

## COMMUNICATIONS JOB FUNCTION GUIDE

2014

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!

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NOTE:

- 1) *Individual positions will typically have most, but not necessarily all, of the Duties & Responsibilities listed here.*
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## COMMUNICATIONS JOB FUNCTION GUIDE

Grade	Writer*	Editor*	Publications & Print Production*	Public/Media Relations#	Marketing & Sales	Digital Communications	Communications Management
55	-Writer I 314055 <b>CM0055</b> -Comm Prof. (N) 513055	-Editor I 320055 <b>CM0155</b>	-Production Administrator I 318055 <b>CM0255</b> -Publications Rights and Licensing Officer I <b>CM0355</b>	-Public/Media Relations Officer I/Publicist 319055 <b>CM0455</b>	-Marketing/Sales Professional I 319055 <b>CM0555</b>	- Digital Content Producer I <b>CM0655</b>	
56	-Writer II 315056 <b>CM0056</b> -Comm Prof. (N) 405004	-Editor II 320056 <b>CM0156</b>	-Production Administrator II 318056 <b>CM0256</b> -Publications Management I 316056 <b>CM0356</b> -Publications Rights and Licensing Officer II <b>CM0456</b>	-Public/Media Relations Officer II 319056 <b>CM0556</b>	-Marketing/Sales Professional II 319056 <b>CM0656</b>	- Digital Content Producer II <b>CM0756</b>	--Communications Management I CM0856
57	-Writer III 315057 <b>CM0057</b>	-Editor III 320057 <b>CM0157</b> -Managing Editor I <b>CM0257</b>	-Production Administrator III 318057 <b>CM0357</b> -Publications Management II 316057 <b>CM0457</b> -Publications Rights and Licensing Management I <b>CM0557</b>	-Public/Media Relations Officer III 319057 <b>CM0657</b>	-Marketing/Sales Management I 319057 <b>CM0757</b>	- Digital Content Producer III <b>CM0857</b>  -Digital Strategist I <b>CM0957</b>	-Communications Management II <b>CM1057</b>
58	-Writer IV <b>CM0058</b>	-Editor IV <b>CM0158</b> -Managing Editor II <b>CM0258</b>	-Publications Management III 324058 <b>CM0358</b> -Print Senior Specialist I 323058 <b>CM0458</b>	-Public/Media Relations Management I <b>CM0558</b>	-Marketing/Sales Management II <b>CM0658</b>	-Digital Strategist II <b>CM0758</b>	- Communications Management III 321058 <b>CM0858</b> - Communications Senior Specialist I 322058 <b>CM0958</b>
59		-Managing Editor III <b>CM0059</b>	-Publications Management IV 324059 <b>CM0159</b> -Print Senior Specialist II 323059 <b>CM0259</b>	-Public/Media Relations Management II <b>CM0359</b>	-Marketing/Sales Management III <b>CM0459</b>	- Digital Strategist III <b>CM0759</b>	- Communications Management IV 321059 <b>CM0559</b> - Communications Senior Specialist II 322059 <b>CM0659</b>

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60		Editing Director CM0060	Publications & Print Production Director CM0160	Public/Media Relations Director CM0260	Marketing/Sales Director CM0360	Digital Communications Director CM0460	Communications Management Director CM0560
61		Editing Director CM0061		Public/Media Relations Director CM0161	Marketing/Sales Director CM0261	Digital Communications Director CM0361	Communications Management Director CM0461
62				Public/Media Relations Director CM0062	Marketing/Sales Director CM0162		Communications Management Director CM0262
63				Public/Media Relations Director CM0063	Marketing/Sales Director CM0163		Communications Management Director CM0263
64							

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**\*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.**

### Writer Family

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55 E*	Writer I	Bachelor's degree  2 years experience in writing	<ul style="list-style-type: none"> <li>• Independently researches and writes significant materials for internal and external audiences</li> <li>• Contributes written and edited material for a select in-house and/or outside publication, (may include digital channels)</li> <li>• Prepares initial story ideas from draft through to final copy</li> </ul>	<p><b>IMPACT</b> Some impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides writing work for a school/unit</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p>

\*Exemption status is determined by FLSA testing

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	<ul style="list-style-type: none"> <li>Writes analytic, interpretive, or highly individualized features utilizing personal subject matter expertise</li> <li>Independently researches, selects subject, interviews, and determines content and layout</li> <li>Writes total or partial content for a variety of in-house and outside publications (may include digital channels)</li> </ul>	<p><b>IMPACT</b> Moderate impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides comprehensive writing work for a school/unit</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p>

