

ASPA Family & Phase Criteria Matrix

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INFORMATION TECHNOLOGY

Job Family	Dimensions	Phase 1	Phase 2	Phase 3
<p>Primary education, experience, duties and career path in the technical / professional areas of IT.</p> <p>Applies specialized knowledge and provides advice to others. Assists with or designs specialized applications.</p>	<p>Primary Purpose</p>	<ul style="list-style-type: none"> • supports IT functions • may carry out focused, highly specialized tasks and activities • may provide first level IT support • may provide local support at the unit level, serving as a local expert • may design applications using basic tools (e.g. scripts) • may provide desktop computer support • operational focus, short term planning horizon 	<ul style="list-style-type: none"> • a resource to others, expertise in functional areas • local leader with a broad scope of independence • independently applies IT knowledge • duties can be varied and of a broad range • primary impact at the local level • tactical focus, medium term planning horizon 	<ul style="list-style-type: none"> • high level of IT expertise, broad understanding of related areas • influences and leads • identifies visionary opportunities • leads IT project teams and may provide supervision for work groups and teams • strategic focus, long term planning horizon
	<p>Education / Experience</p>	<ul style="list-style-type: none"> • university degree in an IT field or a post-secondary diploma in an IT field with 2 years experience 	<ul style="list-style-type: none"> • university degree in an IT field with 2-4 years experience or post-secondary diploma / certificate in an IT field with more than 5 years applicable experience 	<ul style="list-style-type: none"> • university degree in an IT field with more than 5 years experience • a graduate degree in an applicable discipline may be an asset
	<p>Accountability</p>	<ul style="list-style-type: none"> • applies or follows established policies and procedures 	<ul style="list-style-type: none"> • high level of accountability and delegated responsibility • project planning and management • exercises effective decision making within the scope of job duties • researches and analyzes alternative courses of action • may implement action or make a recommendation for action • may participate in or undertake policy development • may implement policy change or make recommendations for policy change 	<ul style="list-style-type: none"> • broad impact at the local or organizational level • determines the need for and may set the direction for policy development • contributes to achieving the University's strategic directions • affects outcomes and reputation of the University • makes recommendations and/or lobbies senior administration • acts as a key resource

INSTRUCTIONAL

Job Family	Dimensions	Phase 1	Phase 2	Phase 3
<p>Participate in the co-ordination and delivery of instructional programs.</p>	<p>Primary Purpose</p>	<ul style="list-style-type: none"> • primarily delivers prepared content • some co-ordination of programs • may research new methods of instruction • may tailor methods of instruction • may work on assigned research projects • may be hired to a specific course(s) • provides instruction and may provide demonstration of techniques in the discipline • may set and grade exams and assignments • may provide a supporting role in the delivery of program(s) • may develop content • usually applies standard guidelines • operational focus, short term planning horizon 	<ul style="list-style-type: none"> • a resource to others • local leader with a broad scope of independence • duties can be varied and eclectic, broad range and impact at the local level • develops and implements instructional programs • determines evaluation methods • hands-on teaching, laboratory instruction of specialized techniques and content • may provide face to face lecturing or laboratory instruction • co-ordination of multi-section courses • creates laboratory exercises, determines lab needs and content • researches, develops and adapts new methods for instruction of course content • independent and original research • tactical focus, medium term planning horizon 	<ul style="list-style-type: none"> • NA – academic staff
	<p>Education / Experience</p>	<ul style="list-style-type: none"> • undergraduate or graduate education is usually in a directly related field • usually no experience or limited experience required 	<ul style="list-style-type: none"> • graduate or post-graduate education usually in a directly applicable field • usually 3 years or greater for experience 	<ul style="list-style-type: none"> • NA – academic staff

Accountability

- applies established standards, guidelines, policies and procedures
- some co-ordination

- high level of accountability and delegated responsibility
- exercises effective decision making within the scope of job duties
- input to policy development
- makes recommendations

