

**Research Administration Series Competency Matrix**

Job Code	Market Title	Research Administration Assistant	Research Administration Associate	Research Administrator Intermediate	Research Administrator Senior	Research Administrator Lead	Research Administration Supervisor	Research Administration Manager	Research Administration Senior Manager
	<b>Working Title</b>	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice
<b>Job Specifics</b>	<b>Education Requirements</b>	Associate degree or equivalent combination of education and work experience. Unit Choice	Bachelor degree or equivalent combination of education and work experience. Unit Choice	Bachelor degree or equivalent combination of education and work experience. Unit Choice	Bachelor degree or equivalent combination of education and work experience. Unit Choice	Bachelor degree or equivalent combination of education and work experience. Unit Choice	Bachelor degree or equivalent combination of education and work experience. Unit Choice	Bachelor degree or equivalent combination of education and work experience. Unit Choice	Bachelor degree or equivalent combination of education and work experience. Unit Choice
	<b>Desired Education</b>	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice
	<b>Typical Experience in Years</b>	0+ in research administration.	1+ in research administration.	3+ in research administration.	5+ in research administration.	5+ in research administration.	5+ in research administration.	6+ in research administration.	9+ in research administration.
	<b>General Function</b>	Primary <b>administrative support</b> for programs. Has working knowledge and skills developed through training or work experience. Works within established procedures with a moderate degree of supervision.	Applies <b>broad theoretical job knowledge</b> typically obtained through advanced education. Work is closely supervised. Problems faced are not typically difficult or complex. Explains facts, policies, and practices related to job area.	Applies <b>practical knowledge</b> of job area typically obtained through advanced education and work experience. Works independently with general supervision. Problems faced are difficult but typically not complex. May influence others within the job area through explanation of facts, policies, and practices.	Applies <b>advanced knowledge</b> of job area typically obtained through advanced education and work experience. Responsibilities may include: Manages projects/processes, works independently with limited supervision; Coaches and reviews the work of lower level professionals; Problems faced are difficult and <b>sometimes complex</b> .	Recognized <b>subject matter expert</b> in job area typically obtained through advanced education and work experience. Responsibilities typically include: Manages large projects or processes with limited oversight from manager; Coaches, reviews and delegates work to lower level professionals; Problems faced are difficult and <b>often complex</b> .	Supervises employees. Responsibilities typically include: Setting goals and objectives for team members for achievement of operational results; <b>Problems faced may be difficult</b> but typically are not complex; Ensures policies, practices, and procedures are understood and followed by direct reports, customers, and stakeholders.	Manages employees who exercise latitude and independence in assignments. Responsibilities typically include: Policy and strategy implementation for <b>short-term results (1 year or less)</b> ; Influences others outside of own job area regarding policies, practices, and procedures. Problems faced are difficult to moderately complex.	Typically manages a department or small unit that includes multiple teams led by Managers and/or Supervisors. Responsibilities typically include: Ownership of <b>short- to mid-term (1-3 years) execution of functional strategy</b> and the operational direction of the department; Problems faced are often complex and require extensive investigation and analysis; Requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership.
	<b>Research Administration Support (Pre- and Post-Award)</b>	Assists in the development of proposals and/or post-award functions or other research-related activities. Understands where to locate tools and resources for research administration. May assist in locating data frequently required by sponsors for proposals.	May assist with routine/standard pre-award functions (e.g., development of proposals, completion of applications) by locating resource information needed to develop proposals. Can describe the basic steps and strategies for proposal development along with major sections and documents located within the proposal. May review basic sponsor guidelines and interpret solicitation requirements. May locate data frequently required by sponsors for proposals. May assist with routine/standard post-award functions (e.g., reconciliation, monitoring terms and conditions, establishment of subprojects and/or subcontracts, reporting).	Has a working knowledge of the sponsored project lifecycle. May assist with locating sources of outside funding. May independently manage the pre-award process (e.g., coordination and preparation of necessary documentation; prepares budgets; applications; reports). May independently negotiate project budgets with external sponsors. May review sponsor guidelines to accurately interpret solicitation requirements for application with University policies. May independently manage the post-award process (e.g., reconciliation, internal and external financial reporting) and monitors awards received. Independently negotiates project budgets with external sponsors. Independently prepares sponsor reports and ensure all documents meet agency and University guidelines. Advises Principal Investigator on best practices to achieve an effective, quality proposal and/or post-award management (e.g., forecasting). May assemble materials for pre- and post-award compliance applications (e.g., human subjects, animals). May review complex sponsor guidelines and to accurately interpret solicitation requirements for application with University policies. May be responsible for recognizing and/or interpreting complex agreement characteristics and manage them as needed (e.g., FAR clauses, industry restrictions, agreement acceptance requests).	Regularly applies comprehensive knowledge of the sponsored project lifecycle. May independently locate sources of outside funding. Independently manages the pre-award process (e.g., coordination and preparation of necessary documentation; prepares budgets; applications; reports; financial statements) and/or independently manages the post-award process (e.g., reconciliation, internal and external financial reporting) and monitors awards received. Independently negotiates project budgets with external sponsors. Independently prepares sponsor reports and ensures all documents meet agency and University guidelines. Advises Principal Investigator on best practices to achieve an effective, quality proposal and/or post-award management (e.g., forecasting). May assemble materials for pre- and post-award compliance applications (e.g., human subjects, animals). Maintains Unit compliance records as needed. May review complex sponsor guidelines and accurately interprets solicitation requirements for application with University policies. May verify others' work for accurate completion of proposal information, including all needed supporting documentation. May be responsible for recognizing and/or interpreting complex agreement characteristics and manages them as needed (e.g., FAR clauses, industry restrictions, agreement acceptance requests). Counsel staff on all	Regularly applies comprehensive knowledge of the sponsored project lifecycle. May independently locate sources of outside funding. Independently manages the pre-award process (e.g., coordination and preparation of necessary documentation; prepares budgets; applications; reports) and/or independently manages and/or directs the post-award process (e.g., reconciliation, internal and external financial reporting) and monitor awards received. Manages negotiation of project budgets with external sponsors. Independently prepares sponsor reports and ensures all applications meet agency and University guidelines. Advises Principal Investigators on best practices to achieve an effective, quality proposal and/or post-award management (e.g., forecasting). May assemble materials for pre- and post-award compliance applications (e.g., human subjects, animals); maintains Unit compliance records as needed. May review complex sponsor guidelines and accurately interprets solicitation requirements for application with University policies. May be responsible to verify accurate completion of others' proposal information, including all needed supporting documentation. May be responsible for recognizing and/or interpreting complex agreement characteristics and manages them as needed (e.g., FAR clauses, industry restrictions, agreement acceptance requests). Counsel staff on all	Regularly applies comprehensive knowledge of the sponsored project lifecycle. Independently locates sources of outside funding. Independently manages and/or manages the pre-award process (e.g., coordination and preparation of necessary documentation; prepares budgets; applications; reports) and/or independently manages and/or directs the post-award process (e.g., reconciliation, internal and external financial reporting) and monitor awards received. Manages negotiation of project budgets with external sponsors. Independently prepares sponsor reports and ensures all applications meet agency and University guidelines. Advises Principal Investigators on best practices to achieve an effective, quality proposal and/or post-award management (e.g., forecasting). May assemble materials for pre- and post-award compliance applications (e.g., human subjects, animals); maintains Unit compliance records as needed. May review complex sponsor guidelines and accurately interprets solicitation requirements for application with University policies. May be responsible to verify accurate completion of others' proposal information, including all needed supporting documentation. May be responsible for recognizing and/or interpreting complex agreement characteristics and manages them as needed (e.g., FAR clauses, industry restrictions, agreement acceptance requests). Counsel staff on all	Regularly applies comprehensive knowledge of the sponsored project lifecycle. Manages the coordination of pre-award and/or post-award activities relating to grant and contract proposals. Manages the research process (e.g., workflow, communication and record keeping functions) for a research unit. This includes pre- and/or post-award activity and regularly communicates/meets with faculty and staff. Provides, as-needed, reports and information on the research administration program to school/college/unit leadership. Advises Principal Investigators on best practices to achieve an effective, quality proposal and/or post-award management (e.g., forecasting). Coordinates a timely submission process, ensuring appropriate approvals. May manage assembly of materials for pre- and post-award compliance applications (e.g., human subjects, animals); maintains unit compliance records, as needed. Manages staff on all topics related to pre- and post-award administration and disseminates information accordingly.	Regularly applies comprehensive knowledge of the sponsored project lifecycle. Leads research administration for the school/college/unit. Prepares, manages or advises on preparation of major program or research proposals, including development of program plans and schedules. Responsible for the management of pre-award and/or post-award activity relating to grants and contracts. Responsible for the management of the research process (e.g., workflow, communication and record keeping functions) for a large or complex research unit. This would include pre- and post-award activity and regular communications/meetings with faculty and staff. Provides, as-needed, reports and information on the research administration program to school/college/unit leadership. Provides advanced pre- and post-award mediation and problem-solving for departments and liaises with central offices. Advises the Principal Investigator and/or unit on best practices to achieve effective, quality proposals and/or post-award management (e.g., forecasting); implements and manages timely submission process. Maintains unit compliance records, as needed. Works with school/college/unit leadership and central offices to develop and implement research administration policies, processes, procedures, and services.