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57 E	Writer III	Bachelor's degree  5 years of related experience within a specialized field	<ul style="list-style-type: none"> <li>Writes and edits high level/complex communications and/or reports (e.g. briefing materials, talking points, digital content, website material and documents for publication)</li> <li>Consults and advises clients on their communications needs</li> <li>Determines content material</li> </ul>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides advanced and complex writing for a unit or school</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p>
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	<ul style="list-style-type: none"> <li>Participates in planning communications strategies</li> <li>Writes high level/ complex material within a specialized field (e.g. scientific writing)</li> </ul>	<p><b>IMPACT</b> Substantial impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides advanced and specialized writing for a unit or school often of a technical nature</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p>

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55 E*	Editor I	Bachelor's degree  2 years experience in editing	<ul style="list-style-type: none"> <li>• Edits scholarly magazines, books and other publications for style, substance and organization; may include digital content</li> <li>• Does extensive rewriting and reorganization of text as appropriate</li> <li>• Negotiates with author regarding requested changes</li> <li>• Serves as liaison to contributors/authors</li> <li>• Manages product integration with in-house staff</li> </ul>	<p><b>IMPACT</b> Moderate impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides scholarly editing work for a school</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p>
56 E*	Editor II	Bachelor's degree  3 years experience in editing	<ul style="list-style-type: none"> <li>• Reviews, proofs and fact-checks all copy and performs layout work of a detailed and complex nature</li> <li>• Contacts, interviews and follows up with sources of information for articles</li> <li>• Serves as liaison to contributors/faculty/authors</li> <li>• Solicits and/or evaluates manuscripts and manuscript proposals</li> <li>• Makes recommendations regarding materials to publish</li> <li>• Manages product development from concept to final manuscript; may include digital content</li> </ul>	<p><b>IMPACT</b> Moderate impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides comprehensive editing work for a school/unit</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p>

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57 E	Editor III	Bachelor's degree  5 years of progressive editing  Supervisory experience  Advanced knowledge of editing in a specialized field	<ul style="list-style-type: none"> <li>• Responsible for editorial content, design, and photography; may include digital content</li> <li>• Assists with selection of topics and development of content</li> <li>• Works with acquiring editors in setting up future projects</li> <li>• Schedules the activities of outside editors and other staff</li> <li>• Helps develop story ideas</li> <li>• Provides editorial input to editors on staff</li> <li>• Participates in the solicitation and selection of content.</li> <li>• Writes and edits articles and oversees distribution</li> <li>• Edits stories, reports, releases and other public information</li> </ul>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides advanced and specialized editing work for a school/unit</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN Supervises:</b> Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.</p>
57 E	Managing Editor I	Bachelor's degree  5 years of progressive editing  Advanced knowledge of editing in a specialized field	<p><i>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:</i></p> <ul style="list-style-type: none"> <li>• Establishes departmental editing processes and procedures</li> <li>• Develops and manages budget</li> <li>• Directs, manages and participates in the solicitation and selection of content.</li> </ul>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Typically manages the editing function for a magazine or publishing area</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN Manages:</b> 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.</p>

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### Editor Family

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58 E	Editor IV	<p>Bachelor's degree</p> <p>7 years of progressive editing experience</p> <p>Supervisory experience</p> <p>Advanced knowledge of editing in a specialized field</p>	<ul style="list-style-type: none"> <li>Acquires and develops general interest and specialized academic manuscripts for publication; may include digital content</li> <li>Manages program to develop trade-discounted projects, at the manuscript stage, for publication</li> </ul>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides advanced and specialized editing work for a school/unit</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Supervises:</b> Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.</p>
58 E	Managing Editor II	<p>Bachelor's degree</p> <p>7 years of progressive editing management</p> <p>Advanced knowledge of editing in a specialized field</p>	<ul style="list-style-type: none"> <li>Estimates editorial time and associated costs; sets and tracks schedules and deadlines for editing.</li> <li>Final edit responsibility for manuscripts before they are put into production; may include digital content</li> <li>Evaluates and assigns manuscripts for editing and future publication</li> <li>Sets the tone for publications and ensures documents accurately represents department and interests</li> <li>Manages and hires freelance editors; establishes editing guidelines and oversees their work</li> </ul>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Typically manages the editing function for a medium magazine or publishing area</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Manages:</b> 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.</p>

