



The UGA Journeys project is creating a clear and more standardized structure for staff career pathways. We are providing tools for professional growth, career options, and our pay practices to support transparency, development, and retention.

UGA Journeys adds career progression as a new path for advancement in the *Business Operations (S)*, *Professional (P)*, and *Technical (T)* tracks. For *Management (M)* track roles, advancement options remain available, such as competitive searches, direct appointments, and reclassifications. As we continue to fortify the structure, additional guidance will be provided to support growth opportunities within a unit and pre-existing management roles.



## Job Leveling Criteria Definitions

Leveling Criteria	Definition
Experience & Education	Years of related experience and/or professional degree requirements that are necessary to fulfill job responsibilities.
Job Knowledge & Technical Competence	The knowledge and area of expertise required to perform the job successfully.
Decision Making & Impact	The ability to analyze situations and reach productive decisions while consulting with the appropriate parties, when necessary, to identify the key concerns and/or issues that need to be addressed to make the best decision. Also refers to the level of impact the decision(s) have to the team, department, areas or organization's success.
Complexity & Independent Judgment	The level of autonomy to make decisions and the degree to which the individual needs to identify and create solutions and serve as a reliable resource for other employees regarding an area of expertise. Also refers to the depth of understanding needed to complete required job tasks, reliance on tools/resources, the nature of standardized vs non-standardized work, and the nature of problem solving required.
Teamwork & Leadership	Responsibility for people development, including supervision, training, and performance management, to build and maintain effective working relationships with others inside and outside the organization. The ability to collaborate with teammates, leaders, and external stakeholders to achieve goals and resolve conflicts.



## Leveling Guide by Career Track

<b>Technical Career Track – Level 1</b>	
Experience & Education	<p>Typically requires a high school diploma, GED certificate, or vocational degree.</p> <p>Has 0–2 years of job–related experience or an equivalent combination of training and/or experience.</p> <p>May require certifications and licensures to provide technical/skilled services.</p>
Job Knowledge & Technical Competence	<p>Applies basic knowledge to accomplish routine technical tasks. Uses basic problem–solving skills and applies these skills to routine situations.</p> <p>Performs work that requires knowledge commonly acquired through vocational or technical training.</p> <p>Has entry–level and beginner technical skills and abilities.</p>
Decision Making & Impact	<p>Makes decisions regarding own work on primarily routine cases using existing standards tools and processes.</p> <p>Escalates operational problems and technical issues to senior employees and management.</p> <p>Decisions have minimal to minor impact on operations in an assigned area of responsibility.</p>
Complexity & Independent Judgment	<p>Provides routine technical services.</p> <p>Relies on precedent and education to select the best technique to deliver services and complete tasks.</p> <p>Elevates questions, problems and significant challenges to more senior employees for direction or subject matter expertise on new or challenging assignments.</p>
Teamwork & Leadership	<p>Typically works under direct supervision.</p> <p>Requires regular guidance on day–to–day work and detailed instructions on new assignments.</p> <p>Collaborates with teammates as needed to complete work and achieve goals.</p>



## Technical Career Track – Level 2

Experience & Education	Typically requires a high school diploma, GED certificate, or vocational degree. Has 2 or more years of experience, or an equivalent combination of training and/or experience. May require certifications and licensures to provide technical or skilled services.
Job Knowledge & Technical Competence	Applies experience and working knowledge to perform technical tasks. Uses problem-solving skills from work experience and applies these skills to routine situations. Performs work that requires knowledge commonly acquired through vocational or technical training. Has working-level technical skills and abilities but is still learning more complex methods
Decision Making & Impact	Makes decisions regarding own work on routine to moderately complex cases. Exercises independent judgement within limited parameters Makes decisions in light of multiple and possibly conflicting factors. Decisions and possible downstream impacts on operations are narrow in scope in an assigned area of responsibility.
Complexity & Independent Judgment	Provides routine to moderately complex technical services. Researches and resolves routine problems/issues to deliver technical services and complete tasks; may address non-routine problems/issues. Elevates questions, problems and significant challenges to more senior employees for direction or subject matter expertise. May train new or developing skilled trade and technician employees on technical skills.
Teamwork & Leadership	Works under minimal supervision. Requires little instruction on day-to-day work and detailed instructions on new assignments. May help guide the work of entry-level skilled trade and technician staff. May help coordinate a small component of technical operations. Collaborates with teammates as needed to complete work and achieve goals.



