

IU Classification Career Level Guide

Exempt People Leader

Positions are not overtime-eligible. Primary duties are managing or directing people

Level	Operational	Senior Operational	Strategic
Problem Solving & Complexity	<ul style="list-style-type: none"> Identifies operational issues within immediate work group/team and gathers information to determine root cause(s) Resolves operational problems within established guidelines; escalates to higher-level manager as needed Provides recommendations to improve processes and operational efficiency within immediate work group/team 	<ul style="list-style-type: none"> Proactively identifies issues and risk Identifies operational issues within multiple work groups and/or department and gathers information to determine root cause(s) Resolves complex operational problems for multiple work groups and/or department; collaborates with next level manager as needed on strategic issues 	<ul style="list-style-type: none"> Identifies operational and strategic issues within department or multiple departments/divisions and gathers information to determine root cause(s) Resolves complex operational and strategic problems for department or multiple departments/divisions; may require knowledge from several disciplines or areas of expertise Seeks and identifies opportunities for long-term goal setting and achievement for department or multiple work units
Autonomy & Decision-Making	<ul style="list-style-type: none"> Administers, interprets, and executes policies and procedures to ensure operational success of assigned staff Informs employment decisions (hires and terminations), sets work priorities, conducts performance reviews, and corrects action as needed Typically receives guidance and oversight from leader May have fiscal responsibilities 	<ul style="list-style-type: none"> Expected to recommend innovations and improvements to policies or procedures. May approve certain exceptions to policy within established guidelines based on discretion and judgement of importance Adapts departmental plans and priorities to address resource and operational challenges Has authority to hire and fire employees, conducts performance reviews, and corrects action as needed Has fiscal responsibilities that require frequent interaction with all levels of management 	<ul style="list-style-type: none"> Establishes, innovates and improves department(s) policies and procedures that impact the university and stakeholders. Has authority to lead the modification of processes and/or procedures to address high-impact issues or concerns Responsible for decision-making related to achieving department or unit/RC long-term goals and ensuring alignment with university vision Responsible for escalated human resources and/or people management issues (including hiring and firing decisions, pay decisions, performance reviews, and corrective action plans) Has significant fiscal responsibilities that require frequent interaction with executive leadership such as strategic vendor selections and purchasing decisions

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Scope & Impact	<ul style="list-style-type: none"> Oversees the work and operations within an immediate work group/team or small department Has direct impact on the outcomes of an immediate work group/team Typically, does not spend more than 20% of the time doing the work of those being supervised 	<ul style="list-style-type: none"> Oversees multiple work groups/teams and/or medium department Accountable for the performance and outcomes of work groups/teams within own discipline or function Has direct impact on the outcomes of work groups and/or department May have direct impact across multiple departments 	<ul style="list-style-type: none"> Oversees a large department or multiple departments/divisions Accountable for designing and implementing department strategy and long-term goals Has direct impact on outcomes of multiple departments across the university Typically participates in campus and/or university committees May have direct impact across the entire university
Leadership & Influence	<ul style="list-style-type: none"> Coordinates and supervises the daily activities of immediate work group/team Sets priorities for the team to ensure task completion Provides technical guidance to employees Responsible for career development and growth of employees in immediate work group/team Typically manages non-exempt positions 	<ul style="list-style-type: none"> Manages appointed positions; may also provide oversight to Operational People Leader positions Supervises multiple work groups/teams and/or medium-sized department Provides technical guidance to employees Responsible for career development and growth of employees across multiple work groups/teams 	<ul style="list-style-type: none"> Manages appointed positions including Operational and/or Senior Operational People Leader positions Typically participates in department or division leadership committees/teams Provides overall guidance and strategic direction to employees Supervises multiple areas of specialization, multiple large work groups/teams, and/or large department Drives innovation, excellence, and change management Responsible for career development and growth of employees in multiple work groups/teams and/or large department Typically viewed as thought-leader in area of expertise