Competencies for University Relations and Recruiting Professionals

National Association of Colleges and Employers

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Competencies for University Relations and Recruiting Professionals

Introduction

The National Association of Colleges and Employers (NACE) promotes excellence in professional practice for its membership. Much of NACE's URR focus has been to identify excellence in professional practice at the work group level. The NACE *Professional Standards for University Relations and Recruiting* (*NACE URR Standards*) produced in 2012 address minimum standards by which URR work units are expected to perform. The *NACE URR Standards* do not address the expectations for individual URR professionals. To that end, NACE sought to develop competencies specific for URR professionals based on the topic areas and to align with the *NACE Professional Standards for University Relations and Recruiting*.

URR practitioners reflect diverse organizational types, industries, reporting structures, educational backgrounds, and experiences. NACE undertook the competencies project (NACE Competencies) to develop, as much as possible, universally accepted practitioner proficiencies to better define what URR professionals should know and be able to perform. The NACE Competencies will provide another important member-service benchmark. This set of competencies can be used as a resource to help guide professional development pursuits for individual practitioners, URR units, supervisors, and NACE, as this professional association continues to serve its members with educational opportunities.

Purpose

Competence is the ability of an individual to do a job properly. Competencies are the knowledge, skills, abilities, behaviors, technical skills and other attributes required to perform a job well. A compendium of competencies provides a structured guide enabling the identification, evaluation, and development of specific proficiencies necessary for individual employees to meet the goal of excellent job performance. The NACE Competencies will help define the broad nature of URR practices with required individual proficiencies, regardless of administrative models.

The principal focus of the NACE Competencies is the individual URR professional. As employees seek to develop their skills and career experience, these competencies provide key criteria for measuring progress and evaluating professional growth opportunities that remain for each person. The NACE Competencies can be the nucleus of a career and professional development plan for the individual talent acquisition practitioner; a plan that others, including supervisors, can influence in positive ways. In the future, as specific knowledge and skills advance, NACE can revise these competencies to reflect changes and the continuing growth of the university relations and recruiting field.

Process

NACE chartered Campus Strategic Partners, LLC to develop this project. The Campus Strategic Partners (CSP) team was led by Jeff Goodman, CSP Managing Partner and NACE Competencies Project Manager, John Flato, CSP President, and Mary Cooperwasser, CSP Corporate Client Relations, to ensure that the competencies:

- Identify and define expected performance capabilities of URR professionals in at least three career levels (basic, intermediate and advanced)
- Define relevant career levels
- Delineate skills, attributes, qualifications and expertise of URR professionals required for specific roles
- Include methods by which URR professionals may assess their own individual level of competence and ways to assess the competency levels of employees URR professionals may supervise
- Identify areas for professional development

NACE Competencies Advisory Council

CSP recognized that NACE membership is comprised of many employer organizations of varying sizes, from different industries, and with distinctive hiring needs. To reflect this broad experience, CSP worked with NACE to identify a select team of NACE employer members to form an advisory council for the project. Members of the advisory council represent an experienced and diverse group of individuals and organizations; public and private; small to large in company size and hiring numbers; for-profit and non-profit; and a broad cross-section of industries. The Advisory Council includes:

Name	Organization	Name	Organization
Scott Flanary	Moss Adams	Rebecca Parson	AT&T
Cierra Graham	EY	Amy Wilson	Medtronic
Glen Fowler	CA State Auditor	Christina Konieczka	Ingredion
Vanessa Strauss	FDIC	Leslie Chappell	Lockheed
Dan Black	EY	Dr. Michael Kannisto	International Flavors & Fragrances
Sue Keever Watts	Keever Group	Nida Saleem	The Children's Museum of Indianapolis
Tony Denhart	GE	Adrienne Alberts	American Red Cross
Matthew Brink	NACE Staff Advisor	Mimi Collins	NACE Staff Advisor

Research and Analysis

Initially, CSP conducted research of existing and published information on competencies to ensure alignment with the NACE URR Standards; to confirm that necessary proficiencies were addressed; and, to determine the framework of the document. CSP reviewed competencies within published competency models, URR job descriptions, employer job classifications, assessments (e.g. 360° feedback), and examples of employer URR competencies.

To begin the assignment, CSP performed a detailed job/task analysis cross-referencing with research materials and NACE published works. The CSP Team created a matrix of career level characteristics to help define career levels and roles. The advisory council reviewed the first draft of the analysis and concluded that three levels were too broad. They recommended a five level approach.

It is important to note that URR work units can range from very simple (stand-alone or a single person) to complex (encompassing many people in across all five levels of roles). Depending upon the complexity, the roles and competencies can form a progression for career guidance with increasing responsibility, can be stand-alone roles of one or two levels, or most simply one all-encompassing role that requires the performance of many competencies across different levels. The user of this document is encouraged to apply what works best for her or his work unit.

 The competency levels are defined by roles as follows:

> Level 1 - URR coordinator/assistant
>
> Level 2 - Campus recruiter
>
> Level 3 - Campus manager
>
> Level 4 - Program/function/business unit URR manager
>
> Level 5 - Enterprise URR manager

URR Coordinator/Assistant

URR coordinators/assistants are the primary point of contact with career services for all formal campus recruitment events. They administer all aspects and logistics for on-campus events, including scheduling, posting job descriptions, coordinating food, ordering and maintaining booth/collateral processes, and downloading student resumes.   They typically have data entry responsibilities for candidate management, applicant tracking, and university relations systems. They work with primary recruiters and campus managers for all campus/site-based events.   Coordinators process event/program invoices, checks, and expense reimbursements related to campus recruiting. Coordinators work with third-party suppliers, such as event/scheduling agents, virtual career fair vendors, etc., as required. Coordinators may also be responsible for site interview events, all aspects of candidate event/program participation (invitation, travel/hotel needs and confirmation, expense reimbursement, etc.), and applicant correspondence, including but not limited to, offer letters, training and start date communications, invitations, and recruiting evaluations. They may also assist campus recruiters in pre-screening candidates in advance of campus interviews.

Campus Recruiter

Campus recruiters are primarily responsible to attend and participate in formal campus recruitment events. They may be full-time URR staff and sit within the recruitment organization, where they could have requisition responsibility or they may be volunteers from business line organizations, where they do not have any other recruitment responsibilities. They range from early careerists to long tenured and ideally have intimate knowledge of the university system as alumni.

Campus Manager

Campus managers are primarily responsible to lead recruitment and relationship efforts for a specific campus or small group of schools. Like the campus manager role, this role may sit within the recruitment organization as a part of full-time URR staff, where they may also have requisition responsibility. Campus managers may also be volunteers from business line organizations, where they typically do not have any other recruitment responsibilities. They range from mid

career to senior managers with significant supervisory and leadership responsibilities. Ideally, they also have intimate knowledge of the university system as alumni.

URR Program/Function/Business Unit Manager

This role comes into play more as organizations grow in size, complexity, and hiring needs. Program managers assigned full-time to URR (or shared with other talent acquisition functions) and assume responsibility for specialty areas within URR or sectors of the organization (e.g. business unit, function, division, department, etc.). URR program managers may be assigned oversight for the following URR program areas:

- student programs (experiential education programs such as interns, co-op, etc.)
- onboarding and new employee training and development
- operations - typically management of a number of processes and sub-functions such as training, change management, social media, finance, vendor relations, etc.
- rotational and leadership development
- finance - budget management and approval
- vendor relations

Enterprise URR Manager/Director/VP

The enterprise URR manager has responsibility specifically for university relations and recruiting programs and typically supervises and manages a team of campus recruiters and managers. In smaller organizations, a URR manager may be the only manager for the college recruitment function. As organization size and complexity increase, the enterprise URR manager may have multiple URR managers who have oversight over individual office/site, region, function, or business unit (see URR Program/Function/Business Unit Manager). In very large organizations, the URR leader may be a VP or director who has responsibility for university relations and recruiting functions. VP/directors may also have broader responsibility either within talent acquisition, with other HR functions, or perhaps even outside of HR. The VP/director role is typically found within large, complex organizations that consistently hire many new college graduates for full-time positions each year, have large experiential student programs, and other leadership or rotational programs.

Key Campus Executive

This role is for organization leaders typically at or above senior director level. The role exists normally for employers with only a few schools to recruit or organizations that have many schools, but use a tiered approach. In the case of companies using a tiered approach, typically the few schools in the top tier are the ones assigned a key campus executive.   Key campus executives provide leadership and strategic direction for a specific school, have an ongoing personal presence on campus, and develop long-term relationships with crucial university constituents – such as presidents/VPs, chancellors/provosts, and corporate liaison officers. They serve to provide overall resources/funding and are often a recognized champion for the URR function within the senior leadership ranks.

Competency Common "Threads"

Several threads are evident among most functional areas, although some competencies are distinctly different.   Even though there may be separate competencies established for each, these threads are understood to underpin the competencies in the following areas:

- Legal and Ethical – follow legal regulations as well as the ethical basis for regulations; demonstrate personal integrity to provide fair and professional services
- Diversity and Inclusion – recognize the value of diversity that celebrates differences among people; exhibit cultural sensitivity; and include diverse individuals in staffing, services, and outreach activities
- Global Issues – consider global (both international and cultural/inclusion perspectives) interactions and recognize unique cultural matters
- Interpersonal – use appropriate verbal, nonverbal, and written communication to effectively interact with colleagues and those served
- Leadership Principles – may involve managing projects, managing people, managing systems and/or leading strategically as tailored to URR

For example, there are a variety of personal, interpersonal, and soft skills embedded in, and affecting directly or indirectly, the development of one or more competencies. Although some interpersonal skills are addressed in limited instances, no attempt was made to articulate or define the wide range of possible personal, interpersonal, and soft skills inherent by necessity in URR professionals. Instead, the practitioner should understand that these skills are integral to professional practice.

Application of Competencies for Various Audiences

URR professional competencies have several potential applications. URR leadership can use the competencies to guide staff development initiatives for the enhancement of individual and group functionality. This is especially useful for employers who use voluntary personnel from non-URR business lines or functional groups outside of HR to fulfill campus recruiter or manager roles.

