A note to Human Resources Practitioners:

The Communications career path is rapidly developing, with the advent of new and emerging technologies. Communications roles may be found in every area of the University, from the Schools to Central Administration.

A role may potentially be slotted into job functions including COM, ART, TEC, IT, or a blend of all! More specifically, the building of web pages/web administration may better slot into IT, while content development slots best into Communications, and Graphic Design into Art. Many positions encompass a combination of these 3 functions.

Thus, to best slot your role, focus on the **core and essential** responsibilities of the role.

Thanks to partnership with HR, these benchmark grids have been refreshed to highlight that the role of writer or editor may include digital content generation, and production may also involve digital work. Please see the Art job function for graphic design and photography roles. Media technical roles may also appear in the Technical job function.

Web roles have been integrated into the Digital Communications family for ease of review. If a role requires more than 50% programming, please refer also to IT applications role descriptor in the IT Benchmark. Web developer and user experience roles may be described in the IT Job Function, which is also undergoing revision.

NOTE:

1) Individual positions will typically have most, but not necessarily all, of the Duties & Responsibilities listed here.
2) Grade Recommendations based on comparative review/analysis of internal positions and external market data.
3) E = exempt, N = non-exempt but outside HUCTW due to job content, grade and/or a Confidential / Supervisory exclusion
## COMMUNICATIONS JOB FUNCTION GUIDE

<table>
<thead>
<tr>
<th>Grade</th>
<th>Writer*</th>
<th>Editor*</th>
<th>Publications &amp; Print Production*</th>
<th>Public/Media Relations#</th>
<th>Marketing &amp; Sales</th>
<th>Web Design**</th>
<th>NEW Digital Communications</th>
<th>(Formerly Media) Communications Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>55</td>
<td>-Writer I 314055</td>
<td>-Editor I 320055</td>
<td>-Production Administrator I 318055 (c reads print. Prod.) -Publications Rights and Licensing Officer I (use PA I code)</td>
<td>-Public/Media Relations Officer I/Publicist 319055 #&quot;External Relations&quot; roles are found in the Development Job Function.</td>
<td>-Marketing/Sales Professional I 319055 (j.c. reads &quot;Sales&quot;)</td>
<td>-Web Designer I → ---</td>
<td>- Digital Content Producer I code</td>
<td></td>
</tr>
<tr>
<td>56</td>
<td>-Writer II 315056</td>
<td>-Editor II 320056</td>
<td>-Production Administrator II 318056 -Publications Management 316056 -Publications Rights and Licensing Officer II (use PA II code)</td>
<td>-Public/Media Relations Officer II 319056</td>
<td>-Marketing/Sales Professional II 319056</td>
<td>-Web Designer II → ---</td>
<td>- Digital Content Producer II code</td>
<td></td>
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<tr>
<td>57</td>
<td>-Writer III 315057</td>
<td>-Editor III 320057</td>
<td>-Production Administrator III 318057 -Publications Management II 316057 -Publications Rights and Licensing Management I (use PA III code)</td>
<td>-Public/Media Relations Officer III 319057</td>
<td>-Marketing/Sales Management I 319057</td>
<td>-Web Designer III → ---</td>
<td>- Digital Strategist I code</td>
<td></td>
</tr>
<tr>
<td>58</td>
<td>-Writer IV 321059</td>
<td>-Editor I 324059</td>
<td>-Publications Management III 324059 -Print Senior Specialist 323059</td>
<td>-Public/Media Relations Management I 319057</td>
<td>-Marketing/Sales Management II (use Comm Mgt II)</td>
<td>-Digital Strategist II code</td>
<td>(remove &quot;media&quot; from job labels) - Communications Management II 321058 - Communications Senior Specialist 322058</td>
<td></td>
</tr>
<tr>
<td>59</td>
<td>-Managing Editor III (Comm. Mgt. III)</td>
<td>-Managing Editor III (Comm. Mgt. III)</td>
<td>-Publications Management IV 324059 -Print Senior Specialist 323059</td>
<td>-Marketing/Sales Management III (use Comm. Mgt III)</td>
<td>-</td>
<td>-</td>
<td>(remove &quot;media&quot; from job labels) - Communications Management III 321059 - Communications Senior Specialist 322059</td>
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The Communications career path is rapidly developing, with the advent of new and emerging technologies. A role may potentially be slotted into job functions including COM, ART, TEC, IT, or a blend of all! More specifically, the build of web pages/web administration may best slot into IT, while content development falls into Communications, Graphic Design into Art, but many positions encompass a combination of these 3 functions. To best slot your role, focus on the core and essential responsibilities of the role. Please see the Art Job function for graphic design and photography roles. Media technical roles may also appear in the Technical job function. Web developer and user experience roles may be described in the IT Job Function.