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Essential Job Function	<b>Financial</b>	May assist with supporting documentation for journal entries (e.g., vouchers).	May provide accounting support (e.g., journal entries, vouchers, non-pod's). May review and approve standard transactions with a predetermined threshold. May assist in development of project budget per sponsor requirements/guidelines. May assist with creation of multi-year budgets.	Typically provides Principal Investigator with monitoring reconciliation of grants and contracts to ensure expenses are being paid according to contract. May provide accounting support (e.g., journal entries, vouchers, non-pod's). May prepare monthly and yearly projections for management of a moderate number of project grants. May participate in preparation of budget projections and plans. May maintain and reconcile detailed budgets and prepares recommendations for corrective actions. May develop basic project budget per sponsor requirements/guidelines. May create multi-year budgets for basic projects.	May provide accounting support (e.g., journal entries, vouchers, non-pod's). Typically provides Principal Investigator with monitoring reconciliation of grants and contracts to ensure expenses are being paid according to contract. May prepare monthly and yearly budget projections and plans for management approval for a moderate number of project grants. May create, maintain and reconcile detailed budgets and take corrective actions when necessary. May review transactions and resolve issues that require a more complex level of financial understanding such as cost-sharing and/or effort reporting knowledge. May develop complex project budget per sponsor requirements/guidelines. May create multi-year budgets for complex projects.	May provide accounting support (e.g., journal entries, vouchers, non-pod's). Typically provides Principal Investigator with monitoring reconciliation of grants and contracts to ensure expenses are being paid according to contract. May prepare monthly and yearly budget projections and plans for management approval for a moderate number of project grants. May create, maintain and reconcile detailed budgets and take corrective action when necessary. May review transactions and resolve issues that require a more complex level of financial understanding such as cost-sharing and/or effort reporting knowledge. May develop complex project budget per sponsor requirements/guidelines. May create multi-year budgets for complex projects.	Assigns and supervises accounting activities (e.g., journal entries, vouchers, non-pod's). Supervises the monitoring of reconciliation of grants and contracts to ensure expenses are being paid according to contract. May advise on the preparation of monthly and yearly budget projections and plans for upper management approval for larger project grants. May review larger transactions and resolve issues that requires a more complex level of financial understanding such as cost-sharing and/or effort reporting knowledge.	Manages the preparation of unit operating budgets and establishes controls to maintain budget limitations. Post-award activities include the establishment of accounts in the financial accounting system, re-budgeting of funds, and making changes to the budget. Serves as compliance/management position by monitoring budgets, spending, approving capital equipment requisitions, large purchases and by providing guidance and counsel for the stewardship of sponsored research funds. Closes terminated awards, provides agency close-out reports and conducts fiscal closing activities. Provides Principal Investigator with monitoring reconciliation of grants and contracts to ensure expenses are being paid according to contract. Advises faculty on long-term financial viability of department/center given multiple grants and contracts from various sources with differing project end dates and participates in short- and long-term unit planning. Manages the production of budget projections and plans.	Manages the preparation of department or unit operating budgets and establishes controls to maintain budget limitations. Serves as unit compliance/management position by monitoring budgets and spending; approving capital equipment requisitions and large purchases; and by providing guidance and counsel for the stewardship of sponsored research funds. Closes terminated awards, provide agency close-out reports and conducts fiscal closing activities. Provides Principal Investigator with monitoring reconciliation of grants and contracts to ensure expenses are being paid according to contract. Advises faculty on long-term financial viability of department/center given multiple grants and contracts from various sources with differing project end dates and participates in short- and long-term unit planning. Manages the production of budget projections and plans.
	<b>Administrative</b>	May perform any of the following duties: answers queries specific to programs and directs as necessary; maintains contact lists; assists in the preparation of regularly scheduled reports; organizes and schedules meetings; and assists in the development of presentations.	May interpret regulations and guidelines of program funding for standard grants and prepares periodic reports, as required. May route a proposal approval form in eResearch Proposal Management System. Able to describe the deadline policy for Sponsors, Office of Research and Sponsored Projects (ORSP), and units.	Interprets regulations and guidelines of program funding for mid-size awards. Prepares reports, as required. Assists project directors in interpreting sponsor or third party regulations. Reviews and approves expenditures for materials, equipment, support staff and travel. Assists in developing and implementing administrative procedures. Conducts studies of and prepares recommendations for the purchase of major equipment. Represents the department to other administrators with moderate authority to make commitments on behalf of the unit. Able to describe the deadline policy and purpose for Sponsors, Office of Research and Sponsored Projects (ORSP), and units and how they relate.	Interprets regulations and guidelines of multiple programs and their funding with relatively complex and broad guidelines for spending. Assists project directors in interpreting sponsor or third party regulations. Reviews and approves expenditures for materials, equipment, support staff and travel. Assists in developing and implementing administrative procedures. Conducts studies of and prepares recommendations for the purchase of major equipment. Represents the department to other administrators with moderate authority to make commitments on behalf of the unit. Able to describe the deadline policy and purpose for Sponsors, Office of Research and Sponsored Projects (ORSP), and units and how they relate.	Interprets regulations and guidelines of multiple programs and their funding with relatively complex and broad guidelines for spending. Assists project directors in interpreting sponsor or third party regulations. Reviews and approves expenditures for materials, equipment, support staff and travel. Assists in developing and implementing administrative procedures. Conducts studies of and prepares recommendations for the purchase of major equipment. Represents the department to other administrators with moderate authority to make commitments on behalf of the unit. Able to describe the deadline policy and purpose for Sponsors, Office of Research and Sponsored Projects (ORSP), and units and how they relate.	Interprets regulations and guidelines of multiple programs and their funding with complex and broad guidelines for spending. Monitors business operations through the review of periodic and special reports. Participates in the review and evaluation of department activities and support systems, and implements changes to improve and maintain the effectiveness of operations. Reviews and approves expenditures for materials, equipment, support staff and travel. May conduct studies and recommend capital equipment purchases, facilities renovations, and space allocation. Initiates and coordinates the planning, development and implementation of departmental policies. Supervises the development of data systems to meet departmental needs. Approves purchase orders, service work orders, and other charges made to the organization.	Interprets regulations and guidelines of multiple programs and their funding with complex and broad guidelines for spending. Manages the preparation of financial and administrative reports with full responsibility for policy interpretation. Monitors business operations through the review of periodic and special reports. Approves acquisition and allocation of capital equipment. Develops and implements administrative policies and procedures. Manages the service and support functions of the unit including the determination of staffing requirements. Advises management regarding unit finances, reports and other business activities.	Interprets regulations and guidelines of multiple programs and their funding with complex and broad guidelines for spending. Responsible for the successful completion of financial and administrative reports with full responsibility for policy interpretation. Monitors business operations through the review of periodic and special reports. Approves acquisition and allocation of capital equipment. Develops and implements administrative policies and procedures. Manages the service and support functions of the unit including the determination of staffing requirements. Approves priorities on space and facility requirements. Advises management regarding unit finances, reports and other business activities.
