

STUDENT AFFAIRS OFFICER SERIES FACTOR MATRIX ACADEMIC AFFAIRS

FACTORS	ASSISTANT SAO PSS Grade 3	SAO I PSS Grade 4	SAO II PSS Grade 5	SAO III PSS Grade 5	SAO IV PSS Grade 6	SAO V PSS Grade 7
Problem Resolution (Difficulty, Scope and Purpose)	Requires the application of entry level professional approaches, procedural directives, standard rules, and information to solve problems derived from internal and external sources. Resolution requires exercising some discretion in applying guidelines to day-to-day administration of a student services program.	Requires the application of operational journey level professional approaches and techniques to solve problems within the framework of existing policies and guidelines. Resolution requires exercising professional judgement in the interpretation and implementation of these policies and procedures.	Requires the application of advanced operational professional approaches and techniques to solve problems within the framework of existing policies and guidelines. Resolution requires development of courses of action that have a significant impact on the operation's student services program.	Requires the application of advanced and original professional approaches and techniques to solve problems. Resolution requires interpretation and decision-making at a level that often represents the faculty and/or management and has major impact on the student services program.	Requires the application of advanced and original professional approaches to perform difficult work and solve problems typically requiring expertise in multiple student services specialty areas. Decisions impact a large segment of the campus.	Requires the application of original and innovative professional approaches to solve the most difficult problems having multiple variables. Decisions have a major impact on the campus.
Supervision Exercised	May coordinate the work of others on a project oriented basis with responsibility for accuracy and completion of work.	May have supervisory or work direction responsibilities for lower level staff or student administrative positions.	May have supervisory responsibilities for lower level staff or student administrative and professional positions.	May have supervisory responsibility for lower level staff administrative and professional positions. May supervise through others.	Supervises the work of other professional and lower level administrative positions. May act as principal assistant to management.	Manages the staff of a large student affairs program.
Guidelines Used in the Performance of Duties	Guidelines provided include procedural directives, standard rules, regulations and precedents. Interpretation and judgment are required to determine applicability to specific cases.	Guidelines provided include established policies, procedures, and precedents with responsibility for their interpretation and implementation. Requires recognizing alternative actions where there are inadequate guides.	Typically responsible for development and implementation of new approaches or methods in order to interpret, explain, and implement policies and procedures in consultation with higher level professionals, management and/or faculty.	Typically responsible for development and implementation of organizational policies and procedures in consultation with higher level professionals, management and/or faculty.	Typically has authority to make commitments and decisions regarding policies and regulations.	Acts within the limits of broadly defined objectives and priorities.
Innovation/Originality	Some innovation is necessary to organize, track, and evaluate specific projects and functions.	Originality is required to implement new methods and approaches to support objectives and priorities.	Innovation is necessary in programmatic development, developing new approaches or methods, recommending changes, academic advising, problem resolution etc.	Innovation is necessary to participate in policy development and facilitate decision making.	Innovation is necessary to plan or assist in planning long-range goals.	Innovation is necessary to plan long-range goals for programmatic development consistent with institutional objectives.

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Scope of Responsibility (Nature and Variety)	Responsibility for a variety of entry level professional student services functions within clearly defined policies and guidelines. Some duties may be administrative in nature; however, the majority of time is spent in performance of student services.	Responsibility for one or more areas of professional student services functions. Collects data, conducts research, and provides input on proposed changes to improve processes. Work is accomplished within the framework of existing policies and guidelines.	Responsibility for one or more areas of professional student services functions. Researches issues and provides summary of findings and/or recommendations. Work is characterized by provision of complex student services support and participation in programmatic development and implementation.	Responsibility for a broad range of student services with authority to make commitments and decisions. Plan, develop, manage, and implement major portions of an organization's program or activity, which may have campus-wide impact. Assist higher level administrator in the development, management and implementation of the organization's goals and objectives. Participates on campuswide committees.	Responsibility for multi-function programs of limited scope or full programmatic responsibility for complex single function activities. Responsible for the uniform and consistent application of student policies and regulations within the assigned area.	Has full managerial responsibility for planning, directing, controlling and evaluating a large and complex student affairs programs with direct campus-wide impact.
Level of Independence (Supervision Received)	Assignments are made in specific subject areas, with objectives, critical aspects, and potential problem areas identified. Work is subject to review upon request or when problems require evaluation of established policies.	Work is assigned and reviewed in terms of meeting specific goals and priorities. Exercises professional judgment in the interpretation and implementation of policies and procedures. Confers with higher-level student service professionals or management for exceptions to policy.	Takes or recommends action under general supervision and within the limits of generally defined objectives and priorities. Has authority for approval/denial over a range of issues. Confers with higher level management to set precedents and exceptions to policy.	Takes or recommends action under direction within generally defined objectives and priorities. Acts with a high degree of autonomy in program areas with major impact on the department and/or campus.	Takes or recommends action under direction within broadly defined objectives and priorities. Acts with a high degree of autonomy on matters affecting a large segment of the campus.	Has a high degree of autonomy to take action under general direction. Actions have a major impact on the campus. Work is usually self-initiated and reviewed in terms of meeting goals and objectives. Incumbents typically report to an MSP-level position.
Knowledge	A foundation from formal education or an equivalent combination of education and experience sufficient to perform basic entry-level professional student services assignments with limited variables.	A foundation from formal education or an equivalent combination of education and experience to provide journey level operational professional student services. Requires thorough knowledge of institutional policies and procedures as well as the organization's practices.	A foundation from formal education or an equivalent combination of education and experience to provide advanced operational professional student services. Requires thorough knowledge of institutional policies and procedures as well as the organization's program, goals and objectives.	A foundation from formal education or an equivalent combination of education and experience to provide advanced operational professional student services. Requires thorough knowledge of the educational process, institutional policies and procedures as well as the organization's program, goals and objectives. Recognized as having advanced specialization and leadership expertise.	A foundation from formal education or an equivalent combination of education and experience to provide advanced operational professional student services. Requires a thorough knowledge of the educational process and its relationship to student affairs programs. Additionally, knowledge of a second discipline is required (i.e. business management)	A foundation from formal education or an equivalent combination of education and experience to provide advanced operational professional student services. Requires extensive professional knowledge or expertise from more than one discipline (i.e. student services and business management)