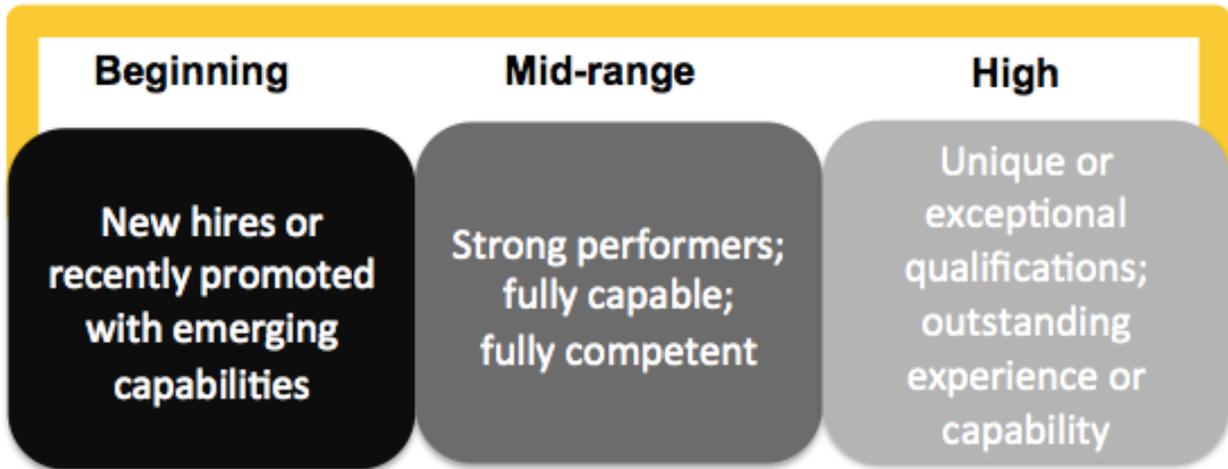




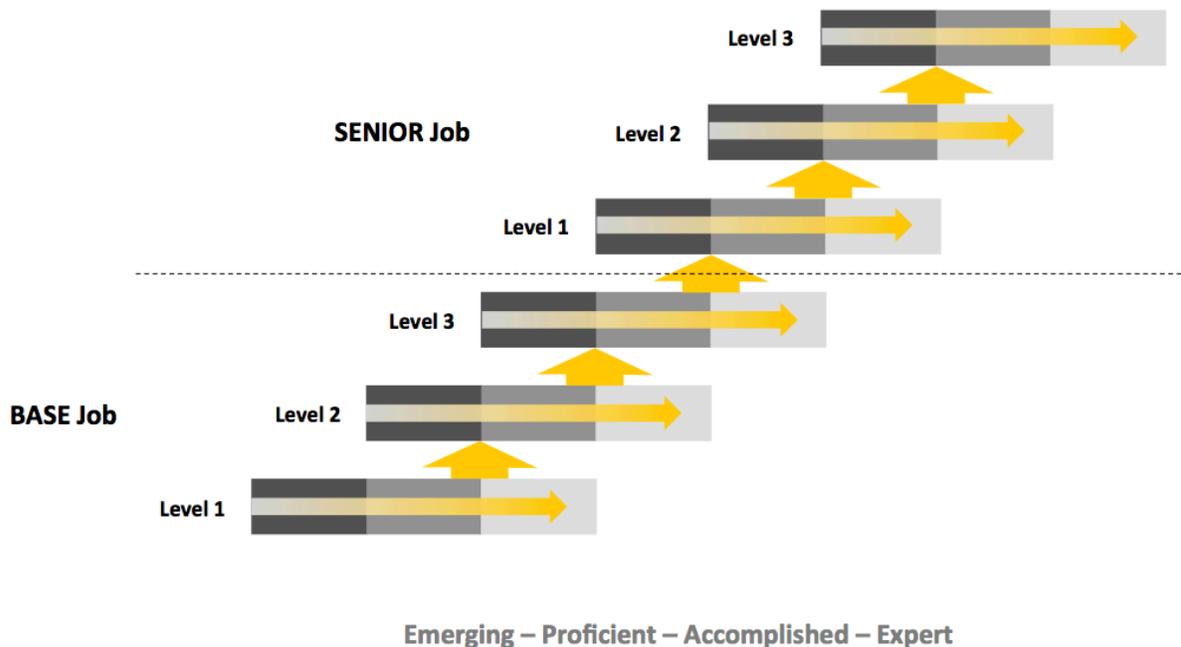
### Market Range

Each job title has a market range based on external salary data for similar work by other comparable employers in the relevant recruitment area (e.g. Local, State, Regional, or National). The mid-point of the market range is the market average. Market ranges are used to make salary decisions for both new and continuing employees based on the following guidelines:



### Career Paths

The market ranges stack to create career paths. Employees can move across and up through the market ranges as they gain competencies and skills documented in their career development plan.





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## Career Paths (Cont.)

The HR Redesign plan design supports career and personal development through movement across and up the salary ranges through career paths. Movement across the salary range is accomplished in four stages defined as emerging, proficient, accomplished and expert. Career paths provide opportunities for employees to advance through their careers by moving across the four stages and up the three job levels as they gain competencies and experience.

1. **Emerging:** Applies basic KSAs to perform the necessary responsibilities while developing new specialized KSAs; may need guided supervision; has no or limited experience and tasks can be learned on the job; limited decision-making required
2. **Proficient:** Applies learned KSAs to a variety of tasks and projects; performs focused assignments that require prior experience; may need minimal guidance in addressing situations that are not routine
3. **Accomplished:** Performs broad and/or focused assignments requiring significant experience or specialist training in a particular area; works under minimal supervision; applies KSAs to enhancing strategies and procedures; recognized by peers as a resource; problem solving requires analysis of unique issues/problems without precedent or structure
4. **Expert:** Applies KSAs to multiple components; leading knowledge and skill across units or in leading multiple assignments/projects; demonstrates knowledge of trends in field; serves as leader and/or expert in role; provides coaching to others; applies KSAs to creating, developing, implementing, and enhancing strategies and procedures; has strategic focus.

## Job Levels

Base jobs and senior jobs consist of three job levels which assist in proper salary range placement. The job level is intended to be driven by the job content, scope and level of experience required to successfully perform the job. As the level increases, there is an associated increase in the level of complexity within the work and a broadening in scope and responsibility. The job level is driven by the relevant knowledge, experience, and performance of the individual who holds the job. The three job levels are:

**Level 1:** Individuals in Level 1 typically possess basic knowledge, skills and performance ability and typically perform less complex tasks while learning relevant concepts and best practices on-the-job.

**Level 2:** Individuals in Level 2 typically possess expanded ability to effectively manage more complex tasks, as well as expanded knowledge within the applicable functional area. Individuals in Level 2 demonstrate a developed understanding and appropriate application of fundamental concepts relative to the job content.

**Level 3:** Individuals in Level 3 typically possess extensive related experience and rely heavily on experience and sound judgment to complete tasks. Level 3 employees may lead projects of critical importance and typically possess a broad and comprehensive degree of working knowledge in the field. May also be a recognized expert in the field relative to the job content.