	<b>Compliance</b>	May assist with researching transactions for compliance. Escalates compliance concerns to Supervisor.	May research transactions for compliance. May resolve standard compliance-related issues. Ability to identify misconduct, noncompliance and nonperformance and properly report. Mid-size and up issues are escalated to a Supervisor.	Ensures compliance with all appropriate policies and procedures. Ability to identify misconduct, noncompliance and nonperformance and properly reports. May resolve mid-size compliance-related issues. Identifies potential compliance-related issues and offer suggestions for handling before escalating larger issues to Supervisor. Participates in the development and implementation of departmental policies.	Ensures compliance with all appropriate policies and procedures. Ability to identify misconduct, noncompliance and nonperformance and properly reports. May resolve larger-size compliance-related issues. Acts as a resource for junior staff. Identifies potential compliance-related issues and offers suggestions for handling before escalating larger issues to Supervisor. Participates in the development and implementation of departmental policies.	Ensures compliance with all appropriate policies and procedures. Ability to identify misconduct, noncompliance and nonperformance and properly reports. May resolve larger-size compliance-related issues. Acts as a resource for staff. Participates in and manages the development and implementation of departmental policies as well as manages their usage and associated training.	Ensures compliance with all appropriate policies and procedures. Resolves complex compliance-related issues. Manages the development and implementation of unit policies as well as manages their usage and associated training. May participate in development of University-wide policies and procedures.	Ensures compliance with all appropriate policies and procedures. Resolves complex compliance-related issues. Manages the development and implementation of unit policies as well as manages their usage and associated training. May participate in development of University-wide policies and procedures.	
	<b>Human Resources</b>	May assist with processing paperwork for new hires or terminating employees.	May assist with processing paperwork for new hires or terminating employees along with general orientation to the department.	May provide general orientation to newer staff along with suggestions for orientation. May provide training to junior staff.	May provide training to junior staff and help with development of department orientation materials. May act as a resource within department on technical aspects.	May provide training to junior staff and help with development of department orientation materials. May act as a resource within department on technical aspects.	Responsible to hire, evaluate, promote, counsel, or terminate staff. May provide training to senior staff and help with development of department training materials. May act as a resource within department on technical aspects.	Responsible to hire, evaluate, promote, counsel, or terminate staff. Responsible for training and development of staff for research-related topics as well as diversity, equity, and inclusion-related training.	Responsible to hire, evaluate, promote, counsel, or terminate staff. Responsible for training and development of staff for research-related topics as well as diversity, equity, and inclusion-related training and strategic vision.
	<b>Supervision</b>	Receives direction from Lead, Supervisor, or Manager. Follows prescribed processes. Informs Supervisor of any issues. May perform a few tasks independently. Work is reviewed extensively.	Receives direction from Lead, Supervisor, or Manager. Follows prescribed processes. Informs Supervisor of any issues (e.g., compliance). May perform less technical tasks independently. Work is reviewed, as appropriate.	May receive direction from Lead, Supervisor, or Manager. Follows prescribed processes. May offer enhancement suggestions to processes. Informs Supervisor of any issues that cannot be resolved. Performs tasks independently. More technical aspects of work may be reviewed.	May receive direction from Supervisor, or Manager. Follows prescribed processes and offers suggestions to processes. Informs Supervisor of any issues that cannot be handled independently. Performs tasks independently. May be sought out for expertise.	May assist with leading the work of others and assigning tasks. May receive direction from Supervisor or Manager. Follows prescribed processes and offers suggestions to processes. Informs Supervisor of any issues that cannot be handled independently. Performs tasks independently. May be sought out for expertise.	Supervises staff by assigning tasks and provides feedback on staff evaluations. May provide objectives and deadlines. Handles complex issues. Acts as a mentor.	Supervises staff by assigning projects and provides feedback on staff evaluations. Provides objectives and deadlines. Handles more complex issues. Acts as a mentor. May participate in staff planning projections.	Manages department(s) by assigning projects and provides feedback on staff evaluations. Provides objectives and deadlines for long-term projects. Handles more complex issues. Acts as a mentor. Participates in staff planning projections.
	<b>Relationships</b>	Builds relationships with internal departments and colleagues.	Builds and maintains relationships with internal departments and colleagues.	Builds and maintains relationships with internal departments and colleagues. Begins relationship building outside of campus.	Builds and maintains relationships with internal departments, colleagues, and external individuals.	Builds and maintains relationships with internal departments, colleagues, and external individuals.	Builds and maintains relationships with internal departments, colleagues, and external individuals. Known externally.	Builds and maintains relationships with internal departments, colleagues, and external individuals. Known externally.	Builds and maintains relationships with internal departments, executive leadership, colleagues, and external individuals. Known externally as an expert.
	<b>Unit Knowledge</b>	Learns unit and associated processes relative to research administration.	Understands unit processes and basic acronyms relative to research administration. Can identify internal offices providing support to research in schools/colleges/units.	Understands unit processes relative to research administration and offers suggestions for enhancements. Can identify internal offices providing support to research in schools/colleges/units and understands their roles.	Is known within the unit as a resource for departmental processes relative to research administration and offers suggestions for enhancements. Can identify internal offices providing support to research in schools/colleges/units and understands their roles and responsibilities.	Is known within the unit as a resource for departmental processes relative to research administration and offers suggestions for enhancements. Can identify internal offices providing support to research in schools/colleges/units and understands their roles and responsibilities.	Is known within the unit as an expert for departmental processes relative to research administration and offers guidance.	Is known within the unit as an expert for departmental processes relative to research administration and offers guidance. Known externally to sponsors.	Is known within the University as an expert for departmental processes relative to research administration and offers guidance. Known externally to sponsors and other organizations.
	<b>Decision Making Responsibilities</b>	Makes decisions based upon established processes. Deviations requires prior approval.	Makes decisions based upon established processes. May make recommendations before obtaining prior approval.	Makes decisions based upon established processes and work experience with programs. May make recommendation before obtaining prior approvals for those unique situations.	Makes decisions independently based upon established processes and work experience with programs.	Makes decisions independently based upon established processes and work experience with programs.	Makes decisions independently based upon work experience with programs.	Makes decisions independently based upon work experience with programs and understands how decisions can have a University-wide impact.	Makes decisions independently based upon work experience with programs and understands how decisions can have a University-wide impact as well as within the research administration industry.