### Technical Career Track – Level 3

<p>Experience &amp; Education</p>	<p>Typically requires a high school diploma, GED certificate, or vocational degree.</p> <p>Has 4 or more years of experience, or an equivalent combination of training and/or experience.</p> <p>May require certifications and licensures to provide technical or skilled services.</p>
<p>Job Knowledge &amp; Technical Competence</p>	<p>Applies advanced knowledge to perform technical tasks and address technical problems. Uses advanced problem-solving skills and applies these skills to varied and complex technical situations.</p> <p>Performs work that requires knowledge commonly acquired through vocational or technical training.</p> <p>Has upper-level technical skills and abilities to perform varied and complex technical tasks.</p>
<p>Decision Making &amp; Impact</p>	<p>Makes decisions regarding own work on routine to complex cases. Exercises independent judgment in moderately complex situations.</p> <p>Assists in making recommendations to department leaders or management.</p> <p>Decisions have a moderate impact on operations and outcomes in an assigned area of responsibility.</p>
<p>Complexity &amp; Independent Judgment</p>	<p>Provides routine to complex technical services. Collaborates with higher-level employees to develop and validate methods, techniques and analytical approaches to deliver services and complete tasks.</p> <p>Elevates questions, problems and significant challenges to higher levels for direction or subject matter expertise.</p> <p>May train, mentor or provide guidance to lower-level skilled trade and technician employees on technical skills.</p>
<p>Teamwork &amp; Leadership</p>	<p>Works under minimal supervision and uses independent judgment to analyze variable factors and new assignments.</p> <p>Independently provides basic to complex technical services.</p> <p>May provide guidance to lower-level technical staff. May provide input into performance reviews for more junior staff.</p> <p>Collaborates with teammates and entry-level management as needed to complete work and achieve goals.</p>



## Technical Career Track – Level 4

<p>Experience &amp; Education</p>	<p>Typically requires a high school diploma, GED certificate, or vocational degree.</p> <p>Has 5 or more years of experience, or an equivalent combination of training and/or experience</p> <p>May require certifications and licensures to provide technical or skilled services.</p>
<p>Job Knowledge &amp; Technical Competence</p>	<p>Possesses expert-level knowledge in a technical specialty. Demonstrates effective leadership abilities.</p> <p>Uses advanced problem-solving skills and applies these skills to varied and complex technical situations. Assists junior staff in problem-solving.</p> <p>Performs work that requires knowledge commonly acquired through vocational or technical training. Has top-level technical skills and abilities to work on problems of diverse scope and substantial complexity.</p>
<p>Decision Making &amp; Impact</p>	<p>Makes decisions regarding own work on routine to highly complex cases. Exercises independent judgment in complex situations.</p> <p>Makes recommendations to management on process improvement, new processes, tools and techniques, and/or new technical services.</p> <p>Decisions can have a significant impact on operations and outcomes in an assigned area of responsibility.</p>
<p>Complexity &amp; Independent Judgment</p>	<p>Provides routine to highly complex technical services. Oversees complex technical/skilled activities.</p> <p>Provides oversight of lower-level staff and delegates work as necessary. Regularly trains and mentors junior employees. May provide input into performance reviews for junior staff.</p> <p>Collaborates with leadership to develop and validate methods, techniques and analytical approaches to deliver technical services and complete tasks.</p>
<p>Teamwork &amp; Leadership</p>	<p>Works under minimal supervision and uses independent judgment to analyze variable factors and new assignments. Serves as a technical leader on daily tasks and cases.</p> <p>Leads lower-level skilled staff on more complicated tasks.</p> <p>May provide input into performance reviews and corrective actions for technical staff. Helps lead a component of technical operations.</p> <p>Collaborates with teammates, entry-level management, and potentially senior leaders as needed to complete work and achieve goals.</p>