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59 E	Managing Editor III	<p>Bachelor's degree</p> <p>8 years of progressive editing management</p> <p>Advanced knowledge of editing in a specialized field</p>	<p><i>The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed.</i></p> <ul style="list-style-type: none"> <li>Manages schedule of manuscripts to assure intended publication dates; may include digital content</li> </ul>	<p><b>IMPACT</b> Substantial impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Typically manages the editing function for a large magazine or publishing area</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Manages:</b> 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.</p>

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55 E*	Production Administrator I	Bachelor's degree  2 years experience in print production	<ul style="list-style-type: none"> <li>• Manages complete production process for newsletters, brochures, invitations, fliers, posters, postcards and other printed/digital material of significance</li> <li>• Manages editorial production including layout and design, typesetting and printing of products, scheduling, coordinating manuscript preparation, proofreading, and cover design and printing</li> <li>• Advises clients on most efficient avenues for printing needs</li> <li>• Maintains a current technical knowledge, which is used to research and implement new technology into existing project work.</li> <li>• Oversees the work of freelance vendors and participates/ manages the RFP process for small to medium size projects.</li> </ul>	<p><b>IMPACT</b> Some impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides comprehensive print production work for a school</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p>

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56 E*	Production Administrator II	Bachelor's degree  3 years experience in print production  Supervisory experience	<ul style="list-style-type: none"> <li>• Manages complete production process for magazines and other publications including the creation of and management of the production budget (may include digital)</li> <li>• Evaluates vendors on quality of work, schedule and economic considerations and determines partnerships</li> <li>• Serves as liaison with printer vendors for issue distribution; oversees fulfillment of back issues</li> <li>• Negotiates contracts with freelance vendors and participates/manages the RFP process for medium to large size projects.</li> <li>• Negotiates quality, price and timing with publishers and printers</li> <li>• Manages (logistics) of production and quality assurance often on multiple publications.</li> <li>• Analyzes each project for typesetting, design and manufacturing requirements</li> <li>• Organizes copy flow, manages within printing deadlines, reviews, proofs, troubleshoots and remedies related issues</li> <li>• Assists with strategic plan development and plan implementation within area of responsibility</li> </ul>	<p><b>IMPACT</b> Moderate impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides comprehensive print production work for a school or sections of the production work for a large printing group</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Supervises:</b> Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.</p>

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### Publications and Print Production Family

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57 E	Production Administrator III	Bachelor's degree  5 years of experience in print production  Supervisory experience	<ul style="list-style-type: none"> <li>• Develops and implements production planning strategy (may include digital)</li> <li>• Sets production priorities</li> <li>• Serves as liaison with authors and/or printer vendors on major production issues</li> </ul>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Typically manages a significant print production function</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Supervises:</b> Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Publications and Print Production Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
56 E*	Publications Management I	Bachelor's degree  3 years of experience in publications management  Supervisory experience	<ul style="list-style-type: none"> <li>• Manages writers, editors, proofreaders and related staff, as well as digital content producers</li> <li>• Negotiates contracts/agreements with outside authors and determines and negotiates price of publishing rights</li> <li>• Holds authority to modify deadlines, provide additional resources, and/or prioritize select publications</li> <li>• Develops and maintains editorial and design integrity of publications, establish style guides and identity program</li> <li>• Plans marketing and distribution strategy and develops budget to support strategy</li> </ul>	<p><b>IMPACT</b> Moderate impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> <i>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</i></p> <p>Typically manages selected publications</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Supervises:</b> Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Publications and Print Production Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
57 E	Publications Management II	Bachelor's degree  5 years of progressive experience in publications management  Supervisory experience	<ul style="list-style-type: none"> <li>• Manages all aspects of a publications program (print/digital)</li> <li>• Manages writers, editors, proofreaders and related staff</li> <li>• Develops and implements strategic planning and sets publications priorities</li> <li>• Negotiates complex contracts/agreements with outside authors and determines and negotiates price of publishing rights</li> <li>• Holds authority to modify deadlines, provide additional resources, and/or prioritize multiple publications</li> <li>• Plays key role in developing marketing communications and distribution strategy to meet client needs</li> <li>• Selects publisher(s) and translator(s)</li> </ul>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> <i>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</i></p> <p>Typically manages publications for a small to mid sized magazine or area of publishing</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Manages:</b> 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.</p>