	<b>Computer Skills</b>	Intermediate in the following: word processing, spreadsheet, and presentation software.	Intermediate word processing, advanced spreadsheet, and intermediate presentation software.	Intermediate word processing, advanced spreadsheet, and intermediate presentation software.	Intermediate word processing, advanced spreadsheet, and intermediate presentation software.	Intermediate word processing, advanced spreadsheet, and intermediate presentation software.	Intermediate word processing, advanced spreadsheet, and intermediate presentation software.	Intermediate word processing, advanced spreadsheet, and intermediate presentation software.	Intermediate word processing, advanced spreadsheet, and intermediate presentation software.
	<b>Desired Computer Skills</b>	Knowledge of enterprise-wide administrative systems.	Familiarity of enterprise-wide administrative systems.	Understanding of enterprise-wide administrative systems.	Understanding of enterprise-wide administrative systems. Knowledge of project management software.	Understanding of enterprise-wide administrative systems. Knowledge of project management software.	Understanding of enterprise-wide administrative systems. Knowledge of project management software.	Understanding of enterprise-wide administrative systems. Knowledge of project management software.	Understanding of enterprise-wide administrative systems. Knowledge of project management software.
<b>Suggested Typical Training While in Position</b>	Unit Choice - see Research Administration Training and Workshops site ( <a href="https://orsp.umich.edu/tools-resources/training-and-workshops">https://orsp.umich.edu/tools-resources/training-and-workshops</a> ) for suggestions.	Unit Choice - see Research Administration Training and Workshops site ( <a href="https://orsp.umich.edu/tools-resources/training-and-workshops">https://orsp.umich.edu/tools-resources/training-and-workshops</a> ) for suggestions.	Unit Choice - see Research Administration Training and Workshops site ( <a href="https://orsp.umich.edu/tools-resources/training-and-workshops">https://orsp.umich.edu/tools-resources/training-and-workshops</a> ) for suggestions.	Unit Choice - see Research Administration Training and Workshops site ( <a href="https://orsp.umich.edu/tools-resources/training-and-workshops">https://orsp.umich.edu/tools-resources/training-and-workshops</a> ) for suggestions.	Unit Choice - see Research Administration Training and Workshops site ( <a href="https://orsp.umich.edu/tools-resources/training-and-workshops">https://orsp.umich.edu/tools-resources/training-and-workshops</a> ) for suggestions.	Unit Choice - see Research Administration Training and Workshops site ( <a href="https://orsp.umich.edu/tools-resources/training-and-workshops">https://orsp.umich.edu/tools-resources/training-and-workshops</a> ) for suggestions.	Unit Choice - see Research Administration Training and Workshops site ( <a href="https://orsp.umich.edu/tools-resources/training-and-workshops">https://orsp.umich.edu/tools-resources/training-and-workshops</a> ) for suggestions.	Unit Choice - see Research Administration Training and Workshops site ( <a href="https://orsp.umich.edu/tools-resources/training-and-workshops">https://orsp.umich.edu/tools-resources/training-and-workshops</a> ) for suggestions.	
<b>Advancing Mission</b>	<b>Demonstrates knowledge of the primary mission of the University and Health Systems</b> <ul style="list-style-type: none"> <li>Articulates the mission of the University and/or Health Systems.</li> <li>Describes the structure of the University, including roles and hierarchy relating to their job by the job by.</li> </ul>	<b>Applies understanding of primary constituency groups at the University to their job</b> <ul style="list-style-type: none"> <li>Demonstrates awareness of the diversity of constituency groups of the University and their roles and purposes and issues.</li> <li>Accomplishes tasks through the formal and informal structures and hierarchies in the University or Health System setting (e.g. effectively navigates through and around channels). Describes the expectations, purpose and issues of the constituency group they primarily serve (e.g. students, faculty).</li> </ul>	<b>Has working knowledge of the various constituency groups that comprise the University and/or Health Systems</b> <ul style="list-style-type: none"> <li>Evaluates, plans and modifies actions based on their impact on the constituency group they serve.</li> <li>Actively participates in professional organizations to stay abreast of current developments pertaining to serving their higher education-related constituency groups.</li> <li>Monitors and articulates professional trends relating to serving their constituency group.</li> <li>Describes the expectations and purpose and issues of the constituency group they primarily serve.</li> </ul>	<b>Demonstrates complex understanding of the multiple constituency groups within the University and/or Health System</b> <ul style="list-style-type: none"> <li>Demonstrates complex understanding of the issues pertaining to their specific constituency group.</li> <li>Describes the expectations, purpose and issues of multiple constituency groups (e.g. students, faculty, researchers) and their related current issues in a higher education setting.</li> <li>Articulates inter-group issues to resolve problems.</li> </ul>	<b>Demonstrates understanding of multiple constituency groups in the University and works to improve relationships among those groups</b> <ul style="list-style-type: none"> <li>Demonstrates knowledge of trends in higher education relating to their constituency group and functional area.</li> <li>Advances programs that results in increased cross-university effectiveness.</li> </ul>	<b>Acting in leadership roles, demonstrates understanding of their primary constituency group in the organization and understands how that group relates to other groups</b> <ul style="list-style-type: none"> <li>Articulates the mission and describes the structure of the organization</li> <li>Accomplishes tasks through the formal and informal structures and hierarchies in the University or Health System setting (e.g. effectively navigates through and around channels)</li> <li>Ensures that procedures, policies and the actions of staff are in alignment with relevant codes of conduct</li> </ul>	<b>Displays understanding of multiple constituency groups and works to improve collaboration between groups for the greater effectiveness of the University</b> <ul style="list-style-type: none"> <li>Fosters understanding of the issues pertaining to the specific constituency groups they serve</li> <li>Actively participates in professional organization to stay abreast of current developments in their functional area that pertain to higher education</li> </ul>	<b>Applies understanding of multiple constituency in the University to how those groups issues relate to one another to resolve problems or increase collaboration</b> <ul style="list-style-type: none"> <li>Seeks out best practices in higher education and works to implement them in their unit</li> </ul>	

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Working Title	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice
<b>Building Relationships/ Interpersonal Relations</b>	<p><b>Develops and maintains positive relationships</b></p> <ul style="list-style-type: none"> <li>• Interacts with people in a friendly, open, honest, accepting manner.</li> <li>• Respects diversity; demonstrates respect for the opinion of others; values each person's contribution to the team.</li> <li>• Works together to enhance team goals/objectives.</li> <li>• Maintains agreed upon levels of confidentiality.</li> <li>• Initiates communication and responds to others in a timely, sensitive manner.</li> <li>• Exhibits a confident and positive attitude, accepts tasks willingly.</li> <li>• Demonstrates politeness and empathy with others.</li> <li>• Promotes cooperation in the workplace.</li> </ul>	<p><b>Maintains positive relationships inside and outside of work group</b></p> <ul style="list-style-type: none"> <li>• Uses formal/informal networks to accomplish tasks and objectives.</li> <li>• Develops and maintains smooth, cooperative working relationship with peers, co-workers and Managers.</li> </ul>	<p><b>Manages differences constructively</b></p> <ul style="list-style-type: none"> <li>• Offers constructive criticism and feedback in a positive fashion (e.g., objective, honest, timely).</li> <li>• Addresses and manages conflict.</li> </ul>				<p><b>Maintains positive relationships inside and outside of work group, manages differences constructively</b></p> <ul style="list-style-type: none"> <li>• Interacts with people in a friendly, open, accepting manner.</li> <li>• Demonstrates respect for the opinion of others.</li> <li>• Works together to enhance team goals/objectives.</li> <li>• Respects diversity and values each person's contribution to the team.</li> <li>• Maintains agreed upon levels of confidentiality.</li> <li>• Initiates communication and responds to others in a timely, sensitive manner.</li> <li>• Exhibits a confident and positive attitude.</li> <li>• Deals with people in an ethical/honest manner and demonstrates the ethics of the profession.</li> <li>• Demonstrates politeness and empathy with others</li> <li>• Uses formal/informal networks to accomplish tasks and objectives.</li> <li>• Addresses and manages conflict.</li> <li>• Offers constructive criticism and feedback in a positive fashion (e.g., honest, timely, non-attacking).</li> <li>• Develops and maintains constructive, cooperative working relationship with peers, co-workers and managers</li> </ul>		
