Welcome to Harvard’s Job Function Guide

This guide is intended to provide you with an overview of the professions and sub-specialties that exist within the University. You can also find information regarding the number of employees in a given area.

Harvard employs approximately 12,000 non-faculty employees in the 16 Job Functions listed.

Click on the Job Function that interests you

Wondering how to use this guide?

In the “About this guide” section you will find answers to many frequently asked questions.

Select a topic of interest to learn more:
- The Basics: Why this tool?
- How was this tool created?
- How do I use this tool?
- What is the future of this tool?

Warning: This file is 38 pages long and includes information for all Job Functions.

So, what’s the deal with the shield?

The “blocks” within the shield represent the relative number of employees within each of the 16 Job Functions.
Alumni Affairs and Development | Job Function Map
Approximately 530 Employees University Wide

Job Function Map

Alumni Affairs and Development Job Function
Handles activities related to developing, promoting, and sustaining relationships between the University and donors, including the tracking and solicitation of donations, researching potential donors, and seeking corporate and foundation support.

Function List | Employee Counts (current function) | Employee Counts (all functions) | Frequently Asked Questions

Notes:
This is not a comprehensive list of all Job Titles in each Job Family.
The titles provided are listed in alphabetical order and meant to provide a representative cross-section of Harvard employees.
Data Source: HR Analytics Demographics Data File, as of September 1, 2013 – includes Salary Grades 1-64.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
Alumni Affairs and Development Employee Counts

Where are these employees?

<table>
<thead>
<tr>
<th>School/Unit</th>
<th>Alumni Affairs</th>
<th>Annual Giving</th>
<th>Corporate &amp; Foundation Relations</th>
<th>Development</th>
<th>Major Giving</th>
<th>Planned Giving</th>
<th>Research</th>
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Notes:
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If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
Arts Job Function Map
Approximately 80 Employees University Wide

Arts Job Function
Performs activities related to the development, planning, production, and promotion of visual and performing arts

Job Family
- Design
- Photography
- Stage Management
- Theater Production
- Artist Professional
- Arts Management

Sample Business Titles
- Design
  - Art Director
  - Book Designer
  - Graphic Designer
  - Multimedia Graphic Designer
- Photography
  - Assistant Director, Photography
  - Museum Fine Art Photographer
  - Photographer I
  - Photographer II
- Stage Management
  - Lighting Assistant
  - Loeb Technician
  - Sound Designer/Engineer
  - Stage Supervisor
- Theater Production
  - Costume Shop Manager
  - Dance Production Supervisor
  - Production Manager
  - Technical Director
- Artist Professional
  - Assistant Band Director
  - Associate Conductor
  - Box Office Manager
  - Director of Choral Activities
- Arts Management
  - Art Director
  - Dance Director
  - Director of Special Projects
  - Music Director

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Data Source: HR Analytics Demographics Data File, as of September 1, 2013 – includes Salary Grades 1-64.

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### Arts Employee Counts

Where are these employees?

<table>
<thead>
<tr>
<th>School/Unit</th>
<th>Artist Professional</th>
<th>Arts Management</th>
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Athletics Job Function

Handles activities related to the management and operation of athletic facilities and programs, such as coaching and athletic training.

**Job Family**

- Administration and Operations
  - Attendant, Front Desk
  - Boat Builder
  - Equipment Room Manager
  - Manager, Athletics Ticket Office

- Coaching
  - Assistant Coach
  - Coaching Assistant
  - Head Coach

**Notes:**

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If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
### Athletics Employee Counts

Where are these employees?

<table>
<thead>
<tr>
<th>School/Unit</th>
<th>Administration &amp; Operations</th>
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<td>Grand Total</td>
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**Notes:**
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Communications Job Function Map
Approximately 540 Employees University Wide

Communications Job Function
Performs activities related to the collection, creation, and distribution of information about the University to internal and external audiences through print and Web communications.

Job Family
Communications Management
Editing
Digital Communications
Marketing & Sales
Public Relations
Publications & Print Production
Web Design
Writing

Sample Business Titles
Communications Management
- Assistant Dean, Communications
- Associate Director, Communications
- Director, Communications
- Media/Communication Manager

Editing
- Associate Editor
- Editorial Assistant
- Managing Editor
- Publications Editor

Digital Communications
- Digital Communications Manager
- Digital Content Producer
- Digital Publishing Coordinator
- Digital Strategist

Marketing & Sales
- Advertising Sales Rep
- Assistant Director for Marketing
- Function Sales Manager
- Marketing Coordinator

Public Relations
- Associate Director of Public Affairs
- Director of Community Relations
- Public Information Officer
- Publicist

Publications & Print Production
- Copyright Officer
- Director of Publications
- Production Coordinator
- Publications Coordinator

Web Design
- Coordinator of Web Communications
- Web Assistant
- Web Designer
- Web Manager

Writing
- Researcher/Writer
- Sr. Writer
- Science News Writer
- Technical Writer/Project Manager

Notes:
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If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
<table>
<thead>
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<th>Marketing &amp; Sales</th>
<th>Public Relations</th>
<th>Publications &amp; Print Production</th>
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<th>Writing</th>
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Dining and Hospitality Job Function Map