**NOTE:**

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Publications and Print Production Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
58 E	Publications Management III	Bachelor's degree  7 years of progressive experience in publications management  Supervisory experience	<i>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:</i>  <ul style="list-style-type: none"> <li>Manages a major publication, a substantial publishing program or all publications for an entire department or unit (e.g. translation)</li> </ul>	<b>IMPACT</b> Significant impact on operations, resources, or University's reputation  <b>SCOPE</b> <i>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</i>  Typically manages publications of a mid to large sized magazine or areas of publishing	<b>RECEIVED</b> <b>Under Limited Direction:</b> 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.  <b>GIVEN</b> <b>Manages:</b> 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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## COMMUNICATIONS JOB FUNCTION GUIDE

### Publications and Print Production Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
59 E	Publications Management IV	<p>Bachelor's degree</p> <p>8 years of progressive experience in publications management</p> <p>Supervisory experience</p> <p>Advanced knowledge of Publications</p>	<p><i>The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed.</i></p>	<p><b>IMPACT</b> Substantial impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> <i>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</i></p> <p>Typically manages publications for a very large magazine or area of publishing</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Manages:</b> 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.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Publications and Print Production Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
55 E*	Publications Rights and Licensing Officer I	Bachelor's degree  2 years of permissions, copyright or subsidiary experience  Supervisory experience	<ul style="list-style-type: none"> <li>• Administers the granting of high-volume copyright and permissions clearances for print or digital works</li> <li>• Determines and negotiates fees and contract terms for permission requests</li> <li>• Assesses value of material relative to proposed use</li> <li>• Analyzes and interprets author publishing contracts and subsidiary rights contracts and determines the extent of rights controlled by HUP and other agents</li> <li>• Registers new books for copyright</li> <li>• Researches and communicates with the Library of Congress on problematic claims</li> <li>• Compiles and analyzes rights and permissions statistics for Library of Congress</li> <li>• Advises requestors and authors on permission and copyright policies and procedures</li> </ul>	<p><b>IMPACT</b> Some impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides permissions and copyright work for a publishing unit.</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Publications and Print Production Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
56 E*	Publications Rights and Licensing Officer II	Bachelor's degree  3 years of permissions, copyright or subsidiary experience  Supervisory experience	<ul style="list-style-type: none"> <li>• Pursues the sale of subsidiary rights of HUP titles to publishers</li> <li>• Negotiates contractual terms and generates contracts</li> <li>• Oversees on-demand reprint program</li> <li>• Administers all inquiries into the availability of subsidiary rights, such as translation, reprint, digital, movie, etc.</li> </ul>	<p><b>IMPACT</b> Moderate impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides permissions, copyright or subsidiary work for a publishing unit.</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Supervises:</b> Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Publications and Print Production Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
57 E	Publications Rights and Licensing Management I	Bachelor's degree  5 years of permissions, copyright or subsidiary experience	<ul style="list-style-type: none"> <li>• Provides legal review and copyright advice on manuscripts</li> <li>• Drafts and negotiates copyright transfers, publishing contracts, releases and assignments, and customizes documents</li> <li>• Identify and evaluate potential partners in digital rights and multimedia applications</li> <li>• Manages the registration of copyright, renewals, and trademark applications</li> <li>• Manages the development of rights component for a Press-wide database</li> <li>• Assesses the effects of legislation and industry practices and provides guidance to the publishing program and strategy</li> </ul>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides advanced permissions, copyright or subsidiary work for a publishing unit.</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Manages:</b> 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.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Public/Media Relations Family

Level	Job	Education/ Experience/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
55 E*	Public/Media Relations Officer I / (Publicist)	Bachelor's degree  2 years experience in marketing and public relations	<ul style="list-style-type: none"> <li>• Creates and executes a plan to develop and market publications</li> <li>• Initiates a positive and proactive relationship with both internal and external constituents</li> <li>• Researches and writes press materials</li> <li>• Researches, organizes and develops media lists and contacts</li> <li>• Manages publicity plan</li> <li>• Arranges interviews with media contacts</li> <li>• Arranges for all details for press and other related events</li> </ul>	<p><b>IMPACT</b> Some impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides public relations/ publicity work for a unit.</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p>