**The role of writer or editor may include digital content generation; production may involve digital work. **Integrated into Digital Communications. If the role requires > 50% programming, please refer also to IT applications role descriptor in the IT Benchmark.

**KEY:** Purple = descriptor exists but no job code exists currently, and coding suggestion follows Green = New! Red – requires deletion Brown-clarification

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### Writer Family

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<tr>
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<th>Job</th>
<th>Education/Experience (Minimum Required)</th>
<th>Typical Duties and Responsibilities (Cumulative from level to level in each job family)</th>
<th>Impact/Scope</th>
<th>Supervision</th>
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</table>
| 55 E  | Writer I| Bachelor’s degree 2+ years experience in writing | • Independently researches and writes significant materials for internal and external audiences  
• Contributes written and edited material for a select in-house and/or outside publication, (may include digital channels)  
• Prepares initial story ideas from draft through to final copy | IMPACT  
Some impact on operations, resources, or University’s reputation  
SCOPE  
Provides writing work for a school/unit | RECEIVED  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
GIVEN  
Individual Contributor:  
Works independently or as part of a team to achieve results. |

**NOTE:** When selecting a job title, positions that contain both writing & editing functions should be categorized according to the principle role in which the position is engaged.

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| 56 E  | Writer II | Bachelor’s degree 3+ years’ experience writing | • Writes analytic, interpretive, or highly individualized features utilizing personal subject matter expertise  
• Independently researches, selects subject, interviews, and determines content and layout  
• Writes total or partial content for a variety of in-house and outside publications (may include digital channels) | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides comprehensive writing work for a school/unit | RECEIVED  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department/university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion. | GIVEN  
Individual Contributor: Works independently or as part of a team to achieve results. |

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| 57 E  | Writer   | Bachelor’s degree                       | - Writes and edits high level/complex communications and/or reports (e.g. briefing materials, talking points, digital content, website material and documents for publication)  
                      - Consults and advises clients on their communications needs  
                      - Determines content material                              | IMPACT  
                      Significant impact on operations, resources, or University’s reputation  
                      SCOPE  
                      Provides advanced and complex writing for a unit or school | RECEIVED  
                      Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment.  
                      Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
                      GIVEN  
                      Individual Contributor: Works independently or as part of a team to achieve results. |
| 58 E  | Writer   | Bachelor’s degree  
                      Master’s degree preferred in specialized field  
                      7+ years of related experience  
                      Advanced knowledge of writing within a specialized field | - Participates in planning communications strategies  
                      - Writes high level/complex material within a specialized field (e.g. scientific writing) | IMPACT  
                      Substantial impact on operations, resources, or University’s reputation  
                      SCOPE  
                      Provides advanced and specialized writing for a unit or school often of a technical nature | RECEIVED  
                      Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment.  
                      Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
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| 55 E  | Editor I | Bachelor’s degree 2+ years experience in editing | - Edits scholarly magazines, books and other publications for style, substance and organization; may include digital content  
- Does extensive rewriting and reorganization of text as appropriate  
- Negotiates with author regarding requested changes  
- Serves as liaison to contributors/authors  
- Manages product integration with in-house staff | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides scholarly editing work for a school | RECEIVED  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department/university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
GIVEN  
Individual Contributor:  
Works independently or as part of a team to achieve results. |
| 56 E  | Editor II | Bachelor’s degree 3+ years experience in editing | - Reviews, proofs and fact-checks all copy and performs layout work of a detailed and complex nature  
- Contacts, interviews and follows up with sources of information for articles  
- Serves as liaison to contributors/faculty/authors  
- Solicits and/or evaluates manuscripts and manuscript proposals  
- Makes recommendations regarding materials to publish  
- Manages product development from concept to final manuscript; may include digital content | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides comprehensive editing work for a school/unit | RECEIVED  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department/university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
GIVEN  
Individual Contributor:  
Works independently or as part of a team to achieve results. |