<b>Creative Problem Solving/ Strategic Thinking</b>	<p><b>Prevents and solves simple problems, seeking help when required from colleagues and management</b></p> <ul style="list-style-type: none"> <li>• Finds practical and workable solutions that will be easy to implement.</li> <li>• Recognizes if a problem needs to be addressed; seeks the appropriate level of assistance or approval.</li> <li>• Discerns when it is appropriate to seek assistance or approval from Supervisor.</li> <li>• Takes level of action needed when opportunities for improvement are identified.</li> <li>• Makes specific changes in own work methods or systems to improve performance (e.g. faster, lower cost, improves quality, customer satisfaction, revenues).</li> </ul>	<p><b>Provides necessary attention to solve different level problems, often multitasking to solve moderate level problems</b></p> <ul style="list-style-type: none"> <li>• Defines a problem, analyzes causes, identifies possible solutions, selects the best solution and develops action plans.</li> <li>• Handles several problems at one time.</li> <li>• Looks for improved ways to collect and analyze data for decision-making.</li> <li>• Evaluates the way things are done. Generates new ideas and goes beyond the status quo.</li> <li>• Makes appropriate decisions under conditions of uncertainty.</li> <li>• Assists group members in problem solving and decision-making processes.</li> </ul>	<p><b>Uses creative thinking to improve processes; solves complex problems</b></p> <ul style="list-style-type: none"> <li>• Makes decisions based on analysis, experience, and input from others.</li> <li>• Designs practices, processes and procedures and reengineers processes to adapt to changing organizational/unit needs.</li> </ul>	<p><b>Solves complex problems, develops effective strategies</b></p> <ul style="list-style-type: none"> <li>• Plans and acts strategically, analyzing data and utilizing trend information.</li> </ul>			<p><b>Effectively solves problems, improves work environment</b></p> <ul style="list-style-type: none"> <li>• Defines a problem, analyzes causes, targets possible solutions, selects the best solution and develops action plans</li> <li>• Continually evaluates existing processes, products or services and uses creativity to improve upon them</li> <li>• Anticipates problems, takes advance actions, solicits resources to solve them</li> <li>• Builds a case for action; communicates decisions</li> <li>• Involves others in the decision-making process</li> <li>• Discerns when it is necessary to seek authorization</li> </ul>	<p><b>Works with and enables others to plan and implement change</b></p> <ul style="list-style-type: none"> <li>• Accommodates multiple demands for commitment of time, energy, and resources</li> <li>• Advocates strongly for new ideas, processes and/or service in order to increase efficiency, quality, and customer/client satisfaction</li> <li>• Prepares organization/unit (through words and examples) to anticipate change</li> <li>• Collaborates and builds consensus with stakeholders at various stages of planning and implementing innovations or resolving problems</li> <li>• Continues to improve methods to collect and analyze data for decision making</li> <li>• Assesses long term consequences (including a broad range of internal and external factors) when implementing short term solutions</li> <li>• Outlines criteria that enable others (those supervised) to take risks independently</li> </ul>	<p><b>Implements complex changes and problem solutions</b></p> <ul style="list-style-type: none"> <li>• When faced with obstacles or uncertainty, is able to reassess situation, make adjustments and move forward in a positive way</li> <li>• Ensures the development and implementation of change management strategies when implementing innovation and/or problem resolutions</li> <li>• Considers the political environment when solving problems and implementing change</li> </ul>
<b>Communication</b>	<p><b>Communicates clearly and effectively with individuals</b></p> <ul style="list-style-type: none"> <li>• Clearly gets point across verbally and in writing, with messages that have the desired effect.</li> <li>• Listens attentively (without interrupting).</li> <li>• Expresses self non-verbally showing respect, attentiveness and understanding.</li> <li>• Asks clear and relevant questions; clarifies questions and directions from others.</li> </ul>	<p><b>Communicates correctly and knowledgeably with individuals</b></p> <ul style="list-style-type: none"> <li>• Speaks concisely.</li> <li>• Uses technical terms knowledgeably.</li> <li>• Speaks using correct grammar.</li> <li>• Uses correct grammar &amp; spelling &amp; punctuation when writing.</li> <li>• Speaks effectively in front of a group or team.</li> <li>• Paraphrases what is said.</li> <li>• Uses appropriate methods of communication (e.g., face-to-face) to achieve desired results.</li> <li>• Modifies communication style in accordance with awareness of differences.</li> </ul>	<p><b>Communicates effectively to groups, varying style to fit the audience, actively</b></p> <ul style="list-style-type: none"> <li>• Communicates with those with differing opinions and differing levels of understanding</li> <li>• Listens and paraphrases others' differing opinions.</li> <li>• Uses open-ended questions to encourage communication.</li> <li>• Creates materials and delivers clear presentations tailored to the type and level of the organization/unit.</li> </ul>	<p><b>Effectively conveys complex topics to diverse audiences with the use of visual aids; applies understanding of multiple constituency groups in the University and works to improve relationships</b></p> <ul style="list-style-type: none"> <li>• Clearly and concisely communicates (and responds to questions on) complex information.</li> <li>• Uses visual aids to communicate complex material.</li> <li>• Listens to and paraphrases others with differing opinions.</li> </ul>	<p><b>Actively influences those with differing opinions and differing levels of understanding</b></p> <ul style="list-style-type: none"> <li>• Demonstrates advanced oral and written communications e.g. showing sensitivity to tone, audience and organizational/unit politics.</li> <li>• Persuades others with different opinions using effective strategies, arguments and materials.</li> </ul>	<p><b>Communicates clearly and knowledgeably with individuals and teams</b></p> <ul style="list-style-type: none"> <li>• Clearly gets point across verbally and in writing, with messages that have the desired effect</li> <li>• Applies appropriate methods of communication (e.g., email, face-to-face) to achieve desired results</li> <li>• Listens attentively, asks clear and relevant questions (without interrupting); paraphrases what is said</li> <li>• Expresses self non-verbally showing respect, attentiveness and understanding</li> <li>• Modifies own communication style in accordance with sensitivity to differences</li> <li>• Speaks effectively in front of a group or team</li> </ul>	<p><b>Effectively communicates with those with differing opinions and differing levels of understanding</b></p> <ul style="list-style-type: none"> <li>• Listens and paraphrases others' differing opinions.</li> <li>• Uses open-ended questions to encourage communication</li> <li>• Demonstrates advanced writing communication skills e.g. reflecting sensitivity to tone, audience and organizational/unit politics</li> <li>• Persuades others with different opinions using effective strategies, arguments and materials</li> <li>• Delivers presentations tailored to the level and type of audience</li> </ul>		