**Commented [k1]:** Should this be under publications management? Seems like we have a lot going on in this job family... media/ publications/ public affairs

**Commented [k2]:** The other language seems dated a bit, maybe?

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Public/Media Relations Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
56 E*	Public/Media Relations Officer II	Bachelor's degree  3 years experience in marketing and public relations	<ul style="list-style-type: none"> <li>• Develops press releases, opinion pieces and media advisories</li> <li>• Maintains relationships with news media/ community and governmental constituents and responds to questions and requests</li> <li>• Responsible for planning and executing media events</li> <li>• Generates positive media coverage</li> <li>• Consults with faculty and other offices to identify newsworthy stories and then helps create materials to publicize</li> <li>• Maintains detailed knowledge of scholarly media.</li> <li>• Maintains contacts with editors in key scholarly disciplines</li> <li>• Responsible for the hands-on planning of publicity campaigns and publications</li> <li>• Takes photographs; maintains photo clips and contact files</li> <li>• Organizes and oversees photo shoots, reporter visits, media launches, and related events</li> </ul>	<p><b>IMPACT</b> Moderate impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides comprehensive public relations work for a unit or school.</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Public/Media Relations Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
57 E	Public/Media Relations Officer III	<p>Bachelor's degree</p> <p>5 years of progressive experience in marketing and public relations</p> <p>Supervisory experience</p>	<ul style="list-style-type: none"> <li>• Initiates a positive and proactive relationship with both internal and external constituents</li> <li>• Represent Harvard University's interests to a variety of external constituents</li> <li>• Responds to questions and requests from media and/or the public for critical and sensitive matters</li> <li>• Assists with the design and implementation of an overall communications and/or engagement strategy</li> <li>• Assists with determining messages in consultation with Deans and/or unit heads</li> <li>• Responsible for conceptual ideas and preparation of communications</li> </ul>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides advanced public relations work for a school.</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Supervises:</b> Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Public/Media Relations Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
58 E	Public/Media Relations Management I	<p>Bachelor's degree</p> <p>7 years of progressive experience in marketing and public relations management</p> <p>Supervisory experience</p>	<ul style="list-style-type: none"> <li>• Responsible for developing strategic public/media relations plans that support the school or unit</li> <li>• Manages the department's budget, expenses and staffing levels</li> <li>• Directs and schedules the activities for the public/media relations department</li> </ul>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Typically manages the public relations function</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Manages:</b> 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.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Marketing & Sales Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
55 E*	Marketing/ Sales Professional I	Bachelor's degree  2 years experience  <b>Digital and multi-media experience preferred</b>  Supervisory experience	<ul style="list-style-type: none"> <li>•Establishes new clients &amp; contacts through research, multi-channel outreach, telemarketing and/or in-house store</li> <li>•Sells advertising through direct mail and telemarketing</li> <li>•Conducts marketing research and generates sales projections</li> <li>•Analyzes pricing, sales reports and inventory to create sales strategies</li> <li>•Designs and produces ads, digital, displays and other promotional materials</li> <li>•Manages sales database by ad category</li> <li>•Designs and produces ads and other promotional materials</li> <li>•Manages the direct mail/web outreach function in a sales operation</li> <li>•Manages exhibits program and/or booths at conferences, conventions, etc</li> <li>•Manages day-to-day operations of a bookstore/display room</li> </ul>	<p><b>IMPACT</b> Some impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides comprehensive Marketing/Sales work for a unit</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p> <p style="text-align: center;"><b>AND/OR</b></p> <p><b>Supervises:</b> Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Marketing & Sales Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
56 E*	Marketing/ Sales Professional II	Bachelor's degree  3 years experience in Sales and Marketing function  <b>Digital and multi-media experience preferred</b>  Supervisory experience	<ul style="list-style-type: none"> <li>• Reports on sales, analyzes trends and determines discount to offer customers</li> <li>• Responsible for initiating contacts, developing new business and determine discount to offer customers</li> <li>• Determines inventory needed for sales/marketing and orders necessary materials independently</li> <li>• Manages web based sales, accounts and electronic information delivery</li> <li>• Plans and executes sales and marketing strategies</li> <li>• Forecasts possible markets for products</li> <li>• Markets and sells print and digital material to assigned area/stores/non-traditional sales channels</li> <li>• Responsible for selling advertising space and assisting clients with ad design</li> </ul>	<p><b>IMPACT</b> Moderate impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides comprehensive Marketing/Sales work for a unit</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p> <p style="text-align: center;"><b>AND/OR</b></p> <p><b>Supervises:</b> Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Marketing & Sales Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/ Scope	Supervision
57 E	Marketing / Sales Management I	Bachelor's degree  5 years of progressive sales management experience  Supervisory experience  Advanced knowledge of Sales and Marketing  <b>Digital and multi-media experience preferred</b>	<ul style="list-style-type: none"> <li>•Determines marketing and distribution strategy</li> <li>•Develops budget to support strategy and plans and executes sales strategies including fiscal goals, sales development, identification of target accounts and management plans</li> <li>•Sells services to national clients and determines how to meet client needs</li> <li>•Creates outreach materials, and hires designers, photographers and writers to complete materials</li> <li>•Determines if ad should run or not and manages sales space</li> <li>•Prepares annual budgets and analyze sales reports</li> <li>•Creates and manages implementation of web and print marketing and publicity strategies</li> <li>•Evaluates and reports on effectiveness of marketing plans</li> <li>•Has discretion to resolve unique circumstances (e.g. rates, discounts and requests)</li> <li>•Develops new ways to generate income</li> <li>•Creates and runs sales conferences and exhibits</li> <li>•Maintains good press relations</li> </ul>	<b>IMPACT</b> Significant impact on operations, resources, or University's reputation  <b>SCOPE</b> Provides advanced marketing/sales for a unit	<b>RECEIVED</b> <b>Under Limited Direction:</b> 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.  <b>GIVEN</b> <b>Supervises:</b> Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.  <b>AND/OR</b>  <b>Manages:</b> 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 JOB FUNCTION GUIDE