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## Editor Family

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<th>Supervision</th>
</tr>
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<tbody>
<tr>
<td>57 E</td>
<td>Editor III</td>
<td>Bachelor’s degree</td>
<td>- Responsible for editorial content, design, and photography; may include digital content</td>
<td>IMPACT</td>
<td>RECEIVED</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5+ years of progressive editing</td>
<td>- Assists with selection of topics and development of content</td>
<td>SCOPE</td>
<td>Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supervisory experience</td>
<td>- Works with acquiring editors in setting up future projects</td>
<td></td>
<td>GIVEN</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advanced knowledge of editing in a specialized field</td>
<td>- Schedules the activities of outside editors and other staff</td>
<td></td>
<td>Supervises: Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.</td>
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<td></td>
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<td>- Helps develop story ideas</td>
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<td></td>
<td></td>
<td></td>
<td>- Provides editorial input to editors on staff</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Participates in the solicitation and selection of content.</td>
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<td></td>
<td>- Writes and edits articles and oversees distribution</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>- Edits stories, reports, releases and other public information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>57 E</td>
<td>Managing Editor I</td>
<td>Bachelor’s degree</td>
<td>The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed plus the addition of the following:</td>
<td>IMPACT</td>
<td>RECEIVED</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5+ years of progressive editing</td>
<td>- Establishes departmental editing processes and procedures</td>
<td>SCOPE</td>
<td>Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advanced knowledge of editing in a specialized field</td>
<td>- Develops and manages budget</td>
<td></td>
<td>GIVEN</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Directs, manages and participates in the solicitation and selection of content.</td>
<td></td>
<td>Manages: Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area.</td>
</tr>
</tbody>
</table>

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## Editor Family

<table>
<thead>
<tr>
<th>Level</th>
<th>Job</th>
<th>Education/ Experience</th>
<th>Typical Duties and Responsibilities (Cumulative from level to level in each job family)</th>
<th>Impact/Scope</th>
<th>Supervision</th>
</tr>
</thead>
</table>
| 58 E  | Editor IV            | Bachelor’s degree     | • Acquires and develops general interest and specialized academic manuscripts for publication; may include digital content  
• Manages program to develop trade-discounted projects, at the manuscript stage, for publication  
• Translates academic content into a customer focused format  
• Designs, develops and implements training programs  
• Manages workflow  
• Manages project budgets  
• Manages public relations for publications  |
|       |                      | 7+ years of progressive editing experience |                                                                                  | IMPACT Significant impact on operations, resources, or University’s reputation  
SCOPE Provides advanced and specialized editing work for a school/unit  | RECEIVED  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  |
|       |                      | Supervisory experience |                                                                                  | GIVEN  
Manages: Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |
|       |                      | Advanced knowledge of editing in a specialized field |                                                                                  |                                                                 |                                                                 |
| 58 E  | Managing Editor II   | Bachelor’s degree     | • Acquires and develops general interest and specialized academic manuscripts for publication; may include digital content  
• Manages program to develop trade-discounted projects, at the manuscript stage, for publication  
• Translates academic content into a customer focused format  
• Designs, develops and implements training programs  
• Manages workflow  
• Manages project budgets  
• Manages public relations for publications  |
|       |                      | 7+ years of progressive editing management |                                                                                  | IMPACT Significant impact on operations, resources, or University’s reputation  
SCOPE Provides advanced and specialized editing work for a school/unit  | RECEIVED  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  |
|       |                      | Supervisory experience |                                                                                  | GIVEN  
Manages: Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |
|       |                      | Advanced knowledge of editing in a specialized field |                                                                                  |                                                                 |                                                                 |

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</table>
| 59 E  | Managing Editor III          | Bachelor’s degree  
8+ years of progressive editing management  
Advanced knowledge of editing in a specialized field                                                                                                                                                                               | The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed.  
- Manages schedule of manuscripts to assure intended publication dates; may include digital content                                                                                                               | IMPACT  
Substantial impact on operations, resources, or University’s reputation  
SCOPE  
Typically manages the editing function for a large magazine or publishing area                                                                                                                                  | RECEIVED  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
GIVEN  
Manages:  
Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. | |