<b>Development of Self/Others</b>	<p><b>Develops self with guidance</b></p> <ul style="list-style-type: none"> <li>• Participates in growth opportunities – takes initiative for continuous development and improvement.</li> <li>• Applies performance feedback.</li> <li>• Keeps Manager updated on progress relative to performance development goals.</li> <li>• Modifies behaviors based on learning from experience.</li> </ul>	<p><b>Takes initiative to develop self</b></p> <ul style="list-style-type: none"> <li>• Seeks and applies feedback on performance.</li> <li>• Seeks coaching from others.</li> <li>• Provides training to new colleagues, Serves as a training resource to less experienced staff.</li> <li>• Shares own knowledge and expertise with others.</li> <li>• Disseminates information gained from attending professional development opportunities.</li> <li>• Participates in professional organization/units (as appropriate).</li> </ul>	<p><b>Contributes to the development of others and strives to be in the forefront of their profession</b></p> <ul style="list-style-type: none"> <li>• Provides effective coaching to others.</li> <li>• Challenges self critically evaluate their own strengths and weaknesses.</li> <li>• Participates in professional organization/units as appropriate; Seeks opportunities for professional growth to be or remain in the forefront of specialty or profession.</li> <li>• Networks with others outside the unit or organization/unit.</li> <li>• Mentors individuals and teaches others across the organization/unit (e.g., leads discussions/workshops).</li> </ul>	<p><b>Contributes to the development of others and provides mentoring opportunities</b></p> <ul style="list-style-type: none"> <li>• Seeks opportunities to present or participate in professional activities, writes for publication.</li> <li>• Supports programs that provide development opportunities for associates and others.</li> <li>• Champions innovative skills and technical training initiatives to keep self and others current in field.</li> <li>• Challenges others to critically evaluate strengths and weaknesses.</li> </ul>	<p><b>Takes a leadership role in promoting innovative professional growth across the organization</b></p> <ul style="list-style-type: none"> <li>• Seeks to develop superior skills to accomplish mission critical objectives while maintaining a deep level of advanced knowledge of principles, practices and procedures used in the functional area.</li> <li>• Presents to professional organization/units, other universities, and/or private sector firms.</li> <li>• Serves on national or international committees and working groups.</li> <li>• Performs in an advisor/consultant/trainer role.</li> </ul>	<p><b>Contributes to the development of others and strives to grow professionally</b></p> <ul style="list-style-type: none"> <li>• Mentors staff – assigns special projects, authorizes rescheduling of work to accommodate development activities</li> <li>• Makes self available to others to discuss work issues, sharing own knowledge and expertise</li> <li>• Encourages giving and receiving accurate, specific, and regular feedback</li> <li>• Encourages others (both supervisors and direct reports) to provide feedback to improve one's own efficiency</li> <li>• Disseminates information gained from attending professional development opportunities</li> <li>• Allocates or assists in directing use of approved resources to support development of direct reports; identifies/creates development opportunities; identifies and may approve training</li> <li>• Networks with others outside of organization/unit</li> <li>• Recruits and selects high caliber people of diverse cultures, backgrounds and experience from both inside and outside of the Organization/Unit</li> </ul>	<p><b>Delegates challenging tasks and decisions, strives to be in the forefront of their profession</b></p> <ul style="list-style-type: none"> <li>• Delegates decisions that challenge others, and encourages others to exercise discretion and judgment</li> <li>• Seeks professional growth to be in the forefront of specialty or profession</li> </ul>	<p><b>Highly effective at developing and leveraging the talents of others; makes contributions to their profession</b></p> <ul style="list-style-type: none"> <li>• Creates challenging roles, responsibilities, and developmental assignments that leverage and grow the talents of others</li> <li>• Provides resources necessary for others to work in a truly self-directed manner</li> <li>• Uses multiple coaching strategies that utilize the unique styles of others</li> <li>• Presents to professional organization/units, other universities, and/or private sector firms</li> </ul>	
<b>Flexibility/Adaptability to Change</b>	<p><b>Positively participates in change</b></p> <ul style="list-style-type: none"> <li>• Understands and accepts the need for change.</li> <li>• Deals with others resistance to change with tact and understanding.</li> <li>• Constructively voices concerns and proposes alternatives.</li> <li>• Cooperates in the implementation of change.</li> </ul>	<p><b>Assists implementation of change</b></p> <ul style="list-style-type: none"> <li>• Acts to implement change approaches that produce desired outcomes.</li> <li>• Asks constructive questions to generate multiple perspectives of the impact of a given change on the workgroup or workplace.</li> </ul>	<p><b>Plans, implements and communicates effective change approaches within a workgroup</b></p> <ul style="list-style-type: none"> <li>• Develops and implements change approaches that produce the desired outcomes.</li> <li>• Communicates and champions change ideas and requirements with peers and assists with broader implementation and assessment of effectiveness.</li> <li>• Communicates with others about the rationale and need for the change.</li> </ul>	<p><b>Proactively proposes and implements change</b></p> <ul style="list-style-type: none"> <li>• Surfaces resistance to change with colleagues and co-workers and works to diminish the resistance.</li> <li>• Identifies areas for potential change and brings the ideas to the organization through channels (e.g., workgroup, team, manager)</li> <li>• Confers with external and internal innovators and thought leaders to interpret the application of the leading practice to positive effect enterprise-wide.</li> <li>• Organizes and provides the resources necessary to effectively implement large-scale change.</li> </ul>			<p><b>Initiates and implements change that positively impacts a department or workgroup</b></p> <ul style="list-style-type: none"> <li>• Develops action plans for change effecting a department or workgroup.</li> <li>• Champions change by articulating its positive effect</li> <li>• Develops and implements new ways to accomplish work</li> <li>• Advocates for changes that will enhance the work environment</li> <li>• Formulates and implements measures to track the implementation of change</li> <li>• Takes corrective action when measures indicate changes are not producing the desired outcomes.</li> </ul>	<p><b>Initiates and implements change that positively impacts a unit</b></p> <ul style="list-style-type: none"> <li>• Develops and implements innovations that have impact on an organization/unit</li> <li>• Determines organizational readiness for change and incorporates strategies into the change plan based on that assessment</li> <li>• Articulates a compelling vision to the members of the organization.</li> <li>• Identifies potential resistance points and works with the members of the organization to mitigate or eliminate the concerns</li> </ul>	<p><b>Introduces innovations</b></p> <ul style="list-style-type: none"> <li>• Innovates with leading practice and ideas from other organizations on a national or global level</li> <li>• Confers with external and internal innovators and thought leaders to interpret the application of the leading practice to positive effect enterprise-wide</li> <li>• Organizes and provides the resources necessary to effectively implement large scale change</li> </ul>

University of Michigan Organizational Competencies

**Research Administration Series Competency Matrix**

Job Code	Market Title	Research Administration Assistant	Research Administration Associate	Research Administrator Intermediate	Research Administrator Senior	Research Administrator Lead	Research Administration Supervisor	Research Administration Manager	Research Administration Senior Manager
	<b>Working Title</b>	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice	Unit Choice