- NA – academic staff

MANAGERIAL

Job Family	Dimensions	Phase 1	Phase 2	Phase 3
<p>Manages a unit or function, that is, responsible for staff, budgets, facilities, and other resources. Provides leadership, advice and influences the course for the unit or function; develops and implements plans, programs or services.</p> <p>Allocates and schedules staff, recruits and develops human resources. Gets things done through others. Logistical and supervisory responsibility and accountability for resources (human, financial, physical). May provide supervision to work groups and teams.</p> <p>Has an understanding and knowledge of the unit operations and how they fit into those of other units. Draws on expertise of others and consults as appropriate.</p>	<p>Primary Purpose</p>	<ul style="list-style-type: none"> • may manage a small local unit • duties tend to be within a narrow range • operational focus, short term planning horizon 	<ul style="list-style-type: none"> • local leader with a broad scope of independence • broad range of responsibilities • impact at the local level • tactical focus, medium term planning horizon 	<ul style="list-style-type: none"> • high level of expertise, influences and provides leadership • identifies visionary opportunities • may have broad scale impact on human resource matters • wide impact at the local or organization level • broad impact at the local or organizational level • broad impact, contributes to achieving the University's strategic directions and affects outcomes and reputation of the University • strategic focus, long term planning horizon
	<p>Education / Experience</p>	<ul style="list-style-type: none"> • certificate or diploma with 1-2 years applicable experience or university degree 	<ul style="list-style-type: none"> • university degree with 2-4 years experience or post-secondary diploma/trade certificate with greater than 5 years applicable experience 	<ul style="list-style-type: none"> • university degree with more than 5 years experience • a graduate degree in an applicable discipline may be an asset
	<p>Accountability</p>	<ul style="list-style-type: none"> • applies established policies and procedures • operational management at a unit or function level • may be responsible for compliance for external regulations 	<ul style="list-style-type: none"> • research and analyze possible courses of action • may implement action or make a recommendation for action • may participate in or undertake policy development • may implement policy change or make recommendations for policy change 	<ul style="list-style-type: none"> • makes recommendations and/or lobbies senior administration • acts as a key resource • determines the need and may set the direction for policy development

SPECIALIST / PROFESSIONAL

Job Family	Dimensions	Phase 1	Phase 2	Phase 3
<p>An identifiable professional career track (e.g. nursing, accounting, student advising, etc) or knowledge in a unique field or function. Utilizes specific education directly in the workplace, which is usually an administrative unit.</p> <p>May be skilled in conducting analyses and interpretation of data and processes ranging in complexity; may apply complex procedures for financial documentation, systems applications, or information administration. May act as an internal consultant to managers and leaders where recommendation can influence organizational direction and performance.</p> <p>May provide some guidance or work direction to groups and / or projects.</p>	<p>Primary Purpose</p>	<ul style="list-style-type: none"> research, analysis and support of projects advisory work, applying policies and guidelines some development and project work may include student recruitment and/or advising specialized tasks and activities short term planning horizon 	<ul style="list-style-type: none"> duties can be varied and eclectic, broad range and impact at the local level development and policy work at local level tactical focus, medium term planning horizon 	<ul style="list-style-type: none"> high level of expertise in a particular area influences and leads extensive knowledge in the area of expertise aware of evolving industry practice and policies provide recommendations regarding impact or requirements for industry compliance for the unit or the university in general strategic focus, long term planning horizon
	<p>Education / Experience</p>	<ul style="list-style-type: none"> undergraduate degree and 1-2 years applicable experience minimum professional qualifications for industry 	<ul style="list-style-type: none"> undergraduate degree and 2-4 years applicable experience Graduate degree may be an asset professional qualifications associated with intermediate level of practice in the industry 	<ul style="list-style-type: none"> undergraduate degree and more than 5 years applicable experience graduate degree may be an asset professional qualifications associated with advanced level of practice in the industry
	<p>Accountability</p>	<ul style="list-style-type: none"> applies established policies and procedures input to policy development applies and follows set standards and procedures may be responsible for compliance for external regulations 	<ul style="list-style-type: none"> delegates responsibility provides input into and some leadership for policy development at the unit level may make recommendations 	<ul style="list-style-type: none"> develops and coordinates programs develops policy broad impact contributes directly to achieving the University's strategic directions affects reputation of the University lobbies senior administration acts as a key resource

OPERATIONAL ADMINISTRATIVE

Job Family	Dimensions	Phase 1
<p>Performs operational and administrative duties that may include coordination of programs and services; bookkeeping, accounts receivable and payable. May provide guidance and work direction to others in the application of practices and procedures. Is skilled in the use and application of software and equipment.</p> <p>Possesses knowledge of unit and university policies and procedures. May require extensive administration knowledge of the unit and university and have frequent communication both within and outside the unit.</p>	<p>Primary Purpose</p>	<ul style="list-style-type: none"> • Routine duties, working within established policies, guidelines and procedures. • Proficient clerical and administrative support. • Assigned specialized tasks and activities. • Office and/or accounting support. • Duties requiring analysis of data/information. • May provide guidance and direction to others within the unit. • Task focused, narrow scope with limited impact.
	<p>Education / Experience</p>	<ul style="list-style-type: none"> • Certificate or diploma with no experience. • On the job learning, progress based on a combination of education and experience.
	<p>Accountability</p>	<ul style="list-style-type: none"> • Applied established policies and procedures. • Exercises effective decision making within the scope of job duties. • Limited accountability.