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### Publications and Print Production Family

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| *55 E | Production Administrator I   | Bachelor’s degree 2+ years experience in print production | • Manages complete production process for newsletters, brochures, invitations, fliers, posters, postcards and other printed/digital material of significance  
• Manages editorial production including layout and design, typesetting and printing of products, scheduling, coordinating manuscript preparation, proofreading, and cover design and printing  
• Advises clients on most efficient avenues for printing needs  
• Maintains a current technical knowledge, which is used to research and implement new technology into existing project work.  
• Oversees the work of freelance vendors and participates/ manages the RFP process for small to medium size projects. | IMPACT  
Some impact on operations, resources, or University’s reputation  
SCOPE  
Provides comprehensive print production work for a school | RECEIVED  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
GIVEN  
Individual Contributor:  
Works independently or as part of a team to achieve results. |

*Exemption status is determined by FLSA testing*
## Publications and Print Production Family

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| 56 E  | Production Administrator II  | Bachelor’s degree 3+ years experience in print production Supervisory experience | • Manages complete production process for magazines and other publications including the creation of and management of the production budget (may include digital)  
• Evaluates vendors on quality of work, schedule and economic considerations and determines partnerships  
• Serves as liaison with printer vendors for issue distribution; oversees fulfillment of back issues  
• Negotiates contracts with freelance vendors and participates/manages the RFP process for medium to large size projects  
• Negotiates quality, price and timing with publishers and printers  
• Manages (logistics) of production and quality assurance often on multiple publications  
• Analyzes each project for typesetting, design and manufacturing requirements  
• Organizes copy flow, manages within printing deadlines, reviews, proofs, troubleshoots and remedies related issues  
• Assists with strategic plan development and plan implementation within area of responsibility | **IMPACT**  
Moderate impact on operations, resources, or University’s reputation  
**SCOPE**  
Provides comprehensive print production work for a school or sections of the production work for a large printing group | **RECEIVED**  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
**GIVEN**  
Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |

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| 57 E  | Production Administrator III | Bachelor’s degree 5+ years of experience in print production Supervisory experience | • Develops and implements production planning strategy (may include digital)  
• Sets production priorities  
• Serves as liaison with authors and/or printer vendors on major production issues | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Typically manages a significant print production function | RECEIVED UNDER LIMITED DIRECTION: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
GIVEN SUPERVISES:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |

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</table>
| 56 E  | Publications Management I | Bachelor’s degree 3+ years of experience in publications management Supervisory experience | - Manages writers, editors, proofreaders and related staff, as well as digital content producers  
- Negotiates contracts/agreements with outside authors and determines and negotiates price of publishing rights  
- Holds authority to modify deadlines, provide additional resources, and/or prioritize select publications  
- Develops and maintains editorial and design integrity of publications, establish style guides and identity program  
- Plans marketing and distribution strategy and develops budget to support strategy | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Consider the following when you are scoping your position: number of annual publications; the complexity of work involved in the publication; the audience; circulation size and number of materials in production at a time | RECEIVED  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
GIVEN  
Supervises: Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |

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# COMMUNICATIONS JOB FUNCTION GUIDE

## Publications and Print Production Family

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</table>
| 57 E  | Publications Management II             | Bachelor’s degree 5+ years of progressive experience in publications management Supervisory experience | • Manages all aspects of a publications program (print/digital)  
• Manages writers, editors, proofreaders and related staff  
• Develops and implements strategic planning and sets publications priorities  
• Negotiates complex contracts/agreements with outside authors and determines and negotiates price of publishing rights  
• Holds authority to modify deadlines, provide additional resources, and/or prioritize multiple publications  
• Plays key role in developing marketing communications and distribution strategy to meet client needs  
• Selects publisher(s) and translator(s) | **IMPACT**  
Significant impact on operations, resources, or University’s reputation  
**SCOPE**  
Consider the following when you are scoping your position: number of annual publications; the complexity of work involved in the publication; the audience; circulation size and number of materials in production at a time  
Typically manages publications for a small to mid sized magazine or area of publishing | **RECEIVED Under Limited Direction:** Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
**GIVEN Manages:**  
Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |

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| 58 E  | Publications Management  | Bachelor’s degree 7+ years of progressive experience in publications management Supervisory experience | The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed plus the addition of the following:  
- Manages a major publication, a substantial publishing program or all publications for an entire department or unit (e.g. translation) | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Consider the following when you are scoping your position: number of annual publications; the complexity of work involved in the publication; the audience; circulation size and number of materials in production at a time  
Typically manages publications of a mid to large sized magazine or areas of publishing | RECEIVED Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
GIVEN  
Manages: Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |
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</table>
| 59 E  | Publications Management IV | Bachelor’s degree  
8+ years of progressive experience in publications management  
Supervisory experience  
Advanced knowledge of Publications | The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed. | IMPACT  
Substantial impact on operations, resources, or University's reputation  
SCOPE  
Consider the following when you are scoping your position: number of annual publications; the complexity of work involved in the publication; the audience; circulation size and number of materials in production at a time  
Typically manages publications for a very large magazine or area of publishing | RECEIVED  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
GIVEN  
Manages: Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |
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| 55 E* | Publications Rights and Licensing Officer I | Bachelor’s degree 2+ years of permissions, copyright or subsidiary experience Supervisory experience | • Administers the granting of high-volume copyright and permissions clearances for print or digital works  
• Determines and negotiates fees and contract terms for permission requests  
• Assesses value of material relative to proposed use  
• Analyzes and interprets author publishing contracts and subsidiary rights contracts and determines the extent of rights controlled by HUP and other agents  
• Registers new books for copyright  
• Researches and communicates with the Library of Congress on problematic claims  
• Compiles and analyzes rights and permissions statistics for Library of Congress  
• Advises requestors and authors on permission and copyright policies and procedures | IMPACT
Some impact on operations, resources, or University’s reputation  
SCOPE
Provides permissions and copyright work for a publishing unit. | RECEIVED
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
GIVEN
Individual Contributor: Works independently or as part of a team to achieve results. |

*Exemption status is determined by FLSA testing

**NOTE:**

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</table>
| 56 E  | Publications Rights and Licensing Officer II | Bachelor’s degree 3+ years of permissions, copyright or subsidiary experience Supervisory experience | • Pursues the sale of subsidiary rights of HUP titles to publishers  
• Negotiates contractual terms and generates contracts  
• Oversees on-demand reprint program  
• Administers all inquiries into the availability of subsidiary rights, such as translation, reprint, digital, movie, etc. | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides permissions, copyright or subsidiary work for a publishing unit. | Received  
**Under General Direction:** Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
**Given Supervises:**  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |

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#### Publications and Print Production Family

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</table>
| 57 E  | Publications Rights and Licensing Management I | Bachelor’s degree 5+ years of permissions, copyright or subsidiary experience | • Provides legal review and copyright advice on manuscripts  
• Drafts and negotiates copyright transfers, publishing contracts, releases and assignments, and customizes documents  
• Identifies and evaluates potential partners in digital rights and multimedia applications  
• Manages the registration of copyright, renewals, and trademark applications  
• Manages the development of rights component for a Press-wide database  
• Assesses the effects of legislation and industry practices and provides guidance to the publishing program and strategy | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Provides advanced permissions, copyright or subsidiary work for a publishing unit. | RECEIVED  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department/university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
GIVEN  
Manages: Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |

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## Public/Media Relations Family

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| *55 E | Public/Media Relations Officer I / (Publicist) | Bachelor’s degree 2+ years experience in marketing and public relations | - Creates and executes a plan to develop and market publications  
- Initiates a positive and proactive relationship with both internal and external constituents  
- Researches and writes press materials  
- Researches, organizes and develops media lists and contacts  
- Manages publicity plan  
- Arranges interviews with media contacts  
- Arranges for all details for press and other related events | IMPACT  
Some impact on operations, resources, or University’s reputation  
SCOPE  
Provides public relations/publicity work for a unit. | RECEIVED  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department/university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
GIVEN  
Individual Contributor: Works independently or as part of a team to achieve results. |