## Business / Operational Support Career Track – Level 1

Experience & Education	<p>Typically requires a high school diploma, GED certificate, or associates degree.</p> <p>Has 0–2 years of experience or an equivalent combination of education and/or experience.</p> <p>May requires certifications and licensures needed for specific support services.</p>
Job Knowledge & Technical Competence	<p>With guidance, develops knowledge to complete responsibilities for a single area or group of closely related tasks.</p> <p>Applies basic knowledge of equipment, tools, systems, controls, procedures, and/or essential regulations to complete assigned work.</p>
Decision Making & Impact	<p>Work is guided by well–defined tasks, established deadlines, quality standards, and priorities.</p> <p>Routinely seeks guidance from peers and supervisors to complete work.</p>
Complexity & Independent Judgment	<p>Works on tasks that are standard, patterned/routine and/or well documented, requiring minimal independent judgement.</p> <p>Work requires minimal problem resolution.</p>
Teamwork & Leadership	<p>Typically works under direct supervision.</p> <p>Requires regular guidance on day–to–day work and detailed instructions on new assignments.</p> <p>Collaborates with teammates as needed to complete work and achieve goals.</p>



## Business / Operational Support Career Track – Level 2

Experience & Education	<p>Typically requires a high school diploma, GED certificate, or associates degree.</p> <p>Has 2 or more years of experience or an equivalent combination of education and/or experience.</p> <p>May requires certifications and licensures needed for specific support services.</p>
Job Knowledge & Technical Competence	<p>With minimal guidance, has full knowledge of the responsibilities for a single area or group of closely related tasks.</p> <p>Applies basic to intermediate knowledge of equipment, tools, systems, controls, procedures, and/or essential regulations to complete assigned work.</p>
Decision Making & Impact	<p>Work is guided by well-defined tasks, established deadlines, quality standards, and priorities.</p> <p>Uses job knowledge to address routine problems. Seeks guidance on non-routine tasks and issues.</p>
Complexity & Independent Judgment	<p>Works on tasks that are most often standard, patterned/routine and/or well documented, requiring minimal independent judgement. May work on tasks that are occasionally non-standard.</p> <p>Work requires occasional problem resolution.</p>
Teamwork & Leadership	<p>Works under minimal supervision.</p> <p>Requires little instruction on day-to-day work and detailed instructions on new assignments.</p> <p>May help guide the work of entry-level support staff.</p> <p>Collaborates with teammates as needed to complete work and achieve goals.</p>



### Business / Operational Support Career Track – Level 3

<p>Experience &amp; Education</p>	<p>Typically requires a high school diploma, GED Certificate, or associates degree.</p> <p>Has 4 or more years of experience, or an equivalent combination of education and/or experience</p> <p>May require certifications and licensures for specific support services.</p>
<p>Job Knowledge &amp; Technical Competence</p>	<p>Has full knowledge of the responsibilities for a single area or group of closely related tasks.</p> <p>Applies advanced knowledge of equipment, tools, systems, controls, procedures, and/or essential regulations to complete assigned work.</p> <p>May identify new approaches to improve efficiencies around routine work.</p>
<p>Decision Making &amp; Impact</p>	<p>Work is guided by well-defined tasks, established deadlines, quality standards, and priorities.</p> <p>Uses job knowledge to address routine to moderately completed problems.</p> <p>Seeks guidance on complex tasks and issues.</p>
<p>Complexity &amp; Independent Judgment</p>	<p>Works on a variety of moderately complex tasks and assignments that are often non-standard.</p> <p>Work requires frequent problem resolution.</p> <p>Works within established policies, practices, and guidelines as well as established quality and safety checks.</p>
<p>Teamwork &amp; Leadership</p>	<p>Works under minimal supervision and uses independent judgment to analyze variable factors.</p> <p>Independently provides basic to complex support activities. May provide guidance to lower-level support staff.</p> <p>May provide input into performance reviews and corrective actions for lower-level staff. May help to coordinate a small component of support operations.</p> <p>Collaborates with teammates and entry-level management as needed to complete work and achieve goals.</p>