### Marketing & Sales Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
58 E	Marketing / Sales Management II	<p>Bachelor's degree</p> <p>7 years of progressive sales management experience</p> <p>Advanced knowledge of Sales and Marketing</p> <p><b>Digital and multi-media experience preferred</b></p>	<p><i>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:</i></p> <ul style="list-style-type: none"> <li>• Assists with development and implementation of communications strategies</li> <li>• Manages development of new product offerings for current and prospective clients</li> </ul>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Typically manages the sales function for a medium sized unit</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Manages:</b> 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.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Marketing & Sales Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
59 E	Marketing / Sales Management III	<p>Bachelor's degree</p> <p>8 years of progressive sales management experience</p> <p>Advanced knowledge of Sales and Marketing</p> <p><b>Digital and multi-media experience preferred</b></p>	<p><i>The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed.</i></p>	<p><b>IMPACT</b> Substantial impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Typically manages the sales function for a large sized unit or school</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Manages:</b> 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.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Digital Communications Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
55 E*	Digital Content Producer I (formerly Web Designer I)	Bachelor's degree  2 years digital and multi-media experience  Basic knowledge of image and media processing and design content management tools	<ul style="list-style-type: none"> <li>- Produce and edit digital content for clients</li> <li>- Independently conceptualize, design and execute special projects</li> <li>- Conducts internet research related to various technological and/or marketing issues</li> <li>- Utilize user experience and user-centered design methods, including content inventories, gap analyses, user research, and usability testing</li> <li>- Use Microsoft Excel, Word, PowerPoint, and web-based project management tools</li> </ul>	<p><b>IMPACT</b> Some impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides digital communications for a unit or school</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p>

*\*Exemption status is determined by FLSA testing*

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Digital Communications Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
56 E*	Digital Content Producer II Formerly Web Designer II	Bachelor's degree  3 years digital and multi- media experience required	<p>The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed.</p> <ul style="list-style-type: none"> <li>• Plans, designs and develops tub/unit media with multiple stakeholders to ensure consistency with mission and image</li> <li>• Evaluates customer experience and communicates improvements to user channels based on feedback and usability analysis</li> <li>• Use HTML/CSS, images, video, audio, blogging, email, and social media, and comfort learning and working with new technologies</li> </ul>	<p><b>IMPACT</b> Moderate impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides comprehensive digital content development for a unit or school</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p>