	<b>Leadership/Achievement Orientation</b>	<p><b>Learns what is expected to do the job well</b></p> <ul style="list-style-type: none"> <li>Demonstrates behaviors that are aligned with the values and ethics of the organization/unit and/or profession.</li> <li>Follows the practices and procedures of the organization/unit (e.g. Standard Practice Guide, Stewardship document, departmental policies).</li> <li>Projects self-confidence and authority when accepting work challenges.</li> <li>Sets and measures performance against goals and evaluates results.</li> <li>Does what he/she says is going to do; Follows through on projects &amp; other tasks as assigned.</li> <li>Accepts responsibility for own safety; and understands accountability for safety and environmental aspects of their job.</li> <li>Follows directions; accepts accountability for mistakes; takes corrective action.</li> <li>Uses resources effectively and efficiently.</li> </ul>	<p><b>Understands what is expected to do the job well; functions effectively in a team; exercises positive influence</b></p> <ul style="list-style-type: none"> <li>Builds rapport and credibility with others to gain commitment.</li> <li>Identifies resources (e.g., people, funding, materials) needed and coordinates expertise to accomplish goal.</li> <li>Understands the functions and interrelationships of the immediate work area to the organization/unit.</li> <li>Takes ownership of processes and project assignments; reprioritizes tasks as necessary for efficiency, accuracy and timely completion.</li> <li>Provides a stabilizing influence during change and transition.</li> <li>Remains calm and deliberate when confronted by work related stress or opposition from others.</li> <li>Exhibits flexibility/adaptability in changing environments.</li> <li>Demonstrates willingness to take on added responsibility.</li> </ul>	<p><b>Creates and achieves own measures of success</b></p> <ul style="list-style-type: none"> <li>Measures and insures value/return of process improvement initiatives; seeks best practices.</li> <li>Promotes the principles of diversity.</li> <li>Accepts accountability for mistakes and takes corrective action.</li> <li>Develops specific action steps, achieves deadlines or milestones.</li> <li>Responds quickly in a crisis, sets priorities, and demonstrates persistence.</li> </ul>	<p><b>Acts to address current issues and determine future priorities; leads ad hoc or project teams</b></p> <ul style="list-style-type: none"> <li>Manages to outcomes within identified constraints (e.g. identified resources of budget.)</li> <li>Recognizes the achievement and contribution of others</li> <li>Delegates and empowers others</li> <li>Creates a culture in which people do their best</li> <li>Excels at building teams for success</li> <li>Makes effective use of team resources</li> <li>Makes maximum use of the diverse talents of team members</li> <li>Resolves team conflicts with finesse.</li> </ul>	<p><b>Achieves goals through the work of others</b></p> <ul style="list-style-type: none"> <li>Demonstrates behaviors that are aligned with the values and ethics of the organization/unit; does what he or she says is going to do</li> <li>Follows practices and procedures of the organization/unit</li> <li>Follows through on projects and tasks; ensures the quality of others work</li> <li>Keeps clear, detailed records of others' activities</li> <li>Projects self-confidence and authority when accepting work challenges</li> <li>Organizes others by assigning and prioritizing tasks, scoping out length and orchestrating multiple activities to accomplish a goal; responds quickly in a crisis</li> <li>Sets and measures performance against goals and evaluates results</li> <li>Identifies resources (e.g., people, funding, materials) needed and coordinates expertise to accomplish goal</li> <li>Develops specific action steps, achieves deadlines or milestones with work group</li> <li>Recognizes the achievement and contribution of others; Creates a culture where people excel</li> <li>Builds rapport and credibility with others to gain commitment</li> <li>Displays understanding of the functions and interrelationships of the immediate work area to the organization/unit</li> </ul>	<p><b>Motivates others to effectively set and consistently achieve challenging goals</b></p> <ul style="list-style-type: none"> <li>Sets challenging goals and tasks for all staff members and holds others accountable to their commitments</li> <li>Checks for understanding and provides resources and guidance consistent with the task in relation to the individual's ability</li> <li>Accomplishes objectives despite challenges and/or setbacks</li> <li>Articulates clear compelling vision of changes that are required</li> <li>Remains calm; Provides a stabilizing influence during change and transition</li> <li>Identifies strengths, weaknesses, threats and opportunities for the organization/unit</li> <li>Creates a learning environment</li> <li>Promotes a diverse workforce</li> <li>Takes ownership of project assignments</li> </ul>	<p><b>Acts to address current issues and determine future priorities; creates a culture of accountability</b></p> <ul style="list-style-type: none"> <li>Creates teams and makes effective use of team resources</li> <li>Links strategy and goals to foster commitment to the vision of the Organization/Unit</li> <li>Assesses internal and external influences and plans for their impact on the organization/unit</li> <li>Broadly impacts the organization/unit's overall success, regardless of formal boundaries</li> <li>Creates and nurtures an environment that reinforces personal accountability and ownership</li> <li>Creates an environment that promotes safety and environmental responsibility</li> </ul>	
	<b>Quality Service</b>	<p><b>Establishes and maintains effective relationships with internal and external customers in a manner that provides satisfaction for the customer within the resources that can be made available</b></p> <ul style="list-style-type: none"> <li>Confirms/clarifies understanding of customer requests for information and/or assistance.</li> <li>Gives accurate information about products and services provided.</li> <li>Keeps customer up to date about progress of projects.</li> <li>Applies organizational/unit policies with diplomacy.</li> </ul>	<p><b>Consistently meets the organization's expectations for exemplary customer service</b></p> <ul style="list-style-type: none"> <li>Assesses urgency of customer requests for information and/or service and responds accordingly.</li> <li>Demonstrates the ability to see issues from customer's perspective.</li> <li>Maintains clear communication with customer regarding mutual expectations.</li> <li>Takes personal responsibility for resolving customer issues.</li> </ul>	<p><b>Focuses efforts on fulfilling expectations by seeking insight into customer needs and developing solutions that provide value for the customer</b></p> <ul style="list-style-type: none"> <li>Makes self available to assist, especially in critical periods.</li> <li>Respect ideas and people by seeking to understand other points of view, basing decisions on data/fact, sharing information, and seeking win-win solutions.</li> <li>Uses judgment when addressing the needs of angry and/or difficult customers.</li> <li>Recommends approaches, products or services which are new and different from those requested by the customer.</li> <li>Provides explanations of the impact or consequences of products/services requested by customers.</li> </ul>	<p><b>Maintains unwavering focus on aligning all activities to produce maximum value for the customer</b></p> <ul style="list-style-type: none"> <li>Measures customer satisfaction and uses data to effect improvements.</li> <li>Recommends approaches, products or services which are new and different from those requested by the customer.</li> <li>Provides customers explanations about practical impact to them of products/services requested.</li> <li>Actively shares expertise and best practices in customer service with other departments.</li> </ul>	<p><b>Relentlessly improves the value delivered to customers</b></p> <ul style="list-style-type: none"> <li>Develops a strategic relationship/partnership with customers based on in-depth knowledge and understanding of the customer's objectives/business.</li> <li>Leads customers to new insights through education of possible new ways from benefiting from products and services.</li> <li>Excellent customer service.</li> <li>Fosters collaboration and breaks barriers, which impede good service delivery.</li> <li>Takes actions to improve employee's or work group's customer service feedback.</li> </ul>	<p><b>Establishes and maintains exemplary customer service to internal and external customers</b></p> <ul style="list-style-type: none"> <li>Clearly sets standards and states priorities for resolving customer issues</li> <li>Develops and tracks measures of customer satisfaction</li> <li>Models customer service behaviors and attitudes</li> <li>Assesses and responds with urgency to customer requests for information and/or service</li> <li>Gives accurate information about products or services provided; ensures customers get status updates</li> <li>Maintains clear communication with customer regarding mutual expectations</li> <li>Applies organizational/unit policies using diplomacy.</li> <li>Demonstrates the ability to see issues from customer's perspective</li> </ul>	<p><b>Consistently leads the organization in meeting the organization's expectations for exemplary customer service</b></p> <ul style="list-style-type: none"> <li>Takes personal responsibility for resolving customer issues</li> <li>Makes self available to assist others who are serving customers, especially in critical periods</li> <li>Effectively addresses needs of angry and/or difficult customers</li> <li>Effectively trains employees on customer service techniques</li> </ul>	<p><b>Focuses efforts on fulfilling customer expectations by seeking insight into customer needs and developing solutions that provide value for the customer</b></p> <ul style="list-style-type: none"> <li>Focuses on customer satisfaction as primary goal and regularly seeks input/feedback</li> <li>Ensures customers are provided with explanations about practical impact to them of products/services requested</li> <li>Recommends approaches, products or services which are new and different from those requested by the customer</li> <li>Actively shares expertise and best customer service practices throughout the organization/unit</li> <li>Involves employees in the development of service delivery models</li> <li>Develops and maintains a strategic relationship/partnership with customers based on in-depth knowledge and understanding of the customer's objectives/business</li> <li>Evaluates policies to ensure effective customer service</li> <li>Empowers staff to resolve problems and complaints independently at the lowest level</li> </ul>