## Business / Operational Support Career Track – Level 4

<p>Experience &amp; Education</p>	<p>Typically requires a high school diploma, GED certificate, or associates degree.</p> <p>Has 5 or more years of experience, or an equivalent combination of education and experience.</p> <p>May require certifications and licensures for specific support services.</p>
<p>Job Knowledge &amp; Technical Competence</p>	<p>Has full knowledge of the responsibilities for a single technical area or group of related tasks.</p> <p>Applies expert organizational knowledge and understanding of the operational environment to develop highly responsive, effective, and customized solutions.</p>
<p>Decision Making &amp; Impact</p>	<p>Decisions typically have a significant impact on operations. Leads to the resolution of complex and issues.</p> <p>Makes non-routine and high impact decisions, escalating matters as necessary. Work impacts cross-department administrative operations. May contribute to policy and procedure enhancements.</p>
<p>Complexity &amp; Independent Judgment</p>	<p>Typically works on complex, non-standardized, and widely varied tasks and/or projects that require significant planning, and evaluation.</p> <p>Competent to work on highly specialized and complex work in multiple areas. Work requires independent initiative and judgment in leading day-to-day support activities.</p>
<p>Teamwork &amp; Leadership</p>	<p>Works under minimal supervision and uses independent judgment to analyze variable factors. Serves as a leader on daily tasks and activities.</p> <p>Leads lower-level business staff on complicated activities. May provide input into performance reviews and corrective actions for support staff. Helps to lead a component of support operations.</p> <p>Collaborates with teammates, entry-level management, and potentially senior leaders as needed to complete work and achieve goals.</p>



<b>Professional Career Track – Level 1</b>	
Experience & Education	<p>Typically requires a bachelor's degree or equivalent years of experience.</p> <p>Typically has 0–2 years of relevant experience or an equivalent combination of education, training, and/or experience.</p>
Job Knowledge & Technical Competence	<p>Routine or narrow knowledge required to perform job tasks.</p> <p>Resolves routine issues with minimal interpretation of policies and guidelines.</p> <p>Basic familiarity with knowledge area and the associated technologies, services, and practices.</p>
Decision Making & Impact	<p>Makes decisions regarding own work within defined parameters. Contributes to the completion of routine tasks and deliverables.</p> <p>Seeks new assignments to enhance on-the-job learning and development. Regularly contributes useful ideas for own work area/team within defined parameters.</p>
Complexity & Independent Judgment	<p>Work assignments are often straightforward and not complex. With direct guidance, responsible for working on basic assignments and projects.</p> <p>Follows standard policies, techniques, and practices</p> <p>Delivers information and collaborates on problems and issues within defined parameters.</p>
Teamwork & Leadership	<p>Works with direct supervision on new and routine assignments. Jobs at this level are focused on professional development.</p> <p>Collaborates with teammates as needed to achieve goals.</p>



## Professional Career Track – Level 2

Experience & Education	<p>Typically requires a bachelor's degree or equivalent years of experience.</p> <p>Typically has 2 or more years of relevant experience or an equivalent combination of education, training, and/or experience.</p>
Job Knowledge & Technical Competence	<p>Moderate depth of knowledge required to perform job tasks; occasionally consults additional process or knowledge resources.</p> <p>Applies moderate level of knowledge, skills, and practices to perform a variety of assignments. Continues to develop higher level knowledge and skills in own area.</p>
Decision Making & Impact	<p>Makes decisions regarding own work, often in ambiguous situations; makes recommendations in own function and area of expertise.</p> <p>Contributes to significant milestones associated with a project or activity.</p>
Complexity & Independent Judgment	<p>Works on problems of moderate complexity.</p> <p>Uses independent judgment within defined policies and practices. Problems faced are often procedural and straightforward.</p>
Teamwork & Leadership	<p>Works under general supervision on new assignments.</p> <p>Mentors and supports entry-level or support professionals.</p> <p>Collaborates with teammates and entry-level management as needed to complete work and achieve goals.</p>