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</table>
| 56 E  | Public/Media Relations Officer II | Bachelor’s degree 3+ years experience in marketing and public relations | • Develops press releases, opinion pieces and media advisories  
• Maintains relationships with news media/ community and governmental constituents and responds to questions and requests  
• Responsible for planning and executing media events  
• Generates positive media coverage  
• Consults with faculty and other offices to identify newsworthy stories and then helps create materials to publicize  
• Maintains detailed knowledge of scholarly media.  
• Maintains contacts with editors in key scholarly disciplines  
• Responsible for the hands-on planning of publicity campaigns and publications  
• Takes photographs; maintains photo clips and contact files  
• Organizes and oversees photo shoots, reporter visits, media launches, and related events | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides comprehensive public relations work for a unit or school. | RECEIVED  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
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</table>
| 57 E  | Public/Media Relations Officer III       | Bachelor’s degree                        | • Initiates a positive and proactive relationship with both internal and external constituents  
• Represent Harvard University’s interests to a variety of external constituents  
• Responds to questions and requests from media and/or the public for critical and sensitive matters  
• Assists with the design and implementation of an overall communications and/or engagement strategy  
• Assists with determining messages in consultation with Deans and/or unit heads  
• Responsible for conceptual ideas and preparation of communications | IMPACT: Significant impact on operations, resources, or University’s reputation  
SCOPE: Provides advanced public relations work for a school. | RECEIVED Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
GIVEN Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |
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</table>
| 58 E  | Public/Media Relations Management I     | Bachelor’s degree 7+ years of progressive experience in marketing and public relations management Supervisory experience | • Responsible for developing strategic public/media relations plans that support the school or unit  
• Manages the department’s budget, expenses and staffing levels  
• Directs and schedules the activities for the public/media relations department | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Typically manages the public relations function | RECEIVED  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
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<tr>
<td>55 E*</td>
<td>Marketing/ Sales Professional I</td>
<td>Bachelor’s degree 2+ years experience Digital and multimedia experience preferred Supervisory experience</td>
<td>• Establishes new clients &amp; contacts through research, multi-channel outreach, telemarketing and/or in-house store • Sells advertising through direct mail and telemarketing • Conducts marketing research and generates sales projections • Analyzes pricing, sales reports and inventory to create sales strategies • Designs and produces ads, digital, displays and other promotional materials • Manages sales database by ad category • Designs and produces ads and other promotional materials • Manages the direct mail/web outreach function in a sales operation • Manages exhibits program and/or booths at conferences, conventions, etc • Manages day-to-day operations of a bookstore/display room</td>
<td>IMPACT Some impact on operations, resources, or University’s reputation SCOPE Provides comprehensive Marketing/ Sales work for a unit</td>
<td>RECEIVED Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion. GIVEN Individual Contributor: Works independently or as part of a team to achieve results. AND/OR Supervises: Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.</td>
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| 56 E* | Marketing/ Sales Professional II | Bachelor’s degree  
3+ years experience in Sales and Marketing function  
Digital and multimedia experience preferred  
Supervisory experience | • Reports on sales, analyzes trends and determines discount to offer customers  
• Responsible for initiating contacts, developing new business and determine discount to offer customers  
• Determines inventory needed for sales/marketing and orders necessary materials independently  
• Manages web based sales, accounts and electronic information delivery  
• Plans and executes sales and marketing strategies  
• Forecasts possible markets for products  
• Markets and sells print and digital material to assigned area/stores/non-traditional sales channels  
• Responsible for selling advertising space and assisting clients with ad design | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides comprehensive Marketing/Sales work for a unit | RECEIVED  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department/university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
GIVEN  
Individual Contributor:  
Works independently or as part of a team to achieve results.  
AND/OR  
Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |

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</table>
| 57 E  | Marketing / Sales Management I    | Bachelor’s degree                       | • Determines marketing and distribution strategy  
• Develops budget to support strategy and plans and executes sales strategies including fiscal goals, sales development, identification of target accounts and management plans  
• Sells services to national clients and determines how to meet client needs  
• Creates outreach materials, and hires designers, photographers and writers to complete materials  
• Determines if ad should run or not and manages sales space  
• Prepares annual budgets and analyze sales reports  
• Creates and manages implementation of web and print marketing and publicity strategies  
• Evaluates and reports on effectiveness of marketing plans  
• Has discretion to resolve unique circumstances (e.g. rates, discounts and requests)  
• Develops new ways to generate income  
• Maintains good press relations | **IMPACT**  
Significant impact on operations, resources, or University’s reputation  
**SCOPE**  
Provides advanced marketing/sales for a unit  
**RECEIVED**  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
**GIVEN**  
Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.  
AND/OR  
Manages:  
Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. | |