For other groups and in addition to other uses, the competencies can be used to:

- Develop individual professional goals, better career role definitions and alignment based on URR needs and goals
- Better educate individuals regarding the required functional levels for URR practitioners and professional development opportunities
- Develop position descriptions
- Aid Supervisors in the analysis of job performance and to recommend professional development pathways
- Provide a framework for mentoring or coaching relationships
- Provide guidance in educating other departments about the work that is done in URR
- Aid in developing an agenda for staff offsite meetings or staff professional development
- Assist in the analysis of URR resources
- Provide a framework for NACE to develop topics for professional development events, including conferences, workshops, courses, and other initiatives that will support URR practicioner knowledge and skill development
- Provide reference for multiple other URR stakeholders in helping to identify what URR practitioners should know and be able to do at different levels of leadership and functionality

Competencies Summary Table

The table below shows the sections of the standards document, broken down into tasks. Each task has one or more competencies associated with it. An "x" within any of the five role columns denotes a competency in the details section, while a **"P"** denotes a primary competency.

Standards Section	Task	Competency	Coordinator	Recruiter	Campus Manager	Program Manager	Enterprise Manager
I. Organizational Structure, Framework, and Support	Business case	Influencing and negotiating	x		x	**P**	**P**
		Change enablement /communication	x	x	x	**P**	**P**
	Management support	Partnering	x		x	**P**	**P**
	Service delivery model	Organizational design	x			**P**	**P**
	Organizational design	Business fundamentals/ Human capital management	x	x	**P**	**P**	**P**
	Guidelines and processes	Human capital management	x		x	**P**	**P**
	Budget	Financial management	x		x	**P**	**P**
	Compensation guidelines	Compensation analysis	x	x	x	**P**	**P**
II. Strategic Planning Development	Mission/vision	Business fundamentals	x	x	x	**P**	**P**
	Long-term objectives	Strategic outlook & alignment	x	x	x	**P**	**P**
	SWOT	Strategic thinking	x	x	x	**P**	**P**
	Relationship models	Leverages collaborative relationships	x		x	**P**	**P**

Standards Section	Task	Competency	Coordinator	Recruiter	Campus Manager	Program Manager	Enterprise Manager
	High-level goals	Strategic workforce planning and analytics	x	x	x	**P**	**P**
III. Strategic Planning Implementation	Annual calendar	Operational planning	x	x	x	**P**	**P**
	University IS	Technology management	x		x	**P**	**P**
	Needs analysis	Operational workforce planning	x			**P**	**P**
	School Selection	Data analytics and reasoning	x	x	x	**P**	**P**
	Campus event scheduling	Coordinating in distributed environments	**P**		x	x	x
		Arranging and informing	**P**	x	x	x	
		Attending to details	**P**	x	x	x	
		Technology	**P**		x	x	x
	Campus team selection	Talent selection	x		x	**P**	**P**
	Campus plans	Planning and organizing	x		**P**	x	x
	Metrics and reporting	Data and analytics management	**P**	x	x	**P**	**P**
	Surveys & feedback	Survey development and deployment	x	x	x	**P**	**P**
	Continuous improvement	Continuous improvement /data analysis	x	x	x	x	**P**
	Training development	Instructional design and delivery	x		x	**P**	**P**

Standards Section	Task	Competency	Coordinator	Recruiter	Campus Manager	Program Manager	Enterprise Manager
IV. University Relations & Recruiting Learning	Career development	Lifelong learning or continuous learning	P	P	P	P	P
V. Marketing and Branding	Employer brand	Brand building	x	x	x	P	P
	Content	Content strategy	x			P	P
	Advertising plan	Digital marketing	x	x	x	P	P
		Demand generation and nurturing				P	P
	Social media	Social media	x	x	x	P	P
	Agencies	Vendor management	x			P	P
VI. Candidate Sourcing and Assessment	Campus teams	Commitment to recruiting	x	P	P	P	P
		Organizational understanding	x	P	P	P	P
		Coaching and developing	x	x	P	P	P
	Relationship development	Leverages collaborative relationships	x	x	P	P	P
	Pre-recruit	Planning and preparation	P	P	P	x	x
	Info sessions	Presentation skills	x	x	P	P	P
	Campus events	Campus effectiveness		P	P	x	x
	Market candidates	Follows operational process	x	x	x	P	
	Feedback	Problem Solving /conflict resolution	P	P	P	x	x
	Passive candidates	Technology and information management	x	x	x	x	x

Standards Section	Task	Competency	Coordinator	Recruiter	Campus Manager	Program Manager	Enterprise Manager
	Track candidates	Technology and information management	**P**	x	x	x	x
VII. Applicant Selection and Assessment	Screen applicants	Critical Evaluation	x		x	**P**	x
	Site Interviews	Follows operational process	x		x	**P**	x
	Offers	Applicant administration	x		x	**P**	x
	Track candidates	Technology and information management	**P**				
VIII. Onboarding Programs	Define program	Partnering	**P**			**P**	**P**
	Pre-start	Follows operational process	**P**	x	x	x	
	Post start	Follows operational process	**P**	x	x	**P**	**P**
IX. Experiential Education Programs	Program definition	Program definition	x			**P**	**P**
	Roles & Responsibilities	Program execution				**P**	**P**
X. Rotational or Development Programs	Program definition	Program definition				**P**	**P**
	Roles & Responsibilities	Program execution				**P**	**P**
XI. Legal Issues	Compliance	Legal & regulatory compliance	x	x	x	**P**	**P**
	Ethics	Integrity	x	x	x	**P**	**P**
	Diversity and Inclusion	Global and Cultural	x	x	x	**P**	**P**

Competencies Format

The competencies in this document are aligned with the chapters of the *Professional Standards for University Relations and Recruiting* as topic areas. Each topic area is divided into tasks; each task has one or more associated competencies with a definition. There is a table with the five levels for each competency after the definition. There is no attempt to completely address all behaviors or technical knowledge for any one competency, rather an attempt to show the knowledge, skills, abilities, and other attributes required to accomplish the associated task.

I. Organizational Structure, Framework, and Support

Task: Create the business case for an effective campus recruiting effort and communicate it to the appropriate levels of management

Influencing and negotiating - *Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Supports URR manager with demographic data, as required, to help build a business case for URR		• Supports URR manager with demographic data, as required, to help build a business case for URR	• Supports URR manager with demographic data and advanced knowledge of the program, function, or business area he/she supports, as required, to help build a business case for URR • Collaborates with key business stakeholders within the URR program, function, or business area he/she supports to build consensus	• Uses sound logic, data, rationale (e.g. aging workforce, turnover, growth, etc.), and presentation skills to build a foundational business case for establishing, improving or obtaining resources for an effective URR program • Articulates the need for change and builds the business case required • Collaborates with key decision-makers to build consensus • Conducts cause and effect cost-benefit analyses

Change enablement /communication - *Enables the successful adoption of new business structures and processes by understanding the impact on stakeholders. Designs specific interventions and targeted communications to address change impacts*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Understands how organization culture affects implementation success • Demonstrates change readiness by remaining flexible, positive and open to change • Works with stakeholders to explain rationale and reinforces the need for change • Coordinates the rollout of change communications	• Understands how organization culture affects implementation success • Models change readiness by remaining flexible, positive and open to change	• Understands how organization culture affects implementation success • Models change readiness by remaining flexible, positive and open to change • Works with campus team members and affected university stakeholders to explain rationale and reinforces the need for change	• Identifies lessons learned and further improvements for his/her program area • Implements comprehensive change enablement and communications plans for the business unit he/she supports • Ensures stakeholders understand the likely impact and investment required to make change happen • Communicates the vision and rationale for change • Knows the organization culture and approaches to encourage buy-in and engagement • Identifies key stakeholders and messaging to ensure full support • Identifies the concerns and perceptions of people affected by change and communicates with managers and staff	• Identifies leaders who are key to the success and engages them in understanding the benefits of change • Conveys information clearly, effectively and succinctly • Educates senior leaders in the process of change • Drives overall implementation to manage and mitigate high-level risks • Develops a complete URR business case communications package and ensures effective distribution throughout the organization • Embeds a change-ready culture by mobilizing professional expertise and tools

Task: Ensure management is knowledgeable about the program and provide satisfactory resources for program

Partnering - *Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
Develops and maintains network of stakeholders for collection and sharing of information		• Develops and maintains network of stakeholders for the universities he/she represents with the goal of collecting and sharing information • Produces reports or data to be shared with management to provide the necessary information for obtaining satisfactory resources	• Develops internal networks and builds alliances. • Collaborates to achieve business unit buy-in and resource support to achieve goals. • Collaborates with headquarters, regional offices, and key stakeholders within the URR program, function, or business area he/she supports to implement new initiatives • Partners with various parties by sharing information and resources across multiple levels to establish new programs • Systematically provides reports and data to senior executives within the URR program, function, or business area he/she supports to justify or validate the use of employer resources for the program	• Develops internal networks and builds alliances. • Collaborates to achieve enterprise buy-in and resource support to achieve goals. • Collaborates with headquarters, regional offices, and key stakeholders to implement new initiatives • Partners with various parties by sharing information and resources across multiple levels to establish new programs • Systematically provides reports and data to senior executives to justify or validate the use of employer resources for the program

Task: Develop the organizational, structure, or service delivery model that is appropriate for the enterprise, such as a centralized, decentralized or hybrid.

Organizational design - *Aligns organizational structure and strategy within the framework of the employer.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Contributes knowledge of business framework and culture			• Comprehends the objective of aligning organizational structure with the ability of the culture to buy-in and commit to the URR approach • Contributes knowledge of business unit or functional area framework and culture	• Comprehends the objective of aligning organizational structure with the ability of the culture to buy-in and commit to the URR approach • Maintains knowledge of changes to organizational structure • Exhibits a detailed comprehension of the organization's essential products and/or services, overall business structure, processes, policies, functions, and their interrelationships • Works with leaders outside of URR to determine best approach for the employer and communicates final approved model

Task: Create the University Recruiting and Relations team and assign roles and responsibilities

Business fundamentals/ Human capital management - *Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Uses information predicated on basic business principles, trends, and economics.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Recognizes his/her role in the functioning of the organization and understands the potential impact their performance can have on the success of the organization.	• Recognizes his/her role in the functioning of the organization and understands the potential impact their performance can have on the success of the organization.	• Recognizes his/her role in the functioning of the organization and understands the potential impact their performance can have on the success of the organization. • Primary responsibility for leading the recruitment and relationships with a school or set of schools. • Represents the employer at functions and events. Builds campus teams with employees and/or volunteers to meet the recruitment and relationship goals of a school or set of schools	• Recognizes his/her role in the functioning of the organization and understands the potential impact their performance can have on the success of the organization. • Primary responsibility for leading the recruitment and relationships with a program, function, or business area • Effectively manages people across organizational boundaries • Reviews and updates position descriptions and performance plans	• Plans an organizes the work of others. Sets appropriate goals and expectations, and holds people accountable for meeting expected outcomes. • Optimizes structures, resources, and work processes to achieve URR goals • Builds and manages workforce based on organizational goals, budget considerations, and staffing needs • Ensures that employees are appropriately recruited, selected, appraised, and rewarded • Identifies key skills within URR and determines a logical way to organize responsibilities to ensure the most efficient and coordinated URR function • Effectively manages people across organizational boundaries • Oversees campus teams of employees and volunteers to ensure recruitment and relationship goals are met • Creates clear descriptions