### Professional Career Track – Level 3

Experience & Education	<p>Typically requires a bachelor's degree or equivalent years of experience.</p> <p>Typically has 5 or more years of relevant experience or an equivalent combination of education, training, and/or experience.</p>
Job Knowledge & Technical Competence	<p>Comprehensive knowledge required to perform job tasks.</p> <p>Seasoned professional with advanced applied experience.</p> <p>Applies advanced skills contributing to knowledge areas within function. Not yet considered an expert.</p>
Decision Making & Impact	<p>Makes decisions on moderately complex issues regarding project components and tasks.</p> <p>Often makes process improvements.</p>
Complexity & Independent Judgment	<p>Works on diverse, non-standard problems ranging from moderate to complex.</p> <p>Regularly exercises independent judgment on matters of significance.</p> <p>Makes recommendations to management on approach/options to accomplish objectives.</p>
Teamwork & Leadership	<p>Works independently with limited supervision.</p> <p>Work is evaluated upon completion to ensure that results and objectives have been met.</p> <p>Collaborates with teammates, mid-level management, and potentially senior leaders as needed to complete work and achieve goals.</p>



### Professional Career Track – Level 4

Experience & Education	<p>Typically requires a bachelor's degree or equivalent years of experience.</p> <p>Has 6 or more years of relevant experience or an equivalent combination of education, training, and/or experience.</p>
Job Knowledge & Technical Competence	<p>Demonstrates mastery of processes applicable to the role.</p> <p>Regularly provides guidance to associates in the use of new technologies, theories, concepts, and techniques.</p>
Decision Making & Impact	<p>Makes decisions on complex issues regarding project components and advanced tasks.</p> <p>Contributes to the development of new principles and concepts.</p>
Complexity & Independent Judgment	<p>Develops solutions to non-standard, complex problems that require the use of ingenuity and creativity.</p> <p>Uses independent judgment requiring in-depth evaluation of variable factors. Problems may be undefined and require advanced analysis.</p>
Teamwork & Leadership	<p>Works independently under the general direction of leadership.</p> <p>Responsible for guidance and delegation of work.</p> <p>Collaborates with teammates, senior leaders, and potentially external stakeholders as needed to complete work and achieve goals.</p>



<b>Management Career Track – Level 1</b>	
Experience & Education	Typically requires a bachelor’s degree or equivalent experience. Has 2 or more years of relevant experience or an equivalent combination of education, training, and/or experience.
Job Knowledge & Technical Competence	Knowledge of a function or body of work required to supervise the work of a team or work group. Requires specialized knowledge of technical or operational practices within an assigned discipline.
Decision Making & Impact	Decisions focus on routine situations that have established policies and procedures and usually do not require cross-functional coordination. Results have minimal strategic impact on the long-term success of the area managed.
Complexity & Independent Judgment	Identifies, defines, and addresses problems with solutions that are not immediately evident, but typically not complex. Problems are typically solved by drawing from prior experiences or standard procedures. Exercises independent judgment using defined policies / procedures to solve issues.
Teamwork & Leadership	Provides day-to-day work direction for a team, focused on maintaining steady workflow and productivity and resolving operational decisions to achieve operational targets, services standards, etc. Explains policies, standards, and processes to others. Collaborates with direct reports and teammates as needed to complete work and achieve goals.