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</table>
| 58 E  | Marketing / Sales Management II          | Bachelor’s degree 7+ years of progressive sales management experience Advanced knowledge of Sales and Marketing Digital and multimedia experience preferred | The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed plus the addition of the following:  
• Assists with development and implementation of communications strategies  
• Manages development of new product offerings for current and prospective clients | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Typically manages the sales function for a medium sized unit | RECEIVED  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
GIVEN  
Manages:  
Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |
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</table>
| 59 E  | Marketing / Sales Management III | Bachelor’s degree  
8+ years of progressive sales management experience  
Advanced knowledge of Sales and Marketing  
Digital and multi-media experience preferred | The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed. | IMPACT  
Substantial impact on operations, resources, or University’s reputation  
SCOPE  
Typically manages the sales function for a large sized unit or school | RECEIVED  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
GIVEN  
Manages:  
Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |
## Digital Communications Family

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</table>
| 55 E*| Digital Content Producer I (formerly Web Designer I) | Bachelor’s degree 2+ years digital and multimedia experience Basic knowledge of image and media processing and design content management tools | - Produce and edit digital content for clients  
- Independently conceptualize, design and execute special projects  
- Conducts internet research related to various technological and/or marketing issues  
- Utilize user experience and user-centered design methods, including content inventories, gap analyses, user research, and usability testing  
- Use Microsoft Excel, Word, PowerPoint, and web-based project management tools | IMPACT Some impact on operations, resources, or University’s reputation  
SCOPE Provides digital communications for a unit or school | RECEIVED  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
GIVEN Individual Contributor: Works independently or as part of a team to achieve results. |

*Exemption status is determined by FLSA testing

**NOTE:**

1) Individual positions will typically have most, but not necessarily all, of the Duties & Responsibilities listed here.
2) Grade Recommendations based on comparative review/analysis of internal positions and external market data.
3) E = exempt, N = non-exempt but outside HUCTW due to job content, grade and/or a Confidential / Supervisory exclusion
## Digital Communications Family

<table>
<thead>
<tr>
<th>Level</th>
<th>Job</th>
<th>Education/Experience (Minimum Required)</th>
<th>Typical Duties and Responsibilities (Cumulative from level to level in each job family)</th>
<th>Impact/Scope</th>
<th>Supervision</th>
</tr>
</thead>
</table>
| 56 E* | Digital Content Producer II Formerly Web Designer II | Bachelor’s degree 3+ years digital and multi-media experience required | The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed.  
- Plans, designs and develops tub/unit media with multiple stakeholders to ensure consistency with mission and image  
- Evaluates customer experience and communicates improvements to user channels based on feedback and usability analysis  
- Use HTML/CSS, images, video, audio, blogging, email, and social media, and comfort learning and working with new technologies | IMPACT  
Moderate impact on operations, resources, or University’s reputation  
SCOPE  
Provides comprehensive digital content development for a unit or school | RECEIVED  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
GIVEN  
Individual Contributor:  
Works independently or as part of a team to achieve results. |

*Exemption status is determined by FLSA testing

### NOTE:

1) Individual positions will typically have most, but not necessarily all, of the Duties & Responsibilities listed here.
2) Grade Recommendations based on comparative review/analysis of internal positions and external market data.
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## Digital Communications Family

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<th>Supervision</th>
</tr>
</thead>
</table>
| 57 E  | Digital Content Producer III Formerly Web Designer III | Bachelor’s degree 5+ years digital and multi-media experience | The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed.  
- Plans, designs and develops tub/unit media with multiple stakeholders to ensure consistency with mission and image  
- Evaluates customer experience and communicates improvements to user channels based on feedback and usability analysis  
- Use HTML/CSS, images, video, audio, blogging, email, and social media, and comfort learning and working with new technologies | IMPACT Moderate impact on operations, resources, or University’s reputation  
SCOPE Provides advanced digital content production for a unit or school | RECEIVED Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department/ university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
GIVEN Individual Contributor: Works independently or as part of a team to achieve results. |
# Digital Communications Family

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</table>
| 57 E  | Digital Strategist I | Bachelor’s degree 5+ years digital and multi-media experience Supervisory experience | The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed.  
- Initiates new projects and oversees design & implementation  
- Develop communications strategy and content to meet clients’ needs.  
- Evaluate existing content, using techniques such as content inventories and gap analyses  
- Optimize text, audio, and video content and social media channels with a focus on optimal content placement  
- Develop common taxonomies and vocabularies, to be shared across websites  
- Identify search optimization best practices for digital portals and tools  
- Contribute digital content best practices to the Harvard identity guidelines; follow guidelines, and advocate for their use on Harvard websites  
- Ensure standardization among department print and digital channels; develop standards and provide direction to clients | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Provides advanced digital strategy for a unit or school | RECEIVED  
Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
GIVEN  
Supervises:  
Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions. |
Digital Communications Family

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</table>
| 58 E  | Digital Strategist II | Bachelor’s degree  
7+ years of progressive digital and multi-media experience  
Supervisory experience | *The Duties and Responsibilities at this level are similar to those at the prior level.* | **IMPACT**  
Significant impact on operations, resources, or University’s reputation  
**SCOPE**  
Typically manages the digital communications function for school or unit | **RECEIVED**  
Under General Direction: Within this job, the incumbent normally performs regular assignments using own judgment and following department / university policy, while keeping supervisor informed as necessary. Receives general guidance on new projects as to methods, procedures and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.  
**GIVEN**  
Manages:  
Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |
## Communications Management Family (REMOVE MEDIA FROM JOB LABEL)

<table>
<thead>
<tr>
<th>Level</th>
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<th>Education/ Experience (Minimum Required)</th>
<th>Typical Duties and Responsibilities (Cumulative from level to level in each job family)</th>
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</table>
| 57 E  | Communications Management I| Bachelor’s degree 5+ years experience in communications, marketing or public relations, digital and multi-media Supervisory experience | - Advises management on the development of communication policies, marketing or public relations issues.  
- Directs activities for the department  
- Works with all members of the community on a wide range of communications needs in both print and electronic media, including digital media.  
- Oversees the creative and strategic process of print and digital communications  
- Coordinates programs that promote good corporate citizenship and build the organization’s reputation within the community.  
- Manages development of new product offerings for current and prospective clients  
- Serves as the spokesperson when dealing with the media and public inquiries. Offers counsel and guidelines to management for dealing with the media.  
- Manages the department’s budget and expenses.                                                                 | IMPACT: Significant impact on operations, resources, or University’s reputation  
SCOPE: Typically manages the communications function for a small sized unit or school | RECEIVED: Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
GIVEN: Manages: Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |
**Communications Management Family (REMOVE MEDIA FROM JOB LABEL)**

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</table>
| 58 E  | Communications Management II Communications Senior Specialist (Independent) | Bachelor’s degree 7+ years experience in communications, marketing or public relations, digital and multi-media Supervisory experience | The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed plus the addition of the following:  
- Responsible for developing strategic communications plans that support the organization  
- Designs and implements an overall communications strategy for the school/unit | IMPACT  
Significant impact on operations, resources, or University’s reputation  
SCOPE  
Typically manages the communications function for a medium sized unit or school | RECEIVED  
**Under Limited Direction:** Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
**GIVEN  
Manages:** Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |
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</table>
| 59    | Communications Management III Communications Senior Specialist (Independent) | Bachelor’s degree 8+ years experience in communications, marketing or public relations management, digital and multi-media Supervisory experience | The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed. | IMPACT Substantial impact on operations, resources, or University’s reputation  
SCOPE Typically manages the communications function for a large sized unit or school | RECEIVED Under Limited Direction: Within this job, the incumbent performs regular assignments using own judgment. Determines methods and procedures on new projects. Held accountable for end results. Responsible for determining when supervisor or others should be consulted. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.  
GIVEN Manages: Manages people and policies, allocates personnel and resources for given projects, full hire/fire authority, has primary responsibility for performance management and career development of employees, sets policy/standards within an area. |

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