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
				of the work, roles, and responsibilities to help facilitate coordination and cooperation

Task: Develop the operational guidelines, processes, and initiatives

Human capital management - *Directs and contributes to initiatives and processes in the organization.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Works with URR manager on operational timelines and detailed process flow charts		• Works with URR manager on operational timelines and detailed process flow charts	• Identifies the campus team structure and membership, including the use of business line professionals as campus recruiters and campus managers • Works with URR manager on operational timelines and detailed process flow charts • Manages the rewards and recognition for campus team members in his/her program, function or business area	• Develops the campus team structure and membership, including the use of business line professionals as campus recruiters and campus managers • Develops operational timelines and detailed process flow charts • Manages the rewards and recognition of campus team members

Task: Forecast, develop, and manage the budget for the department

Financial management - *Understands and implements decisions and operations in compliance of the rules, policies, regulations and procedures of the organization such as: financial authority level and approval process, financial accounting procedures, budgeting, monitoring, reporting, financial auditing, etc.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• General knowledge of internal accounting processes and major URR budget items and where individual items are budgeted. • Prepares, justifies, and/or administers the budget for URR program areas • Plans, administers, and monitors expenditures to ensure cost-effective support of programs and policies • Processes invoices, checks, expense vouchers and reimbursements that relate to campus recruiting • Makes travel arrangements for candidates and others as needed. • Provides administrative support to various on-campus or on-site events		• Develops and secures an adequate budget and resources to accomplish the goals established for the university(s) he/she supports • Submits travel expense reports promptly upon return from campus events	• Advanced knowledge of major URR budget items, internal accounting processes, and where individual items are budgeted • Develops and secures an adequate budget and resources to accomplish the goals for the URR program, function, or business area he/she supports	• Understands and implements positions and operations in compliance of the rules, policies, regulations and procedures of the organization such as financial authority level and approval process, financial accounting procedures, public accountability, budgeting, projecting, monitoring, reporting, financial auditing, etc. • Expert knowledge of major URR budget items, internal accounting processes, and where individual items are budgeted • Develops and secures an adequate budget and resources to accomplish the enterprise goals

Task: Establish compensation guidelines and incentive programs for new full-time and intern hires from campus

Compensation analysis - Knowledge of compensations systems and benchmark surveys. Partner with the compensation function to analyze and recommend salary offers guidelines based upon national, regional and other competitive factors

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Understands basic compensation guidelines and incentive programs • Assists and documents new guidelines resulting from annual update processes	• Basic awareness of compensation guidelines and incentive programs for recent graduates and interns	• Intermediate awareness of compensation guidelines and incentive programs for recent graduates and interns • Monitors feedback from candidates regarding salary and benefits and shares observations with URR manager	• Understands organization compensation guidelines and incentive programs • Partners with URR manager, compensation, and benefits functions to perform annual compensation, internal equity, and external benchmarking analyses • Monitors feedback from candidates regarding salary and benefits and shares observations with URR manager	• Understands organization compensation guidelines and incentive programs • Partners with compensation and benefits functions to perform annual compensation, internal equity, and external benchmarking analyses • Establishes formal approval and change approval processes for university hiring program compensation • Monitors candidate /new hire feedback and competitor offers /bonuses to determine potential salary and incentive shifts in the market

II. Strategic Planning Development

Task: Develop vision/mission statements and organizational values

Business fundamentals - Develops vision, mission, and values statements for the URR function that aligns with the business(es) it supports

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Understands and shares established vision, mission, and values statements for the URR organization • May participate in exercises to establish URR vision, mission, and values	• Understands and shares established vision, mission, and values statements for the URR organization • May participate in exercises to establish URR vision, mission, and values	• Shares established vision, mission, and values statements for the URR organization with campus team and university stakeholders. • May participate in exercises to establish URR vision, mission, and values.	• Collaborates with URR leader and key stakeholders in the area he/she supports to deliver meaningful vision, mission, and values for URR • Participates and may lead exercises to establish URR vision, mission, and values • Shares established vision, mission, and values statements for the URR organization with the URR program, function, or business area he/she supports	• Owns the process to develop vision, mission, and values statements for the URR function that align with the business it supports • Shapes organizational vision in the context of a global environment • Collaborates with key stakeholders to deliver meaningful vision, mission, and values for URR • Defines a clear long-term vision for URR; paints a compelling picture of new opportunities • Generates excitement, enthusiasm and commitment in people by translating the organization's vision, mission and values into terms that are relevant to the work being performed • Ensures URR vision, mission, and values are communicated widely throughout the enterprise • Develops an overall strategy template that can be customized by each campus team

Task: Establish long-term objectives

Strategic outlook & alignment - Create long-term strategic goals and objectives aligned with established business objectives that elaborate the URR vision in terms of initiatives, areas of focus, policies or values and become the guiding principles for URR

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
Comprehends the long term goals for URR	Comprehends the long term goals for URR	Should participate in the development of the long term goals for URR	• Understands program interdependencies and the need to integrate activities across functions/areas related to project planning, program implementation, and evaluation • Creates strategic alignment between cross-functional teams	• Develops and establishes broad scale, longer-term objectives, goals or projects (i.e., affecting a function or department, programs or URR) • Consults with others to seek out strategic alternatives and weighs options based on their impact on URR's key imperatives • Thinks beyond the work environment and makes decisions in the context of the bigger picture • Establishes a course of action to accomplish a long-term goal; shares own view of the desirable future state of URR with others

Task: Conduct a SWOT analysis

Strategic thinking - Analyze the organization's competitive position by considering market and industry trends, existing and potential stakeholders (internal and external), and strengths & weaknesses (internal environment) and opportunities & threats (external environment) as compared to competitors

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
Assists URR manager in gathering internal and external data and obtaining feedback from universities	Contributes to SWOT analysis with intelligence regarding changing trends and competition on the campuses represented	Contributes to SWOT analysis with intelligence regarding changing trends and competition on the campuses represented	• Thinks critically and systematically about external trends (e.g., financial, industry, scientific, political, stakeholders, competitors, etc.) and what they could mean for URR's recruitment processes and the number of students in the key majors sought • Gathers feedback on relative employer brand strength • Collects and analyzes data on university completions outlook	• Scans environment considering market and industry trends (via reports such as NACE's Recruiting Benchmarks Survey, etc.) existing and potential stakeholders (internal and external), and strengths & weaknesses (internal environment) and opportunities & threats (external environment) as compared to competitors • Gathers feedback on relative employer brand strength • Collects and analyzes data on university completions outlook • Utilizes surveys and benchmark studies to Identify organizations (competitors and others) with good college recruitment procedures, practices, and processes. • Evaluates processes as appropriate for implementation

Task: Define key relationships internally and externally

Leverages collaborative relationships - Develops, maintains and strengthens relationships while securing support and forming alliances with both internal and external stakeholders who can provide information and assistance that help advance URR's mandate. It involves working collaboratively with others, forging connections with key university stakeholders, cultivating win-win relationships and building coalitions.

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Keeps networks active by sharing information and communicating frequently and openly with stakeholders, highlighting the win-win nature of collaboration • Fosters a climate of trust and respect with others; treats partners fairly, ethically and as valued allies • Cooperates with individuals and groups across URR by being honest and transparent in all interactions and responding effectively and efficiently to requests • Expresses appreciation to others who have provided information assistance or support • Engages others by presenting ideas and arguments clearly to get a point across		• Keeps networks active by sharing information and communicating frequently and openly with stakeholders, highlighting the win-win nature of collaboration • Fosters a climate of trust and respect with others; treats partners fairly, ethically and as valued allies • Cooperates with individuals and groups across URR by being honest and transparent in all interactions and responding effectively and efficiently to requests • Expresses appreciation to others who have provided information assistance or support • Engages others by presenting ideas and arguments clearly to get a point across • Seeks opportunities to leverage and promote meaningful relationships with campus departments at the school(s) they support • Capitalizes on campus	• Establishes new relationships with campus employer liaison or technology development offices and expands sphere of influence to create new business opportunities • Creates alliances with key stakeholders within and outside URR to help promote mutually beneficial relationships • Supports campus managers, recruiters or other internal stakeholders in taking calculated risk in their partner relationships; intervenes when necessary to assist others or help resolve problems in partnership arrangements • Shares knowledge and communicates lessons learned from different partnering arrangements to promote ongoing development and leverages relationships that have been successful within campuses the URR program, function, or business area supports	URR manager and/or key campus executive: • Determines the URR approach to campus recruitment school tiers and defines the relationships and activities for each • Establishes new relationships with campus employer liaison or technology development offices and expands sphere of influence to create new business opportunities • Creates alliances with key stakeholders within and outside URR to help promote mutually beneficial relationships • Provides strategic advice and direction on the value and types of partnership arrangements that URR should be pursuing, especially in the areas of education, diversity, industry-specific collaborations, or technology development, as well as the rules of engagement for an effective collaboration • Supports campus

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
		funding (e.g. donations, sponsorships, research, etc.) by maintaining active presence with respective university organizations • Develops strong relationships with career centers, faculty, and other university departments		managers, recruiters or other internal stakeholders in taking calculated risk in their partner relationships; intervenes when necessary to assist others or help resolve problems in partnership arrangements • Shares knowledge and communicates lessons learned from different partnering arrangements to promote ongoing development and leverages relationships that have been successful at one campus with other strategic campus partners

Task: Align URR with strategic workforce plan for TA and set high-level goals and metrics to be tracked, such as for FT: % total hires, diversity, & intern conversion

Strategic workforce planning and analytics - Enables the organization to meet the talent needs and close the critical skills gaps using data-driven processes (e.g., workforce planning, succession planning).