<b>Management Career Track – Level 2</b>	
Experience & Education	<p>Typically requires a bachelor's degree or equivalent experience. An advanced degree may be required.</p> <p>Has 5 or more years of relevant experience or an equivalent combination of education, training, and/or experience.</p>
Job Knowledge & Technical Competence	<p>Requires knowledge of basic management approaches, such as work scheduling, prioritizing, coaching and process execution.</p> <p>Requires advanced specialized knowledge of technical or operational practices within an assigned discipline.</p>
Decision Making & Impact	<p>Decisions focus on moderately complex situations that frequently have established policies and procedures and may include cross- functional coordination.</p> <p>Has direct impact on the immediate or short-term operational results of the area managed. Results have moderate strategic impact on the long-term success of the area managed.</p>
Complexity & Independent Judgment	<p>Problems and issues faced are vague, may not be standard and may require understanding of a broader set of issues but are typically not complex.</p> <p>Problems are typically solved by drawing from prior experience. Exercises independent judgment using defined policies and procedures to determine appropriate action(s) for moderately complex issues.</p>
Teamwork & Leadership	<p>Leads, directs, and reviews the work of staff to accomplish operational plans and results. Manages a work unit or a single function, department, or program.</p> <p>Responsibilities may also include coaching and development, skill assessment, performance reviews, promotional decisions, and pay actions for staff.</p> <p>Collaborates with direct reports, teammates and senior leaders as needed to complete work and achieve goals.</p>



Management Career Track – Level 3	
Experience & Education	<p>Bachelor’s or master’s degree in area of specialization. An advanced degree may be required.</p> <p>Previous senior management experience required.</p> <p>Has 8 or more years of experience in the area of specialization. Alternatively, an equivalent combination of education and/or experience may be allowed.</p>
Job Knowledge & Technical Competence	<p>Requires mastery-level job knowledge and technical skill within a specific discipline or area, or broad expertise across multiple related disciplines.</p> <p>Requires broad management and leadership knowledge to lead teams.</p> <p>Requires an understanding of how to support the growth and development of direct reports.</p>
Decision Making & Impact	<p>Develops new processes, standards, or operational plans in support of an assigned area.</p> <p>Establishes key elements of tactical and operational plans with direct impact on the achievement of results.</p> <p>Decisions focus on complex, long-term issues that require cross-functional coordination. Results have a substantial strategic impact on the long-term success of the area directed.</p>
Complexity & Independent Judgment	<p>Problems faced are often complex, non-standard and require extensive investigation and analysis.</p> <p>Conducts extensive investigation to understand problems. Owns the strategic and operational direction of an assigned area.</p> <p>Exercises independent judgment across an assigned area of responsibilities to determine appropriate action(s) for complex and sometimes highly complex issues.</p>
Teamwork & Leadership	<p>Manages a large team that typically consists of experienced professionals and managers.</p> <p>Typically, has hiring, firing, promotion, and reward authority within an assigned area.</p> <p>Directs the execution of strategies established by executive leadership. Has cost and budgetary accountability.</p> <p>Collaborates with direct reports, teammates, senior leaders, and external stakeholders as needed to complete work and achieve goals.</p>



Management Career Track – Level 4	
Experience & Education	<p>Typically has a master’s degree in area of specialization.</p> <p>Previous senior management experience required.</p> <p>Has 15 or more years of experience in the area of specialization. Alternatively, an equivalent combination of education and/or experience may be allowed.</p>
Job Knowledge & Technical Competence	<p>Requires mastery-level job knowledge and technical skill within a specific discipline or area or broad expertise across multiple related disciplines.</p> <p>Requires extensive understanding of how to lead others across the organization.</p>
Decision Making & Impact	<p>Directs activities that have substantial impact on the achievement of organization-wide results.</p> <p>Significant authority developing and implementing new processes and policies.</p>
Complexity & Independent Judgment	<p>Strategically directs departments or large units.</p> <p>Problems faced are often complex, non-standard and require extensive investigation and analysis.</p> <p>Exercises independent judgment across multiple functions or organization responsibilities to determine appropriate action(s) for highly complex organization-wide issues.</p>
Teamwork & Leadership	<p>Manages a range of job families and/or functions that include multiple teams led by Directors and Managers.</p> <p>Primary focus of the role is on proactive strategic leadership rather than day-to-day operational execution but may be directly involved in the most complex operational issues.</p> <p>Collaborates with direct reports, teammates, senior leaders, external stakeholders, and high-level officials as needed to complete work and achieve goals.</p>