and external stakeholders; Demonstrated ability to hold others accountable for behavior that is supportive of a community. Collaborates closely with team members and other leaders across the institution. Communicates a compelling vision that inspires and motivates others.
Supervisory Responsibilities / Reporting Relationships Indicates the level of supervisory responsibilities and typical reporting relationships associated with each job level.	Typically reports to SVP. Leads direct reports. Develops and mentors future leaders within the area/multiple functions, or through subordinate managers; establishes performance standards, goals and quality standards . Directs various personnel actions including hiring, merit recommendations, promotions, time off requests, position reviews, dismissals, and others.	Typically reports to President of the College. Leads through subordinate directors and other direct reports. Develops and mentors future leaders within the area/multiple functions, or through subordinate managers; establishes performance standards, goals and quality standards. Directs various personnel actions including hiring, merit recommendations, promotions, time off requests, position reviews, dismissals, and others.
Minimum Recommended Experience* Experience requirements may differ by functional area. In many cases an equivalent combination of education, experience and other credentials may be used.	10+ years of experience in field, or related field, with 5+ years of experience in a management / leadership role	12+ years of experience in field, or related field, with 7+ years of experience in a leadership role
Minimum Recommended Education / Certifications / Licenses / Other Credentials Requirements may differ by functional area. In many cases an equivalent combination of education / certifications / licenses / other credentials and experience may be used.	Bachelors Degree / Masters or PhD may be required or equivalent skills and experience. Specific credentials are stated in the job profile.	Bachelors Degree / Masters or PhD strongly preferred or equivalent skills and experience. Specific credentials are stated in the job profile.
Technology Literacy / Proficiency Requirements may differ by functional area.	Expected to have gained an understanding of technology utilized, professional literacy, and proficiency in work tasks, such that they can provide support and guidance to management and staff, and identify the long-term strategic initiatives of the department/College. Specific requirements are stated in the job profile.	

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