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
Enters high-level goals into the URR system(s) with accuracy and attention to detail	Is aware of high-level goals established and determines the impact on the university(s) he/she supports	Is aware of high-level goals established and determines the impact on the university(s) he/she supports	• Consults on strategies to create a robust workforce plan that addresses current and future organizational needs, including workforce size and structure for the URR program, function, or business area he/she supports • Collaborates with strategic workforce planning and business unit talent acquisition functions to align URR strategic plan with the business unit TA plan	• Consults with strategic workforce planning organization to segment job roles and identify a direct path from recent college hires to strategic roles • Confers with workforce planning to create a robust workforce plan that addresses current and future organizational needs, including workforce size and structure • Collaborates with strategic workforce planning and overall talent acquisition functions to align URR strategic plan with the enterprise TA plan • Collaborates with senior leaders, HR leaders, and diversity/inclusion leaders to establish high-level diversity hiring goals for URR • Develops and establishes the tops-down, strategic recruiting program targets such as % hires, diversity, and intern conversions

III. Strategic Planning Implementation

Task: Set annual calendar for operational processes

Operational planning - *Organizes work and sets priorities; coordinates with other organizations or parts of the organization to create detailed plans*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
Assists development of processes and operational timelines relative to establishing or maintaining an annual calendar	Assists development of processes and operational timelines relative to establishing or maintaining an annual calendar	Assists development of processes and operational timelines relative to establishing or maintaining an annual calendar	Assists development of processes and operational timelines relative to establishing or maintaining an annual calendar	• Follows logical approaches to completing work • Translates strategies into step-by-step plans for action • Pays close attention to detail • Documents & communicates process and operational timelines

Task: Create/maintain university information system

Technology management - *Identify, analyze, and implement appropriate URR technology solutions that integrate with established enterprise systems. Keep up-to-date on technological developments. Make effective use of technology to achieve results. Ensure access to and security of technology systems.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Assists development, enters data and information, and maintains URR system • May suggest the use of technologies to make URR more efficient		Enters information regarding the university or program he/she supports	• Maintains working knowledge of all HRIS, ATS, CRM, and custom database architecture and reporting systems • Keeps up-to-date on technological developments • Ensures access to and security of technology systems	• Organizes large amounts of information by creating and maintaining well organized systems • Maintains working knowledge of all HRIS, ATS, CRM, and custom database architecture and reporting systems • Identifies, analyzes, and implements appropriate URR technology solutions that integrate with established enterprise systems • Keeps up-to-date on technological developments • Makes effective use of technology to achieve results • Ensures access to and security of technology systems

Task: Perform annual recruiting targets/needs analysis

Operational workforce planning *- Collaborate with HR generalists and business partners to collect, aggregate, and report recruiting needs for full-time, experiential, and special program (i.e. rotational, etc.) in a "bottoms-up" fashion*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
Helps to obtain and coordinate the data needed to create a URR staffing plan			• Collaborates with HR generalists and business partners to collect, aggregate, and report recruiting needs for full-time, intern, and special programs (i.e. rotational, etc.) in a "bottoms-up" fashion for the URR programs, functions, or business units he/she supports	• Develops templates and/or systems to collect annual hiring needs • Collaborates with HR generalists and business partners to collect, aggregate, and report recruiting needs for full-time, intern, and special programs (i.e. rotational, etc.) in a "bottoms-up" fashion

Task: Select schools

Data analytics and reasoning *- Proficient in project management and process improvement*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP

Provides qualitative data and information to URR manager	• Provides qualitative data and information to URR manager
	• Suggests logical recommendations for local school selection
		• Provides qualitative data and information to URR manager
		• Systematically breaks down and analyzes complex data, and gains insights from the analysis
		• Suggests logical recommendations for key school selection
			• Works with the URR manager to performs school selection analyses
			• Identifies cross-functional evaluation team members for the URR program, function, or business area he/she supports
			• Identifies school selection criteria that are critical to the URR program, function, or business area he/she supports
			• Assists the URR manager to develop recommendations, gain approvals and validate within the URR program, function, or business area he/she supports
			• Identifies rules, principles, or relationships that explain facts, data, or other information
			• Analyzes information and makes correct inferences or draws accurate conclusions
				• Identifies rules, principles, or relationships that explain facts, data, or other information
				• Analyzes information and makes correct inferences or draws accurate conclusions
				• Performs school selection analyses:
				  - creates evaluation team
				  - identifies criteria
				  - researches, aggregates, analyzes, and weights data
				  - considers other factors (e.g. political, omissions, competitive environment, etc.)
				• Develops final recommendations, gains approvals and validates with senior leaders and key stakeholders
				• Defines final university relationship structure (i.e. tiers), determines the differentiating resources, and the list of universities for each

Task: Set campus schedules and post job descriptions

Coordinating in distributed environments *- Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Coordinates schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced • Leverages technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments • Takes advantage of team member availability throughout business hours in multiple time zones to enhance productivity • Works with recruiters, teams, and universities to coordinate campus-based and on-site events		• Provides guidance to the administrative staff on colleges and universities where scheduling is needed • Obtains dates and logistics to disseminate to recruiters • Communicates schedules to team members	• Provides guidance to the administrative staff on colleges and universities where scheduling is needed for the URR program, function, or business area he/she supports • Obtains dates and logistics to disseminate to recruiters • Communicates schedules to key stakeholders within the URR program, function, or business area he/she supports	Approves or maintains the URR master schedule, ensuring the calendar of events aligns with recruitment goals by job types and volumes required

Arranging and informing* - Make arrangements (e.g. for campus events, travel, shipping, logistics, etc.) that fulfill all requirements as efficiently and economically as possible.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Makes arrangements (e.g. for campus events, travel, shipping, logistics, etc.) that fulfill all requirements as efficiently and economically as possible. • Informs others of arrangements, giving them complete, accurate, and timely information. • Ensures that others receive needed materials in time. • Handles all aspects of arrangements thoroughly and completely. • Responds to the schedules of others affected by arrangements, resolves schedule conflicts or travel issues, and takes corrective action.	• May work with URR scheduling coordinator and career center for the university(s) he/she supports in order to identify the optimal timing for events such as information sessions	• Collaborates with URR scheduling coordinator and career center for the university(s) he/she supports in order to identify the optimal timing for events such as information sessions	• May provide URR scheduling coordinator the optimal timing for events such as information sessions for the URR program, function, or business area he/she supports	

Attending to details *- Diligently check work to ensure that all essential details have been considered. Notice errors or inconsistencies and take prompt, thorough action to correct them.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Diligently checks work to ensure that all essential details have been considered. • Notices errors or inconsistencies and takes prompt, thorough action to correct them.	• Verifies and validates logistics and scheduling details • Provides feedback to coordinator regarding campus event issues	• Verifies and validates logistics and scheduling details • Provides feedback to coordinator regarding campus event issues	• Verifies and validates logistics and scheduling details • Provides feedback to coordinator regarding campus event issues	

Technology - *Knowledge of career center management systems entry and timeline requirements*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Maintains working knowledge of career center management systems and abides by the individual scheduling process for each university • Posts job descriptions through career center management systems • Posts jobs on non-campus sites, such as job boards, etc.		• Maintains working knowledge of career center management systems and abides by the individual scheduling process for each university • Collaborates with URR scheduling coordinator and career center for the university(s) he/she supports in order to identify the optimal timing for events such as information sessions	• Maintains working knowledge of career center management systems and understanding of the individual scheduling process for each university	• Maintains awareness of career center management systems

Task: Select campus representatives

Talent selection - Ability to assess talent based upon prescribed criteria and make compelling communication to those who decide on campus team member potential

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
Communicates with campus teams and recruiters on all pertinent information they need to perform their tasks.		Identifies campus team members and recruiters, and provides guidance on roles and responsibilities to each	• Works with the criteria for participation in campus recruiting and selection of candidates processes, which includes a passion for working with and recruiting students, to identify potential campus recruiters and manager within the URR program, function, or business area he/she supports • Provides rewards and recognition for campus team members and recruiters within the URR program, function, or business area he/she supports	• Establishes criteria for participation in campus recruiting and selection of candidates processes, which includes a passion for working with and recruiting students • Establishes a process for evaluating campus recruiters • Provides rewards and recognition for campus team members and recruiters

Task: Develop individualized campus plans

Planning and organizing - *Planning and organizing work to manage time effectively and accomplish assigned tasks. Approaches work methodically, prioritizes multiple competing tasks; manages activities to meet plan.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Collaborates with campus managers to establish recruitment and relationship activities		• Collaborates with URR manager, key campus executive, campus team members to create, update, and maintain annual campus plan for the university(s) that he/she supports • Researches the best approaches and timing for formal campus recruiting events; collaborates with coordinators for scheduling • Identifies tactics for the recruitment year including all campus events and relationship activities • Stays current in recruitment trends and competition at their specific schools	• May participate in the development and maintain awareness of campus plans where the URR program, function, or business area he/she supports is the primary lead for that university	• Develops annual individualized campus template and process that mirrors the overall URR strategic plan by including objectives, strategies, and tactics • Collaborates with campus managers regarding key demographic data and recruitment process performance metrics for each school

Task: Identify KPI and other recruitment process metrics. Establish standard periodic reports & distribution protocol

Data and analytics management - Leverages diagnostic and analytical tools to identify problems/ opportunities, create insights and develop key metrics.

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Understands and maintains awareness of key performance indicators, and other metrics • Works with the URR manager to pull data, produce reports, and disseminate, as necessary	• Understands and maintains awareness of key performance indicators, and other metrics	• Ensures satisfactory progress towards goals are being met • Modifies strategies for the school(s) he/she supports, as required • Provides data and information to team members	• Works with URR manager to establish recruiting program metrics and monitor progress to ensure program success • Identifies key performance indices, especially those critical to demonstrate progress against the plan during recruiting season • Provides periodic updates to senior management regarding progress of the program. • Establishes annual year-end report and ensures wide-distribution throughout the organization • Reacts to changing business needs and adjusts strategy accordingly • Captures trustworthy data and analytics relative to employer brand and marketing, produces the right reports and analytics, and identifies key trends to improve overall branding results	• Establishes recruiting program metrics and monitors progress to ensure program success • Identifies key performance indices, especially those critical to demonstrate progress against the plan during recruiting season • Provides periodic updates to senior management regarding progress of the program. • Establishes annual year-end report and ensures wide-distribution throughout the organization • Reacts to changing business needs and adjusts strategy accordingly • Captures trustworthy data and analytics relative to employer brand and marketing, produces the right reports and analytics, and identifies key trends to improve overall branding results

Task: Develop, disseminate and analyze feedback surveys with all stakeholders

Survey development and deployment - *Efficiently and effectively addresses customer needs through the use of surveys. Use creativity to obtain customer feedback, including applicants, hiring managers and other related stakeholders, to obtain current state, desired future state and to make modifications on processes as needed.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP

Disseminates surveys to appropriate recipients.	Implements student feedback survey	• Contributes to the design of surveys, including content and target audiences
		• Gathers student feedback regarding campus recruitment activities, analyzes results, coaches team members, and provides a summary report to URR manager, as required
			• Understands and applies the basic principles of survey creation, administration, and evaluation
			• Assists in development, administration, and evaluation of feedback surveys
			• Conducts and analyzes focus group feedback to provide qualitative data for survey follow up and continuous improvement projects, especially for the URR program, function, or business area he/she supports
				• Understands and applies the basic principles of survey creation, administration, and evaluation
				• Develops, administers, and evaluates the following surveys:
				   - student feedback regarding campus recruiting activities
				   - new hire feedback regarding recruitment process
				   - new hire feedback regarding onboarding process
				   - hiring manager feedback regarding new hire onboarding acclimation, socialization, onboarding programs success/ improvement areas
				   - voice of the customer feedback from students, career center, faculty, and administration to evaluate campus brand awareness and recognition
				   - internal surveys of recent hires and superior performers to establish key employer branding

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
				messages, develop, test, and validate advertising creative. • Conducts and analyzes focus group feedback to provide qualitative data for survey follow up and continuous improvement projects

Task: Identify and prioritize process issues, develop, and implement solutions

Continuous improvement /data analysis - Leverages diagnostic and analytical tools to identify problems/ opportunities and create insights. Manages projects to deliver improvements

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Understands how continuous improvement process improvement tools are used • Uses data management systems to collect, record, and analyze data to identify opportunities and support decisions • May participate in campus process improvement projects	• Works with URR and university constituents to collect, record, and analyze data to identify opportunities and support decisions for the school(s) supported • May participate in campus process improvement projects	• Works with URR and university constituents to collect, record, and analyze data to identify opportunities and support decisions for the school(s) supported • Develops campus improvement project plans and phasing in line with deliverables and implementation according to the academic calendar • Develops innovative methods of obtaining or using resources when insufficient resources are available	• Identifies lessons learned and further improvements for his/her program area • Utilizes highly advanced tools and analyses to reveal new insights • Integrates seemingly unrelated information to develop creative processes or solutions. • Reframes problems in a different light to find fresh approaches • May lead and/or participate in process improvement projects at the enterprise or within the URR program, function, or business area he/she supports	• Builds a continuous improvement/ data-driven culture across the URR function • Utilizes highly advanced tools and analyses to reveal new insights • Uses original analyses and generates new, innovative ideas in complex areas • Changes metrics, job responsibilities, information systems, rewards systems, etc., to align desired behaviors with strategy and organizational performance

IV. University Relations & Recruiting Learning

Task: Initiate and facilitate formal training program for recruiters. Develop and facilitate experiential education (e.g. intern and co-op) orientation/ training program for new intern supervisors

Instructional design and delivery - *Capabilities for developing and delivering campus recruiting fundamentals*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
Participates in developing campus fundamentals coursework		• Identifies team and individual capability gaps and works with URR leader on providing learning solutions • Participates in developing campus fundamentals coursework and assists in training of campus recruiters for specific school(s)	• Addresses organizational capability gaps and supplies talent development processes and solutions for the URR program, function, or business area he/she supports • Works collaboratively with URR leadership and learning organization to develop comprehensive campus fundamentals coursework (including the interviewing techniques chosen) and plan delivery options • Creates, develops, and delivers training programs for supervisors of new campus graduates and/or interns	• Addresses organizational capability gaps and supplies talent development processes and solutions • Works collaboratively with learning organization to develop comprehensive campus fundamentals coursework (including the interviewing techniques chosen) and plan delivery options • Creates, develops, and may deliver training programs for supervisors of new campus graduates and/or interns • Develops, maintains, and tracks the original or refresher course topics mandated by applicable employment laws, regulations, and legal rulings for anyone involved in URR activities

Task: Continuous learning & career development

Lifelong learning or continuous learning - *Commitment to self-development and improvement of knowledge and skills.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Demonstrates a commitment to self-development and improvement of knowledge and skills • Takes steps to develop and maintain knowledge, skills, and expertise necessary to perform URR role successfully by participating in relevant training and professional development programs • Actively pursues opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education	• Demonstrates a commitment to self-development and improvement of knowledge and skills • Takes steps to develop and maintain knowledge, skills, and expertise necessary to perform campus recruiter role successfully by participating in relevant training and professional development programs	• Demonstrates a commitment to self-development and improvement of knowledge and skills • Takes steps to develop and maintain knowledge, skills, and expertise necessary to perform URR role successfully by participating in relevant training and professional development programs • Actively pursues opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education	• Collaboratively develops career plans with individuals within the URR program, function, or business area he/she supports • Demonstrates a commitment to self-development and improvement of knowledge and skills • Takes steps to develop and maintain knowledge, skills, and expertise necessary to perform URR role successfully by participating in relevant training and professional development programs • Actively pursues opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education • Earnestly pursues opportunities to serve on advisory councils, committees, or board of directors for state/regional associations	• Collaboratively develops career plans with individuals within URR • Demonstrates a commitment to self-development and improvement of knowledge and skills • Takes steps to develop and maintain knowledge, skills, and expertise necessary to perform URR role successfully by participating in relevant training and professional development programs • Actively pursues opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education • Earnestly pursues opportunities to serve on advisory councils, committees, or board of directors for national associations such as NACE

V. Marketing and Branding

Task: Identify and develop an employer brand

Brand Building - Developing and communicating your employer brand and value proposition

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Familiar with research and studies to define target audience (students) wants & needs • Collaborates with URR manager, advertising agencies, and internal brand specialists to create employer value proposition, employment brand messages, and leading differentiators	• May assist with the development of the employer brand and value proposition • Obtains campus specific information regarding positioning of the competition and suggests distinctive and differentiated messaging to contribute to the employer brand	• Familiar with research and studies to define target audience (students) wants & needs • Assists with the development of the employer brand and value proposition • Obtains campus specific information regarding positioning of the competition and suggests distinctive and differentiated messaging to contribute to the employer brand	• Advanced knowledge of research and studies to define target audience (students) wants & needs • Works with URR manager to identify, develop, and convey the employer value proposition to candidates and stakeholders in the URR program, function, or business area he/she supports • Assists in the identification of key employment brand messages and leading differentiators from other employers	• Expert knowledge of research and studies to define target audience (students) wants & needs • Identifies, develops, and conveys the employer value proposition to candidates and stakeholders • Identifies key employment brand messages and leading differentiators from other employers

Task: Create and execute effective and integrated content strategy

Content strategy - Creating and curating compelling content and messaging (job descriptions, landing pages, videos, blogs, career sites, collateral, etc.)

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
Understands the content and placement of messaging across all platforms			• Collaborates with talent leaders and hiring managers within the URR program, function, or business area he/she supports to perform effective job analysis, design, and job descriptions • Works with URR manager, internal communications, and employer advertising agencies to create effective marketing and branding materials and collateral for students	• Develops effective job analysis, design, and job descriptions, which may include aggregating job descriptions beyond individual requisitions • Designs job descriptions in a clear, concise, and organized fashion that are understood by candidates and the hiring managers • Collaborates with internal communications, and employer advertising agencies to create effective marketing and branding materials and collateral for students

Task: Develop & execute advertising plan

Digital marketing - Using the full scope of channel mix (job boards, search engine marketing, banner ads, pay per click, etc.)

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
Maintains knowledge of URR advertising plan	• May participate in efforts to identify creative ways to reach students • May recommend specific digital marketing channels that he/she observes especially used by student at the campus represented	• May participate in efforts to identify creative ways to reach students • May recommend specific digital marketing channels that he/she observes especially used by student at the campus represented	• Develops creative ways to reach students • Maintains working knowledge of digital marketing techniques and opportunities • Collaborates with URR manager and employment advertising agencies to develop an integrated advertising plan for URR • Utilizes a mix of digital marketing channels, such as job boards, search engine marketing, banner ads, pay-per-click ads, etc.	• Develops creative ways to reach students • Maintains working knowledge of digital marketing techniques and opportunities • Collaborates with employment advertising agencies to develop an integrated advertising plan for URR • Utilizes a mix of digital marketing channels, such as job boards, search engine marketing, banner ads, pay-per-click ads, etc.

Demand generation and nurturing - *Segmenting candidate audiences, nurturing campaigns, lead scoring, and ultimately converting at each point throughout the candidate experience journey*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
			• Understands the concepts of demand generation and nurturing techniques • Segments students to provide customized content through multiple channels relative to the specific the URR program, function, or business area he/she supports	• Understands the concepts of demand generation and nurturing techniques • Seeks ways to segment students and provide customized content for each segment through multiple channels • Integrates demand generation with the overall URR marketing strategy

Task: Develop the social media strategy

Social media - Understand the various platforms and capabilities of social media. Works with internal communications organization to align strategy with employer culture. Sharing of content, engaging with candidates, transparency

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP

Has knowledge of the various platforms and capabilities of social media	• Uses social media platforms to create awareness and generate interest in employment within the URR program, function, or business unit they support
	• Maintains awareness of student expectations regarding the use of technology for recruitment
		• Uses social media platforms to create awareness and generate interest in employment within the URR program, function, or business unit they support
		• Maintains awareness of student expectations regarding the use of technology for recruitment
			• Uses social media platforms to create awareness and generate interest in employment within the URR program, function, or business unit they support
			• Maintains awareness of student expectations regarding the use of technology for recruitment
				• Comprehends social media platforms, staffing requirements, budgeting, etc.
				• Works with internal communications and media relations functions to align social media strategy with the employer culture.
				• Identifies social media purpose/objectives:
				   1. brand awareness
				   2. sourcing (active engagement)
				   3. converting
				• Creates social media governance guidelines and facilitates training
				• Maintains awareness of student expectations regarding the use of technology for recruitment

Task: Manage employment marketing and advertising agencies and service providers

Vendor management *- Ensures the product and services delivered by third party providers are relevant, and provided on-time, accurately, at reasonable costs, and are value-added to the organization*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
Understands the roles, responsibilities, and expected deliverables for each advertising agency or vendor			• May participate in selection and renewal process for any URR specific vendors • May assist URR manager to actively monitor service-level agreements and performance standards for advertising agency or vendor	• Collaborates with supply chain function to develop selection and renewal process for any URR specific vendors • Actively monitors service-level agreements and performance standards for advertising agencies or vendors

VI. Candidate Sourcing and Assessment

Task: Build cross-functional teams

Commitment to recruiting - Recognized as a knowledgeable and responsible representative for the organization that projects a positive impression on campus; diligent and dedicated resource for the recruiting function; builds trust with all university constituents; seeks a variety of channels to attract students.