External Reliable Published Salary Matches		<p><b>ICUPA: Grant Proposal Coordinator</b></p> <p>Assists faculty members and researchers in preparing for sponsored-project submissions by compiling grant proposal content from multiple contributors, compiling budget information, coordinating required approvals authorizations, and ensuring timely submission of proposals to funding agencies.</p>	<p><b>EduComp: Grants and Contracts Administrator 1</b></p> <p>Processes invoices and provides Principal Investigator with daily monitoring of grants and contracts to ensure expenses are being paid according to contract. Interprets regulations and guidelines of program funding for standard grants and prepares periodic reports for grant agency. Assists with pre/post award sponsored research activities, process improvements and development of standard operating procedures required for the submission, acceptance, management and closing of certain sponsored activities. Assists with pre-award applications. Participates in contract closeouts. Ensures compliance with sponsor terms, University policies/procedures and federal regulations. Education and Experience: Bachelor degree and 1 - 3 years of grant and contract experience.</p>	<p><b>EduComp: Grants and Contracts Administrator 2</b></p> <p>Provides unit with daily monitoring of grants and contracts for Principal Investigator to ensure expenses are being paid according to contract. Reviews, analyzes and negotiates standard sponsor grants and subcontracts on behalf of the University and investigators. Interprets regulations and guidelines of program funding for moderately complex grants and contracts, and prepares renewals and periodic reports for grant agencies. Partners with sponsors, clients, and departments on pre/post award sponsored research activities required for the submission, acceptance, management and closing of certain sponsored activities. Assists with pre-award applications and may assist with locating sources of outside funding. Participates in contract closeouts. Ensures compliance with sponsor terms, University policies/procedures and federal regulations. Education and Experience: Bachelor degree and 3 - 5 years of grant and contract experience.</p>	<p><b>EduComp: Grants and Contracts Administrator 3</b></p> <p>Advises faculty on long-term financial viability of department/center given multiple grants and contracts from various sources with differing project end dates. Locates and identifies sources of outside funding on own accord. Develops budget proposals and monitors the resulting awards received for academic and research projects and programs. Interprets regulations and guidelines of multiple programs funding with complex and broad guidelines for spending. Develops, negotiates and maintains subcontracts under prime contract. Serves as signature authority for electronic proposals, submits electronic proposals and assists with problems. Responsible for institutional sign-off on proposal, and ensures that any changes were correctly completed. Supervises the processing of invoices and day-to-day monitoring of budgets. Ensures compliance with sponsor terms, University policies/procedures and federal regulations. Education and Experience: Bachelor degree and 5 - 7 years of progressive grant and contract experience. Advanced degree preferred.</p>	<p><b>EduComp: Grants and Contracts Administrator 4</b></p> <p>Advises faculty on long-term financial viability of department/center given multiple complex grants and contracts from various sources with differing project end dates. Locates and identifies multiple sources of outside funding on own accord. Develops budget proposals and monitors the resulting awards received for academic and research projects and programs. Interprets regulations and guidelines of multiple programs funding with complex and broad guidelines for spending. Develops, negotiates and maintains subcontracts under prime contract. Serves as signature authority for electronic proposals, submits electronic proposals and assists with problems. Responsible for institutional sign-off on proposal, and ensures that any changes were correctly completed. Supervises the processing of invoices and day-to-day monitoring of budgets. May supervise lower-level administrators or staff. Ensures compliance with sponsor terms, University policies/procedures and federal regulations. Education and Experience: Bachelor degree and 7 - 10 years of progressive grant and contract experience. Advanced degree preferred.</p>	<p><b>EduComp: Research Financial Administrator 1</b></p> <p>Responsible for the complete administrative research process for a defined group. Conducts pre/post award sponsored research activities required for the submission, acceptance, management and closing of sponsored activities which includes pre- and post-award activities and regular communications/meetings with faculty and staff and ethical management of funds. Advises the Principal Investigator on the most effective way to achieve an effective, quality proposal and coordinates a timely submission process, ensuring appropriate approvals. Adheres to and monitors project requirement dates; manages timelines, roles and responsibilities, and preliminary budgets. Ensures compliance/oversight by monitoring budgets and spending, approving capital equipment requisitions, and providing guidance and counsel for the stewardship of sponsored research funds. Education and Experience: Bachelor degree and 3 - 5 years of experience in accounting and/or experience in strategic financial planning and advice.</p>	<p><b>EduComp: Research Financial Administrator 2</b></p> <p>Responsible for the complete administrative research process for a defined group. Oversees and reviews pre/post award sponsored research activities required for the submission process, communicate relevant (Sponsored Programs requirements and procedures to faculty includes pre- and post-award activities and regular communications/meetings with faculty and staff and ethical management of funds. Advises the Principal Investigator on the most effective way to achieve an effective, quality proposal and coordinates a timely submission process, ensuring appropriate approvals. Develops project timelines based upon proposal requirements; submits requests for no-cost extensions or other extensions as needed; manages proposal submission process. Ensures compliance/oversight by monitoring budgets and spending, approving capital equipment requisitions, and providing guidance and counsel for the stewardship of sponsored research funds. Education and Experience: Bachelor degree and 5 or more years of experience with research grant and contract knowledge.</p>	<p><b>EduComp: Associate Director, Grants and Contracts</b></p> <p>Directs and manages the authorization and transmittal of all proposals to federal, state, and private funding agencies. Protects the institution by assuring that proposals and awards are in compliance with, federal, state, agency and institution policies of grants and contracts. Manages the review of grant and contract awards terms and conditions. Participates in the negotiations of terms, which protect institution, and academic freedom of its faculty. Approves terms for acceptance by the institution. Participates in the negotiation with federal grant and contracting officers to substantiate budget requests and to secure terms and conditions, which are consistent with policy. Manages staff, makes hiring decisions, provides coaching, training and mentoring, manages performance and determines staffing needs. Education and Experience: Bachelor degree and 7 - 10 years grant and contract experience, preferably in an academic environment.</p>
			<p><b>ICUPA: Contracts and Grants Specialist</b></p> <p>Responsible for the coordination of pre-award and/or post-award activities relating to grant and contract proposals. Pre-award activities include assisting departmental faculty in the development, preparation, and submission of grant and contract proposals. Also ensures that all applications meet agency and university guidelines and published time tables and deadlines. Post-award activities include establishment of accounts in the financial accounting system, re-budgeting of funds, and making of changes to the award or expenditures. Requires a bachelor's degree or equivalent plus 2-3 years' related experience.</p>						
FLSA		Nonexempt	Nonexempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt