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 practitioners through the University, these benchmark grids have been reviewed, edited, and 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.

An Important Note Regarding the Determination of Overtime Eligibility

Please note that our benchmark grids provide general guidance concerning requirements, duties, scope and impact. Final determination of overtime status must be determined at the local level when the position is slotted, using exemption testing. Possible FLSA options, based upon local determination include E = exempt, N = non-exempt but outside HUCTW due to job content, grade and/or a Confidential / Supervisory exclusion (very rarely used). Remember, if in doubt, slot the position as non-exempt. If you have questions, please contact HHR Compensation. We are glad to assist you!

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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## COMMUNICATIONS JOB FUNCTION GUIDE

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<tr>
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<th>Editor*</th>
<th>Publications &amp; Print Production*</th>
<th>Public/Media Relations*</th>
<th>Marketing &amp; Sales</th>
<th>Digital Communications</th>
<th>Communications Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>55</td>
<td>-Writer I 314055 CM0055 -Comm Prof. (N) 513055</td>
<td>-Editor I 320055 CM0155 -Production Administrator I 318055 CM0255 -Publications Rights and Licensing Officer I CM0355</td>
<td>-Public/Media Relations Officer I/Publicist 319055 CM0455</td>
<td>-Marketing/Sales Professional I 319055 CM0555</td>
<td>- Digital Content Producer I CM0655</td>
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</tr>
<tr>
<td>56</td>
<td>-Writer II 315056 CM0056 -Comm Prof. (N) 405004</td>
<td>-Editor II 320056 CM0156 -Production Administrator II 318056 CM0256 -Publications Management I 316056 CM0356 -Publications Rights and Licensing Officer II CM0456</td>
<td>-Public/Media Relations Officer II 319056 CM0556</td>
<td>-Marketing/Sales Professional II 319056 CM0656</td>
<td>- Digital Content Producer II CM0756 -Communications Management I CM0856</td>
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<tr>
<td>57</td>
<td>-Writer III 320057 CM0057</td>
<td>-Editor III 320057 CM0157 -Production Administrator III 318057 CM0357 -Publications Management II 316057 CM0457 -Publications Rights and Licensing Management I CM0557</td>
<td>-Public/Media Relations Officer III 319057 CM0657</td>
<td>-Marketing/Sales Management I 319057 CM0757</td>
<td>- Digital Content Producer III CM0857 -Digital Strategist I CM0957 -Communications Management II CM1057</td>
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</tr>
<tr>
<td>58</td>
<td>-Writer IV 320058 CM0058</td>
<td>-Editor IV CM0158 -Managing Editor II CM0258 -Publications Management III 324058 CM0358 -Print Senior Specialist I 323058 CM0458</td>
<td>-Public/Media Relations Management I CM0558</td>
<td>-Marketing/Sales Management II CM0658</td>
<td>-Digital Strategist II CM0758 -Communications Management III 321058 CM0559 -Communications Senior Specialist I 322058 CM0659</td>
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</tr>
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<td>59</td>
<td>-Managing Editor III CM0059</td>
<td>-Publications Management IV 324059 CM0159 -Print Senior Specialist II 323059 CM0259</td>
<td>-Public/Media Relations Management II CM0359</td>
<td>-Marketing/Sales Management III CM0459</td>
<td>- Digital Strategist III CM0759 -Communications Management IV 321059 CM0559 -Communications Senior Specialist II 322059 CM0659</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. #*External Relations* roles are found in the Development Job Function.

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<td>60</td>
<td>Editing Director CM0060</td>
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<td>Public/Media Relations Director CM0260</td>
<td>Marketing/Sales Director CM0360</td>
<td>Digital Communications Director CM0460</td>
<td>Communications Management Director CM0560</td>
<td></td>
</tr>
<tr>
<td>61</td>
<td>Editing Director CM0061</td>
<td>Public/Media Relations Director CM0161</td>
<td>Marketing/Sales Director CM0261</td>
<td>Digital Communications Director CM0361</td>
<td>Communications Management Director CM0461</td>
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<tr>
<td>62</td>
<td>Public/Media Relations Director CM0062</td>
<td>Marketing/Sales Director CM0162</td>
<td>Communications Management Director CM0262</td>
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</tr>
<tr>
<td>63</td>
<td>Public/Media Relations Director CM0063</td>
<td>Marketing/Sales Director CM0163</td>
<td>Communications Management Director CM0263</td>
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<td>64</td>
<td>Writer Family</td>
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| 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 principal role in which the position is engaged.

*Exemption status is determined by FLSA testing*

**NOTE:** Individual positions will typically have most, but not necessarily all, of the Duties & Responsibilities listed here.

**Grade Recommendations** based on comparative review/analysis of internal positions and external market data.

**Possible FLSA Options, based upon local determination**
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| 57 E  | Writer III | Bachelor’s degree 5 years of related experience within a specialized field | • 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 IV | 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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<td>57 E</td>
<td>Editor III</td>
<td>Bachelor’s degree 5 years of progressive editing Supervisory experience Advanced knowledge of editing in a specialized field</td>
<td>Responsible for editorial content, design, and photography; may include digital content Assist with selection of topics and development of content Works with acquiring editors in setting up future projects Schedules the activities of outside editors and other staff Helps develop story ideas Provides editorial input to editors on staff Participates in the solicitation and selection of content. Writes and edits articles and oversees distribution Edits stories, reports, releases and other public information</td>
<td><strong>IMPACT</strong> Significant impact on operations, resources, or University’s reputation <strong>SCOPE</strong> Provides advanced and specialized editing work for a school/unit</td>
<td><strong>RECEIVED</strong> 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. <strong>GIVEN</strong> Supervises: 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>
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<tr>
<td>57 E</td>
<td>Managing Editor I</td>
<td>Bachelor’s degree 5 years of progressive editing Advanced knowledge of editing in a specialized field</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: Establishes departmental editing processes and procedures Develops and manages budget Directs, manages and participates in the solicitation and selection of content.</td>
<td><strong>IMPACT</strong> Significant impact on operations, resources, or University’s reputation <strong>SCOPE</strong> Typically manages the editing function for a magazine or publishing area</td>
<td><strong>RECEIVED</strong> 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. <strong>GIVEN</strong> 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>
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### Grade Recommendations based on comparative review/analysis of internal positions and external market data.

### Possible FLSA Options, based upon local determination

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<tr>
<td>58 E</td>
<td>Editor IV</td>
<td>Bachelor’s degree 7 years of progressive editing management Supervisory experience Advanced knowledge of editing in a specialized field</td>
<td>• 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</td>
<td>IMPACT Significant impact on operations, resources, or University’s reputation SCOPE Provides advanced and specialized editing work for a school/ unit</td>
<td>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.</td>
</tr>
<tr>
<td>58 E</td>
<td>Managing Editor II</td>
<td>Bachelor’s degree 7 years of progressive editing management Advanced knowledge of editing in a specialized field</td>
<td>• Estimates editorial time and associated costs; sets and tracks schedules and deadlines for editing. • Final edit responsibility for manuscripts before they are put into production; may include digital content • Evaluates and assigns manuscripts for editing and future publication • Sets the tone for publications and ensures documents accurately represents department and interests • Manages and hires freelance editors; establishes editing guidelines and oversees their work</td>
<td>IMPACT Significant impact on operations, resources, or University’s reputation SCOPE Typically manages the editing function for a medium magazine or publishing area</td>
<td>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.</td>
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</tr>
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<tr>
<td>59 E</td>
<td>Managing Editor III</td>
<td>Bachelor’s degree 8 years of progressive editing management Advanced knowledge of editing in a specialized field</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. • Manages schedule of manuscripts to assure intended publication dates; may include digital content</td>
<td>IMPACT Substantial impact on operations, resources, or University’s reputation SCOPE Typically manages the editing function for a large magazine or publishing area</td>
<td>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.</td>
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# COMMUNICATIONS JOB FUNCTION GUIDE

## Publications and Print Production Family

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<tr>
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<th>Job</th>
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</table>
| 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. |  

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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:  
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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.  
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## COMMUNICATIONS JOB FUNCTION GUIDE

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<th>Education/ Experience</th>
<th>Typical Duties and Responsibilities</th>
<th>Impact/Scope</th>
<th>Supervision</th>
</tr>
</thead>
</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  
Typically manages selected publications | 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. |

*Exemption status is determined by FLSA testing

### NOTE:

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### Publications and Print Production Family

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| 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 | 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 III | 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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### Publications and Print Production Family

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<tr>
<td>59 E</td>
<td>Publications Management IV</td>
<td>Bachelor’s degree 8 years of progressive experience in publications management Supervisory experience Advanced knowledge of Publications</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.</td>
<td>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</td>
<td>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.</td>
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</table>
| 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. |

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| 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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| 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  
• Identify and evaluate 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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Comments:
- [k1]: Should this be under publications management? Seems like we have a lot going on in this job family… media/publications/public affairs
- [k2]: The other language seems dated a bit, maybe?
**Public/Media Relations Family**

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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.  

GIVEN  
Individual Contributor:  
Works independently or as part of a team to achieve results. |

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</table>
| 57 E  | Public/Media Relations Officer III       | Bachelor’s degree 5 years of progressive experience in marketing and public relations Supervisory experience | • 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**  
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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.  
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. |
### Marketing & Sales Family

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| 55 E*   | Marketing/ Sales Professional I | Bachelor’s degree 2 years experience Digital and multimedia experience preferred Supervisory experience | • Establishes new clients & 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  
• Manages sales database by ad category  
• Designs and produces ads, displays 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 | IMPACT  
Some 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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<tr>
<td>56 E*</td>
<td>Marketing/ Sales Professional II</td>
<td>Bachelor’s degree 3 years experience in Sales and Marketing function Digital and multi-media experience preferred Supervisory experience</td>
<td>*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</td>
<td>IMPACT Moderate 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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<td>57 E</td>
<td>Marketing / Sales Management I</td>
<td>Bachelor’s degree 5 years of progressive sales management experience Supervisory experience Advanced knowledge of Sales and Marketing Digital and multimedia experience preferred</td>
<td>• 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 analyzes 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 • Creates and runs sales conferences and exhibits • Maintains good press relations</td>
<td>IMPACT Significant impact on operations, resources, or University's reputation SCOPE Provides advanced marketing/ sales for a unit</td>
<td>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.</td>
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<tr>
<td>58 E</td>
<td>Marketing / Sales Management II</td>
<td>Bachelor’s degree  7 years of progressive sales management experience Advanced knowledge of Sales and Marketing Digital and multimedia experience preferred</td>
<td><strong>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:</strong>  • Assists with development and implementation of communications strategies  • Manages development of new product offerings for current and prospective clients</td>
<td><strong>IMPACT</strong>  Significant impact on operations, resources, or University’s reputation  <strong>SCOPE</strong>  Typically manages the sales function for a medium sized unit</td>
<td><strong>RECEIVED</strong>  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.  <strong>GIVEN</strong>  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>
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<tr>
<td>59</td>
<td>Marketing / Sales Management III</td>
<td>Bachelor’s degree 8 years of progressive sales management experience Advanced knowledge of Sales and Marketing Digital and multi-media experience preferred</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.</td>
<td>IMPACT Substantial impact on operations, resources, or University’s reputation SCOPE Typically manages the sales function for a large sized unit or school</td>
<td>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.</td>
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**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) **Possible FLSA Options, based upon local determination**  
   E = exempt,  
   N = non-exempt but outside HUCTW due to job content, grade and/or a Confidential / Supervisory exclusion.
### Digital Communications Family

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<tr>
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<th>Typical Duties and Responsibilities (Cumulative from level to level in each job family)</th>
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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.
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### Digital Communications Family

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| 56 E* | Digital Content Producer II Formerly Web Designer II | Bachelor's degree 3 years digital and multimedia 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. |

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**NOTE:**

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| 57    | Digital Content Producer 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. |

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**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) **Possible FLSA Options, based upon local determination** E = exempt, N = non-exempt but outside HUCTW due to job content, grade and/or a Confidential / Supervisory exclusion
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<tr>
<td>57 E</td>
<td>Digital Strategist I</td>
<td>Bachelor’s degree 5+ years digital and multi-media experience required Supervisory experience</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.  - Initiates new projects and oversees design &amp; 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</td>
<td>IMPACT Significant impact on operations, resources, or University’s reputation SCOPE Provides advanced digital strategy for a unit or school</td>
<td>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.</td>
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*Commented [k3]: This might be too specific, unless what you are trying to get at is vendor management or collaboration with developers and designers*
### 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. |}

**NOTE:**

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### Communications Management Family

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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 Job Function Guide

### Communications Management Family

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</table>
| 58 E  | Communications Management II              | Bachelor’s degree                        | 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. |
## COMMUNICATIONS JOB FUNCTION GUIDE

### Communications Management Family

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<tbody>
<tr>
<td>59 E</td>
<td>Communications Management III Communications Senior Specialist (Independent)</td>
<td>Bachelor’s degree 8+ years experience in communications, marketing or public relations management, digital and multi-media Supervisory experience</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.</td>
<td>IMPACT Substantial impact on operations, resources, or University’s reputation SCOPE Typically manages the communications function for a large sized unit or school</td>
<td>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.</td>
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