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Presents a professional image to candidates, campus personnel and recruiting teams which embraces the employer's goals, values and aspirations • Assists the campus manager in the organization and coordination of campus events	• Presents a professional image to candidates, campus personnel and recruiting team which embraces the employer's goals, values and aspirations • Assists the campus manager in the organization and coordination of campus events • Demonstrates diligence, persistence, and dedication during campus events in interacting with students, faculty, career center personnel • Willing to participate in recruiting efforts on short notice (with approval)	• Presents a professional image to candidates, campus personnel and recruiting team which embraces the employer's goals, values and aspirations • Operates independently to maintain strong, consistent recruitment efforts • Demonstrates diligence, persistence, and dedication during campus events in interacting with students, faculty, career center personnel • Cooperates in the organization and coordination of campus events	• Presents a professional image to candidates, campus personnel and recruiting team which models the employer's goals, values and aspirations • Operates independently to maintain strong, consistent recruitment efforts • Demonstrates diligence, persistence, and dedication during campus events in interacting with students, faculty, career center personnel • Cooperates in the organization and coordination of campus events	• Sets the tone of a professional image to candidates, campus personnel and recruiting team which exemplifies the employer's goals, values and aspirations • Champions efforts to maintain strong, consistent recruitment efforts • Exemplifies diligence, persistence, and dedication during campus events in interacting with students, faculty, career center personnel • Cooperates in the organization and coordination of campus events

Organizational understanding - *Knowledge of overall business products and services including employer structure, business units, departments, etc. Knowledge of business strategies. Understanding of general employer industry and market.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
Contributes knowledge and information pertaining to all employer business units	• Contributes knowledge and information pertaining to all employer business units • Viewed as technically competent	• Contributes knowledge and information pertaining to all employer business units • Recognized by the campus team and the university community as intelligent, responsible, accountable, and credible • Shares ideas/information among other campus managers and recruiters • Familiarizes team with employer businesses/products prior to each recruiting activity/season	• Contributes knowledge and information pertaining to all employer business units and in particular for the URR program, function, or business unit they support • Viewed as technically competent • Recognized by the campus team and the university community as intelligent, responsible, accountable, and credible • Shares ideas/information among other URR program, function, or business unit managers	• Contributes knowledge and information regarding the enterprise as a whole and individual business units • Recognizes underlying problems, opportunities or external forces affecting the organization (i.e., strategic change initiatives, current market trends, demographic changes, union policies, national or historical issues that affect organization, etc.). • Uses relationships, partnerships and alliances within the organization to create a broad impact. • Recognized by the campus team and the university community as intelligent, responsible, accountable, and exceptionally credible

Coaching and developing *- Expresses positive expectations. Gives direction and offers support. Gives feedback to encourage. Does longer-term coaching, mentoring, or training.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
	• Shares passion with the campus team and students • Assists campus manager to develop new recruiters and genuinely cares about the development of others • Recognized as positive and enthusiastic about employer	• Builds enthusiasm among the team – shares passion and vision • Practices and coaches team on effective communication and provides recommendations for effective campus relationships • Develops new recruiters and genuinely cares about the development of others • Develops campus team members into exceptional recruiters • Inspires campus team to recruit top candidates and promotes employer mission and values. • Empowers recruiting team to exceed expectations • Manages campus team effectively	• Builds enthusiasm across all of URR – shares passion and vision • Practices and coaches URR teams and campus managers on effective communication and provides recommendations for effective campus relationships • Develops new recruiters and genuinely cares about the development of others • Develops campus team members into exceptional recruiters • Inspires campus teams to recruit top candidates and promotes employer mission and values. • Empowers recruiting team to exceed expectations • Embodies positivity and enthusiasm	• Builds enthusiasm across all of URR – shares passion and vision • Practices and coaches URR teams and campus managers on effective communication and provides recommendations for effective campus relationships • Develops new recruiters and genuinely cares about the development of others • Develops campus team members into exceptional recruiters • Inspires campus teams to recruit top candidates and promotes employer mission and values. • Empowers recruiting team to exceed expectations • Embodies positivity and enthusiasm

Task: Develop strategic, long-term relationships with faculty, administration, student organizations and individuals.

Leverages collaborative relationships - *Develops, maintains and strengthens relationships while securing support and forming alliances with both internal and external stakeholders who can provide information and assistance that help advance URR's mandate. It involves working collaboratively with others, forging connections with key university stakeholders, cultivating win-win relationships and building coalitions.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Involves team members in local community improvement and academic awareness activities (where the campus team members are local to the school) • Works with career centers, faculty and university departments to arrange for relationship-building meetings on campus • Keeps networks active by sharing information and communicating frequently and openly with stakeholders, highlighting the win-win nature of collaboration • Fosters a climate of trust and respect with others; treats partners fairly, ethically and as valued allies • Cooperates with individuals and groups across URR by being honest and transparent in all interactions and responding effectively and efficiently to requests • Expresses appreciation to others who have provided information assistance or	• Works with career centers, faculty and university departments to arrange for relationship-building meetings on campus • Keeps networks active by sharing information and communicating frequently and openly with stakeholders, highlighting the win-win nature of collaboration • Fosters a climate of trust and respect with others; treats partners fairly, ethically and as valued allies • Cooperates with individuals and groups across URR by being honest and transparent in all interactions and responding effectively and efficiently to requests • Expresses appreciation to others who have provided information assistance or support • Engages others by presenting ideas and arguments clearly to get a point across	• Develops strong relationships with career centers, faculty, student groups, and other university departments • Discusses issues and exchanges information with partners to identify areas of mutual interest and benefit • Involves team members in local community improvement and academic awareness activities (where the campus team members are local to the school) • Contributes to academic improvement (e.g. facilitates student plant tours, sponsors workshops, etc.) • Supports research and development at the schools where employer recruits • Communicates effectively with students, career center personnel, faculty and staff in coordinating campus events • Keeps networks active by sharing information and communicating frequently and openly with	• Establishes new relationships with campus employer liaison or technology development offices and expands sphere of influence to create new business opportunities • Creates alliances with key stakeholders within and outside URR to help promote mutually beneficial relationships • Supports campus managers, recruiters or other internal stakeholders in taking calculated risk in their partner relationships; intervenes when necessary to assist others or help resolve problems in partnership arrangements • Shares knowledge and communicates lessons learned from different partnering arrangements to promote ongoing development and leverages relationships that have been successful within campuses the URR program, function, or business area supports	URR manager and/or key campus executive: • Establishes new relationships with campus employer liaison or technology development offices and expands sphere of influence to create new business opportunities • Creates alliances with key stakeholders within and outside URR to help promote mutually beneficial relationships • Provides advice and direction on the types of partner relationships to pursue as well as the rules of engagement for an effective collaboration, especially in the areas of education, diversity, industry-specific collaborations, or technology development • Supports campus managers, recruiters or other internal stakeholders in taking calculated risk in their partner relationships; intervenes when necessary to assist others or help

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
support • Engages others by presenting ideas and arguments clearly to get a point across		stakeholders, highlighting the win-win nature of collaboration • Fosters a climate of trust and respect with others; treats partners fairly, ethically and as valued allies • Cooperates with individuals and groups across URR by being honest and transparent in all interactions and responding effectively and efficiently to requests • Expresses appreciation to others who have provided information assistance or support • Engages others by presenting ideas and arguments clearly to get a point across • Seeks unique opportunities to leverage and promote meaningful relationships with campus departments and student groups at the school(s) they support • Capitalizes on campus funding (e.g. donations, sponsorships, research, etc.) by maintaining active presence with respective university organizations		resolve problems in partnership arrangements • Leverages philanthropic, charitable contributions, and major gifts to universities in the form of scholarships, sponsorships, grants, donations, in-kind contributions, etc. • Shares knowledge and communicates lessons learned from different partnering arrangements to promote ongoing development and leverages relationships that have been successful at one campus with other strategic campus partners

Task: Conduct pre-recruiting activities

Planning and preparation - *Plan and deliver quality products and services for the intended audience(s). Time factors are built into planning, so that contingency or replacement plans can be implemented without damaging the original intent.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Participates in planning events, screening resumes and coordinating activities prior to campus initiatives • Works as a liaison between hiring units and campus teams and sets up the right schedules • Attends kickoff meetings • Attends Campus Recruiter Fundamentals training and Behavioral Interviewing, if applicable	• Participates in planning events, screening resumes and coordinating activities prior to campus initiatives • Interacts effectively and often with URR manager, business or functional unit recruiters, and scheduling coordinators • Schedules recruiting activities through scheduling coordinators • Attends kickoff meetings with members of campus team	• Participates in planning events, screening resumes and coordinating activities prior to campus initiatives • Interacts effectively and often with URR manager, business or functional unit recruiters, and scheduling coordinators • Schedules recruiting activities through scheduling coordinators • Attends kickoff meetings with members of campus team • Ensures all team members have attended Behavioral Interviewing / Campus Recruiter Fundamentals training • Attends campus manager training; provides feedback to URR manager and business unit recruiters, as required	• Assists URR manager in developing and perhaps leading kickoff meetings to review prior recruiting season • Highlights changes in advertising campaigns and collateral • Communicates hiring needs for the upcoming semester/year • Provides an overview of specific recruitment processes	• Develops and leads kickoff meetings to review prior recruiting season • Highlights changes in advertising campaigns and collateral • Communicates hiring needs for the upcoming semester/year • Provides an overview of specific recruitment processes

Task: Conduct employer information sessions

Presentation skills - *Expresses information to individuals or groups effectively, taking into account the audience and nature of the information. Communicates essential information for university stakeholders to understand the employer, what they do, their culture, and the jobs for which they hire students. (for example, technical, sensitive, controversial); makes clear and convincing oral presentations*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
Assists URR manager in developing employer information session	• May assist campus manager in presenting employer information sessions • Listens to others, attends to nonverbal cues, and responds appropriately	• Conducts stimulating and interesting presentations • Coaches team on developing and offering effective presentations • Listens to others, attends to nonverbal cues, and responds appropriately	• Works with URR manager, internal communications organization and employer advertising agencies, as required, to develop stimulating and interesting presentations which can be used for student information sessions and employer overviews with university faculty and administration • Expresses information to individuals or groups effectively, taking into account the audience and nature of the information • Communicates essential information for university stakeholders to understand the employer, what they do, their culture, and the jobs for which they hire students (e.g. technical, sensitive, controversial, etc.) • Makes clear and convincing oral presentations	• Works with internal communications organization and employer advertising agencies, as required, to develop stimulating and interesting presentations which can be used for student information sessions and employer overviews with university faculty and administration • Expresses information to individuals or groups effectively, taking into account the audience and nature of the information • Communicates essential information for university stakeholders to understand the employer, what they do, their culture, and the jobs for which they hire students (e.g. technical, sensitive, controversial, etc.) • Makes clear and convincing oral presentations

Task: Conduct campus events , screening, interviewing, and evaluation

Campus effectiveness - Provide full-service delivery of processes, assessment, analysis and final delivery of campus relationship and recruiting goals.

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
	• Attends recruiting activities such as open houses, career fairs, information sessions, campus screens and special events on campus for full-time and/or intern openings • Follows recruiting process - regarding collection of resumes at career fairs or other campus events • Manages time effectively during campus screens; adheres to allotted time • Recommends high quality candidates based on curriculum, achievements, interest in employer, skill set, technical background, prior experience, leadership potential and other defined competencies • Completes and submit error-free paperwork in a timely fashion; provides detailed, informative summaries of screens conducted • Willing to assist by conducting cross-functional screens for the benefit of the team • Encourages students to apply and continue with the	• Attends and leads recruiting activities such as open houses, career fairs, information sessions, campus screens and special events on campus for full-time and/or intern openings • Follows recruiting process - regarding collection of resumes at career fairs or other campus events • Manages time effectively during campus screens; adheres to allotted time • Supports employer hiring forecast (numbers, diversity, etc.) and works with URR manager regarding number of schedules • Recommends high quality candidates based on curriculum, achievements, interest in employer, skill set, technical background, prior experience, leadership potential and other defined competencies • Completes and submit error-free paperwork in a timely fashion; provides detailed, informative summaries of screens conducted • Willing to assist by	Evaluates campus recruiting processes by actively participating as a campus recruiter or manager in campus events at least one university	Evaluates campus recruiting processes by actively participating as a campus recruiter or manager in campus events at least one university

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
	interview process • Follows-up with candidates of interest	conducting cross-functional screens for the benefit of the team • Encourages students to apply and continue with the interview process • Follows-up with candidates of interest		

Task: Market candidates

Follows operational process - Understands one's role in the succession of processes within the organization or enterprise, and executes upon those responsibilities to the best of one's ability.

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
May provide campus activity summaries to business unit recruiters or hiring entities	• Recommends top candidates following campus initiatives such as campus screens • Interacts effectively with business unit recruiters and site recruiters to market and promote candidates	• Recommends top candidates following campus initiatives such as campus screens • Interacts effectively with business unit recruiters and site recruiters to market and promote candidates	• Interacts with campus recruiters and managers to identify potential candidates for the URR program, function, or business area he/she supports • Ensures selection decision-makers in the URR program, function, or business units they support review top candidates after campus initiatives	

Task: Respond to feedback and address issues that arise on campus

Problem Solving /conflict resolution - *Generating, evaluating, and implementing solutions to problems or issues that occur on campus such as schedule dilemmas, missing materials, etc., and other potential conflicts*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Anticipates or recognizes the existence of a problem • Identifies the true nature of the problem and defines critical issues • Responds appropriately to feedback from campus officials and campus team regarding opportunities for improvement and involvement • Understands URR expectations, metrics, and improves performance as needed • Takes personal responsibility for correcting service problems promptly and non-defensively; responds promptly to client concerns and ensures that they are aware of what actions are being taken. • Works cooperatively with other departments and/or functions to meet URR needs	• Anticipates or recognizes the existence of a problem • Identifies the true nature of the problem and defines critical issues • Responds appropriately to feedback from campus officials and campus team regarding opportunities for improvement and involvement • Possesses a rapport with students; ranks highly based on campus event feedback survey by students • Understands URR expectations, metrics, and improves performance as needed • Recaps campus interviewing day(s) with career services • Makes creative efforts to find financial solutions/support for recruiting activities at the school(s) they support • Manages challenging situations effectively • Responds to setbacks on campus by developing alternative approaches to determine the best course of action	• Responds appropriately to feedback from campus officials and campus team regarding opportunities for improvement and involvement • Possesses a rapport with students; ranks highly based on campus event feedback survey by students • Understands URR expectations, metrics, and improves performance as needed • Recaps campus interviewing day(s) with career services • Makes creative efforts to find financial solutions/support for recruiting activities at the school(s) they support • Manages challenging situations effectively • Responds to setbacks on campus by developing alternative approaches to determine the best course of action	• Responds appropriately to feedback from campus officials and campus team regarding opportunities for improvement and involvement • Understands URR expectations, metrics, and improves performance as needed • Makes creative efforts to find financial solutions/support for recruiting activities at the school(s) supported by their URR function or business unit • Manages challenging situations effectively	• Thinks beyond the issues and balances multiple perspectives when setting direction or reaching conclusions • Looks at things in a novel way (i.e., breakthrough thinking) • Is capable of shifting the paradigm; starts a new line of thought. • Addresses systemic barriers inhibiting the achievement of results by forming teams to brainstorm and if necessary, conduct focus groups to determine appropriate root causes and develop solutions

Task: Identify passive candidates through a variety of off-campus sources like Facebook, LinkedIn, resume databases, virtual career fairs, referrals etc.

Technology and information management - *Deals with the use of tools, technologies and systems that support the gathering, analysis and sourcing of candidates*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Works with external vendors to coordinate and source candidates from virtual career fairs • Uses alternate media technology such as virtual career fairs, resume databases, internal referrals, and social networks to source candidates, especially for schools where the organization employs a virtual presence	• Works with external vendors to coordinate and source candidates from virtual career fairs • Uses alternate media technology such as virtual career fairs, resume databases, internal referrals, and social networks to source candidates, especially for school(s) he/she supports, where the organization employs a virtual presence	• Works with external vendors to coordinate and source candidates from virtual career fairs • Uses alternate media technology such as virtual career fairs, resume databases, internal referrals, and social networks to source candidates, especially for school(s) he/she supports, where the organization employs a virtual presence	• Works with external vendors to coordinate and source candidates from virtual career fairs • Uses alternate media technology such as virtual career fairs, resume databases, internal referrals, and social networks to source candidates, especially for school(s) he/she supports, where the organization employs a virtual presence	• Identifies alternate recruiting techniques by resourcing vendors and alternate media technology • Creates an enterprise approach to alternate campus recruiting methods

Task: Track candidates

Technology and information management - *Data-entry responsibilities for candidate management, applicant tracking, and university relations systems*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Working knowledge of data-entry for candidate management, applicant tracking, and university relations systems • May enter candidate tracking information in appropriate systems	• Completes and submit error-free paperwork in a timely fashion and enters data and information into the university relations system or applicant tracking system, as required	• Completes and submit error-free paperwork in a timely fashion and enters data and information into the university relations system or applicant tracking system, as required	• Completes and submit error-free paperwork in a timely fashion and enters data and information into the university relations system or applicant tracking system, as required	• Completes and submit error-free paperwork in a timely fashion and enters data and information into the university relations system or applicant tracking system, as required

VII. Applicant Selection and Assessment

Task: Collect, review, screen, and make decisions on next steps for applicants

Critical Evaluation - Ability to interpret information with which to make sound business decisions and recommendations.

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Shares campus interview recommendations and other pre-screens with hiring organizations		• Shares campus interview recommendations and other intelligence/pre-screening information for the school(s) he/she supports across URR and with hiring organizations	• Works with hiring organizations to use key performance criteria from job analyses in developing sound job-related job descriptions • Defines a consistent enterprise approach to applicant decision-making processes (invite/no invite) • Designs, deploys and integrates validated pre-employment assessment tools or tests	• Works with hiring organizations to use key performance criteria from job analyses in developing sound job-related job descriptions • Defines a consistent enterprise approach to applicant decision-making processes (invite/no invite) • Designs, deploys and integrates validated pre-employment assessment tools or tests

Task: Coordinate/Conduct Site Interview

Follows operational process - *Identifying and selecting appropriate interview and selection techniques that match applicant technical skills and organizational fit with the competencies required for available openings.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Helps coordinate site interview logistics • Acts as a liaison between students and hiring organizations (interviewers and decision-makers)		• May assist in coordinating and conducting site interviews for the hiring organizations they represent	• Implements enterprise-wide interview structures and techniques including question formats and logistics in the URR program, function, or business area he/she supports • Maintains awareness of reasonable applicant expectations and ensures integration with the selection processes	• Defines, establishes, documents, and communicates enterprise-wide interview structures and techniques including question formats and logistics • Maintains awareness of reasonable applicant expectations and ensures integration with the selection processes

Task: Manage the offer and accept process

Applicant administration *- Creates accurate and timely communications with applicants after their interviews*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Works with hiring organizations on offer/no offer process • May issue offer letters for candidates and track responses • Manages offer deadlines; may follow up with applicants waiting decision		• Follows up with applicants from his/her school to sell the opportunity, answer questions, and close the deal	• Drives a timely and accurate process to extend offers • Communicates a consistent enterprise approach to applicant decision-making processes (offer/no offer) • Collaborates with senior leaders within the URR program, function, or business area he/she supports to follow up with top applicants with an outstanding offer to sell the opportunity, answer questions, and close the deal • Communicates a consistent enterprise approach to applicant responses (accept/reject) • Follows a consistent enterprise approach in the event the URR program, function, or business area he/she supports is forced to rescind an offer or an applicant declines an offer after previously accepting	• Drives a timely and accurate process to extend offers • Defines and communicates a consistent enterprise approach to applicant decision-making processes (offer/no offer) • Collaborates with senior leaders to follow up with top applicants with an outstanding offer to sell the opportunity, answer questions, and close the deal • Develops and communicates a consistent enterprise approach to applicant responses (accept/reject) • Creates a consistent enterprise approach in the event a hiring organization is forced to rescind an offer or an applicant declines an offer after previously accepting

Task: Track candidates

Technology and information management - Data-entry responsibilities for candidate management, applicant tracking, and university relations systems

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• May be responsible for tracking applicants throughout the interviewing process				

VIII. Onboarding Programs

Task: Define onboarding objectives and manage key roles, responsibilities, ownership, & accountability

Partnering - *Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program /Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP

			• Partners with senior leaders within the URR program, function, or business area he/she supports to achieve buy-in regarding the importance and impact of sound onboarding practices
			• Collaborates with talent acquisition, HR, functional, and business leaders within their respective business unit to establish clear, unambiguous ownership of the roles, responsibilities, accountabilities, and timelines for onboarding tasks at pre-start, start date, and subsequent intervals
				• Develops internal networks and builds alliances
				• Collaborates to achieve enterprise buy-in regarding the importance and impact of sound onboarding practices
				• Defines URR onboarding objectives in three key areas:
				  - technical/performance (basic skills required to do a job)
				  - cultural (organizational core values and norms)
				  - social (building relationships with co-workers)
				• Collaborates with talent acquisition, HR, functional, and business leaders to establish clear, unambiguous ownership of the roles, responsibilities, accountabilities, and timelines for onboarding tasks at pre-start, start date, and subsequent intervals

Task: Manage pre-start logistics

Follows operational process - *Understands one's role in the succession of processes within the organization or enterprise, and executes upon those responsibilities to the best of one's ability.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Begins onboarding process as soon as applicants have accepted an offer • Communicates paperwork and screens (e.g. background screen, drug testing, etc.) required prior to start date • Ensures new hires are enrolled in orientation, setup in HR and other information systems, and have all of the basic tools required to do the job (e.g. workspace, computer, phone, etc.) • Maintains contact with new hires while they complete school semester prior to reporting to work • May act as a liaison between new hire and hiring manager prior to report to work	• Contacts new hires to congratulate them and offers to answer any questions they have. • Maintains contact with new hires while they complete school semester prior to reporting to work	• Contacts new hires to congratulate them and offers to answer any questions they have. • Maintains contact with new hires while they complete school semester prior to reporting to work	• Contacts new hires for the URR program, function, or business area he/she supports to congratulate them and offers to answer any questions they have • Maintains contact with new hires while they complete school semester prior to reporting to work	

Task: Manage report-to-work logistics

Follows operational process - Understands one's role in the succession of processes within the organization or enterprise, and executes upon those responsibilities to the best of one's ability.