*\*Exemption status is determined by FLSA testing*

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Digital Communications Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
57 E	Digital Content Producer III Formerly Web Designer III	Bachelor's degree  5+ years digital and multi-media experience	<p>The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed.</p> <ul style="list-style-type: none"> <li>• Plans, designs and develops tub/unit media with multiple stakeholders to ensure consistency with mission and image</li> <li>• Evaluates customer experience and communicates improvements to user channels based on feedback and usability analysis</li> <li>• Use HTML/CSS, images, video, audio, blogging, email, and social media, and comfort learning and working with new technologies</li> </ul>	<p><b>IMPACT</b> Moderate impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Provides advanced digital content production for a unit or school</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Individual Contributor:</b> Works independently or as part of a team to achieve results.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Digital Communications Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
57 E	Digital Strategist I	Bachelor's degree  5+ years digital and multi-media experience required  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. <ul style="list-style-type: none"> <li>• Initiates new projects and oversees design &amp; implementation</li> <li>• Develop communications strategy and content to meet clients' needs.</li> <li>• Evaluate existing content, using techniques such as content inventories and gap analyses</li> <li>• Optimize text, audio, and video content and social media channels with a focus on optimal content placement</li> <li>• Develop common taxonomies and vocabularies, to be shared across websites</li> <li>• Identify search optimization best practices for digital portals and tools</li> <li>• Contribute digital content best practices to the Harvard identity guidelines; follow guidelines, and advocate for their use on Harvard websites</li> <li>• Ensure standardization among department print and digital channels; develop standards and provide direction to clients</li> </ul>	<b>IMPACT</b> Significant impact on operations, resources, or University's reputation  <b>SCOPE</b> Provides advanced digital strategy for a unit or school	<b>RECEIVED</b> <b>Under Limited Direction:</b> 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.  <b>GIVEN</b> <b>Supervises:</b> Supervises work and processes, assigns work, typically has primary responsibility for evaluating performance and performance management, effectively recommends hiring and firing decisions.

**Commented [k3]:** This might be too specific, unless what you are trying to get at is vendor management or collaboration with developers and designers

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Digital Communications Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
58 E	Digital Strategist II	<p>Bachelor's degree</p> <p>7+ years of progressive digital and multi-media experience</p> <p>Supervisory experience</p>	<p><i>The Duties and Responsibilities at this level are similar to those at the prior level.</i></p>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Typically manages the digital communications function for school or unit</p>	<p><b>RECEIVED</b> <b>Under General Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Manages:</b> 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.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Communications Management Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
57 E	Communications Management I	<p>Bachelor's degree</p> <p>5+ years experience in communications, marketing or public relations, digital and multi-media</p> <p>Supervisory experience</p>	<ul style="list-style-type: none"> <li>• Advises management on the development of communication policies, marketing or public relations issues.</li> <li>• Directs activities for the department</li> <li>• Works with all members of the community on a wide range of <b>communications needs in both print and electronic media, including digital media.</b></li> <li>• Oversees the creative and strategic process of print and <b>digital</b> communications</li> <li>• Coordinates programs that promote good corporate citizenship and build the organization's reputation within the community.</li> <li>• Manages development of new product offerings for current and prospective clients</li> <li>• Serves as the spokesperson when dealing with the media and public inquiries. Offers counsel and guidelines to management for dealing with the media.</li> <li>• Manages the department's budget and expenses.</li> </ul>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Typically manages the communications function for a small sized unit or school</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN Manages:</b> 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.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Communications Management Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
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	<p><i>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:</i></p> <ul style="list-style-type: none"> <li>• Responsible for developing strategic communications plans that support the organization</li> <li>• Designs and implements an overall communications strategy for the school/unit</li> </ul>	<p><b>IMPACT</b> Significant impact on operations, resources, or University's reputation</p> <p><b>SCOPE</b> Typically manages the communications function for a medium sized unit or school</p>	<p><b>RECEIVED</b> <b>Under Limited Direction:</b> 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.</p> <p><b>GIVEN</b> <b>Manages:</b> 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.</p>

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## COMMUNICATIONS JOB FUNCTION GUIDE

### Communications Management Family

Level	Job	Education/ Experience (Minimum Required)	Typical Duties and Responsibilities (Cumulative from level to level in each job family)	Impact/Scope	Supervision
59 E	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	<i>The Duties and Responsibilities at this level are similar to those at the prior level. This level varies based on the other measures listed.</i>	<b>IMPACT</b> Substantial impact on operations, resources, or University's reputation  <b>SCOPE</b> Typically manages the communications function for a large sized unit or school	<b>RECEIVED</b> <b>Under Limited Direction:</b> 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.  <b>GIVEN</b> <b>Manages:</b> 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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