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP

• Coordinates and may participate in facilitating orientation
• Coordinates facility tours and introductions with hiring managers and leaders
• Supports the new hires as they transition into the work place
	Supports new hires as they transition into the workplace	Encourages team to support new hires as they transition into the work place	• Collaborates with HR leaders, generalists, other HR business partners and talent functions, and hiring departments within their business unit on the hand-off of onboarding execution after new hires report to work	• Collaborates with HR leaders, generalists, other HR business partners and talent functions, and hiring departments on the hand-off of onboarding execution after new hires report to work
				• Establishes the framework for orientation and initial introductions to hiring managers/leaders
				• Ensures workplace readiness logistics are completed on time
				• Ensures the following onboarding components are addressed as required:
				  - overview of job description, individual career plan, and performance evaluation processes/systems
				  - social networks
				  - buddy/mentor process
				  - reward, recognition, and promotion processes/systems

IX. Experiential Education Programs

Task: Define program objectives & requirements as follows:

Program definition *- Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP

Assists the intern program manager in developing and coordinating the program and student work assignments			Intern program manager:
			• Develops internship, co-op, externship, and job shadowing programs for students before they obtain their degree. Executes the program independently while maintaining synergy with full-time programs
			• Defines, develops, and implements with consistency across the enterprise the following program objectives and requirements:
			   - eligibility and application requirements
			   - submission deadlines
			   - length of work assignments
			   - guidelines for quality assignments
			    - student performance appraisals
			   - employment status (e.g., temporary/full-time, exempt/nonexempt)
			    - benefits
			    - pre-employment (background/security checks, etc.)
			    - workplace requirements
				• Develops internship, co-op, externship, and job shadowing programs for students before they obtain their degree. Executes the program independently while maintaining synergy with full-time programs
				• Defines, develops, and implements with consistency across the enterprise the following program objectives and requirements:
				   - eligibility and application requirements
				   - submission deadlines
				   - length of work assignments
				   - guidelines for quality assignments
				    - student performance appraisals
				    - employment status (e.g., temporary/full-time, exempt/nonexempt)
				    - benefits
				    - pre-employment (background/security checks, etc.)
				    - workplace requirements (information on health and

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP

			(information on health and safety, dress code, working hours, etc.)
			  - social networking events
			  - student development guidelines and events
			• Works with compensation and URR manager to determine whether the students in the program are paid or unpaid and subsequent pay guidelines
				safety, dress code, working hours, etc.)
				  - social networking events
				  - student development guidelines and events
				• Works with compensation to determine whether the students in the program are paid or unpaid and subsequent pay guidelines

Task: Create roles and responsibilities for employer leaders, URR, work assignment supervisors, mentors, and experiential education students.

Program execution - Executing the work defined in the project management plan to achieve the project objectives. Overseeing the progress and performance of the project, adapting the plan as needed.

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
			Intern program manager: • Builds and manages intern program based on organizational goals, budget considerations, and staffing needs • Partners with leaders to design and implement organizational design solutions to execute the intern program • Creates clear descriptions of the work, roles, and responsibilities to help facilitate coordination and cooperation	• Partners with leaders to design and implement organizational design solutions to execute the intern program • Creates clear descriptions of the work, roles, and responsibilities to help facilitate coordination and cooperation

X. Rotational or Development Programs

Task: Define program objectives & requirements

Program definition - *Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
			Rotational program manager: • Builds and manages rotational program based on organizational goals, budget considerations, and staffing needs • Partners with leaders to design and implement organizational design solutions to execute the rotational development program • Creates clear descriptions of the work, roles, and responsibilities to help facilitate coordination and cooperation • Effectively manages people across organizational boundaries	• Partners with leaders to design and implement organizational design solutions to execute the rotational development program • Creates clear descriptions of the work, roles, and responsibilities to help facilitate coordination and cooperation • Effectively manages people across organizational boundaries

Task: Create roles and responsibilities for employer leaders, URR, work assignment supervisors, mentors, and rotational program participants

Program execution - Executing the worked defined in the project management plan to achieve the project objectives. Overseeing the progress and performance of the project, adapting the plan as needed.

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
			Rotational program manager: • Builds and manages rotational program based on organizational goals, budget considerations, and staffing needs • Partners with leaders to design and implement organizational design solutions to execute the rotational development program • Creates clear descriptions of the work, roles, and responsibilities to help facilitate coordination and cooperation • Effectively manages people across organizational boundaries	• Partners with leaders to design and implement organizational design solutions to execute the rotational development program • Creates clear descriptions of the work, roles, and responsibilities to help facilitate coordination and cooperation • Effectively manages people across organizational boundaries

XI. Legal Issues

Task: Compliance

Legal & regulatory compliance - *Complies with relevant laws issued by federal agencies; follows standards produced by industry organizations*

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program /Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Maintains working knowledge of relevant employment laws, regulations, and legal rulings • Understands and helps direct a uniform and consistent process for capturing resumes and candidate information at recruiting events • Comprehends and monitors the record retention requirements for all URR hiring activities that are applicable to the employer	• Maintains working knowledge of relevant employment laws, regulations, and legal rulings • Maintains compliance with company policies and procedures as well as with all applicable external regulations	• Maintains working knowledge of relevant employment laws, regulations, and legal rulings • Sets an example for campus teams regarding employment laws, especially with respect to dialogue and questions of students at career fairs and campus interviews • Ensures their recruiting team(s) maintain compliance with company policies and procedures as well as with all applicable external regulations	• Maintains working knowledge of relevant employment laws, regulations, and legal rulings • Sets an example for the URR program, function, or business area he/she supports regarding employment laws • Consults with leaders and hiring managers within the URR program, function, or business area he/she supports to ensure knowledge of and compliance of employment laws throughout the hiring process	• Maintains expert knowledge of relevant employment laws, regulations, and legal rulings, including additional laws and related material established by the Office of Federal Contract Compliance Program for federal contracting employers • Ensures that the recruiting teams maintain compliance with company policies and procedures as well as with all applicable external regulations • Consults with business units to ensure knowledge of and compliance of employment laws throughout the hiring process • Creates and implements a uniform and consistent process for capturing resumes and candidate information at recruiting events • Maintains expert knowledge of the record retention requirements for all URR hiring activities that are applicable to the employer • Collaborates with internal or external legal advisors, general counsels, or employment law professionals to maintain

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program /Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
				currency with respect to trends and changes in relevant employment laws, regulations, and legal rulings

Task: Ethics

Integrity - Displays strong moral ethic. Abides by a strict code of ethics and behavior even in the face of opposition. Encourages others to behave ethically. Extends offers in an ethical manner following NACE guidelines and school regulations (internal competition, students having accepted an offer, exploding offers, etc.)

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Encourages others to behave ethically • Identifies, reports, and/or responds to unethical or illegal behavior	• Encourages others to behave ethically • Identifies, reports, and/or responds to unethical or illegal behavior	• Encourages others to behave ethically • Identifies, reports, and/or responds to unethical or illegal behavior by campus team members	• Models strong moral ethical behaviors by consistently conforming to the highest ethical standards and practices • Abides by a strict code of ethics and behavior as defined in the NACE Principles for Professional Practice, even in the face of opposition • Extends offers in an ethical manner by following NACE guidelines, school regulations, and internal competition norms, regarding students having accepted an offer, exploding offers, etc. • Works with employer ethics and compliance functions to develop a process for identifying, reporting, and responding to reports of unethical or illegal behavior	• Models strong moral ethical behaviors by consistently conforming to the highest ethical standards and practices • Abides by a strict code of ethics and behavior as defined in the NACE Principles for Professional Practice, even in the face of opposition • Extends offers in an ethical manner by following NACE guidelines, school regulations, and internal competition norms, regarding students having accepted an offer, exploding offers, etc. • Works with employer ethics and compliance functions to develop a process for identifying, reporting, and responding to reports of unethical or illegal behavior

Task: Diversity and Inclusion

Global and Cultural - In the context of today's increasingly global workforce, URR professionals effectively and respectfully interact with students, colleagues, and other stakeholders of varying backgrounds and cultures both internally and on campus.

Level 1 - URR Coordinator/Assistant	Level 2 - Campus Recruiter	Level 3 - Campus Manager	Level 4 - URR Program/Function/Business Unit Manager	Level 5 - Enterprise URR Manager/Director/VP
• Effectively and respectfully interacts with students, colleagues, and other stakeholders of varying backgrounds and cultures internally and on campus	• Effectively and respectfully interacts with students, colleagues, and other stakeholders of varying backgrounds and cultures internally and on campus	• Effectively and respectfully interacts with students, colleagues, and other stakeholders of varying backgrounds and cultures internally and on campus • Optimizes diversity among team members to build strong teams with complementary strengths	• Proactively implements strong diversity and inclusion components into all goal-setting, outreach, school selection, marketing and advertising, relationship building, and recruitment strategies for URR • Effectively and respectfully interacts with students, colleagues, and other stakeholders of varying backgrounds and cultures internally and on campus • Optimizes diversity across URR to build strong teams with complementary strengths	• Proactively implements strong diversity and inclusion components into all goal-setting, outreach, school selection, marketing and advertising, relationship building, and recruitment strategies for URR • Effectively and respectfully interacts with students, colleagues, and other stakeholders of varying backgrounds and cultures internally and on campus • Optimizes diversity across URR to build strong teams with complementary strengths