Approximately 610 Employees University Wide

Dining and Hospitality Job Function
Provides services related to the reception, dining, and entertainment of staff, faculty, students, alumni, and guests of the University

Job Family

- Catering
  - Catering Event Manager
  - Catering Manager
  - Catering Sales Manager
  - General Manager for Catering

- Chef
  - Assistant Cook
  - Catering Chef
  - Executive Chef
  - General Cook
  - Grill Cook
  - Sous Chef

- Dining/Hospitality
  - Customer Service Manager
  - Director, Residential Dining
  - Food Services Supervisor
  - Steward
  - Storekeeper
  - Waitress

Notes:
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Facilities Job Function Map

Approximately **1090 Employees University Wide**

**Facilities Job Function**
Involved in a range of activities associated with the management, maintenance, and operations of the University’s buildings as well as its mailing and transportation services

**Job Family**
- Construction Management
- Custodial Services
- Facilities Management
- Landscape Services
- Mail and Transportation Services
- Utility Services

**Job Family**

**Sample Business Titles**

- **Construction Management**
  - Construction Manager
  - Sr. Campus Planner
  - Sr. Manager for Regulatory Approvals
  - Urban Designer

- **Custodial Services**
  - Crew Chief
  - Crew Supervisor
  - Custodial Manager
  - Custodial Supervisor
  - Custodian
  - Manager of Campus Operations

- **Facilities Management**
  - Area Supervisor
  - Building Manager
  - Director of Facilities
  - Facilities Coordinator
  - Locksmith

- **Landscape Services**
  - Assistant Superintendent of Grounds
  - Gardener
  - Landscape Services Supervisor
  - Supervisor of Waste Management

- **Mail and Transportation Services**
  - Director of Transportation Services
  - Delivery Driver
  - Mail Clerk, Group Leader
  - Mail Clerk / Messenger
  - Office Supervisor, Parking Services

- **Utility Services**
  - Electric and Compliance Inspector
  - Maintenance Technician / Utility Worker
  - Mechanic
  - Plumber
  - Utility Operations Supervisor

**Notes:**
This is not a comprehensive list of all Job Titles in each Job Family. The titles provided are listed in alphabetical order and meant to provide a representative cross-section of Harvard employees.

Data Source: HR Analytics Demographics Data File, as of September 1, 2013 – includes Salary Grades 1-64.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
## Facilities Employee Counts

Where are these employees?

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<th>School/Unit</th>
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<th>Custodial Services</th>
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<th>Landscape Services</th>
<th>Mail &amp; Transportation Services</th>
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**Notes:**
The numbers presented here provide a snapshot of active employees, not on leave, as of September 1, 2013. The school or unit was derived from the “roll-up” department of the employee’s primary job. Employees in jobs that cross multiple Job Families were placed in the Job Family that most closely represented their daily responsibilities.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
Faculty and Student Services Job Function Map

Approximately 940 Employees University Wide

Function List | Employee Counts (current function) | Employee Counts (all functions) | Frequently Asked Questions

Faculty and Student Services Job Function
Serves faculty and students in areas such as admissions, financial aid, academic and student advising, registrar services, and career services

Job Family
- Admissions
- Financial Aid
- Registration Services
- Student Services
- Academic Affairs
- Career Services
- Executive Education

Sample Business Titles
- Admissions Officer
- Coordinator of Admissions
- Director of Admissions
- Sr. Admissions Officer
- Financial Aid Coordinator
- Financial Aid Officer
- Director, Financial Aid
- Sr. Financial Aid Officer
- Assistant Registrar
- Associate Registrar
- Manager, Requirements
- Registrar
- Advisor/Counselor
- Assistant to House Master
- Associate Dean
- Associate Director for Student Affairs
- Academic Advisor
- Academic Coordinator
- Assistant Academic Dean
- Course Manager
- Business Counselor
- Career Counselor
- Director of Career Services
- JD Advisor
- Education Manager
- Education Planner
- Enrollment Coordinator
- Manager of Professional Programs

Notes:
This is not a comprehensive list of all Job Titles in each Job Family.
The titles provided are listed in alphabetical order and meant to provide a representative cross-section of Harvard employees.
Data Source: HR Analytics Demographics Data File, as of September 1, 2013 – includes Salary Grades 1-64.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
## Faculty and Student Services Employee Counts

Where are these employees?

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**Notes:**

The numbers presented here provide a snapshot of active employees, not on leave, as of September 1, 2013. The school or unit was derived from the "roll-up" department of the employee’s primary job. Employees in jobs that cross multiple Job Families were placed in the Job Family that most closely represented their daily responsibilities.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
Finance Job Function Map
Approximately 1070 Employees University Wide

**Finance Job Function**

Plans, oversees, and administers financial operations within the University, including but not limited to accounting, banking, budgeting, and auditing

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**Notes:**

This is not a comprehensive list of all Job Titles in each Job Family.
The titles provided are listed in alphabetical order and meant to provide a representative cross-section of Harvard employees.

Data Source: HR Analytics Demographics Data File, as of September 1, 2013 – includes Salary Grades 1-64.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
**Finance Employee Counts**

Where are these employees?

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**Notes:**
The numbers presented here provide a snapshot of active employees, not on leave, as of September 1, 2013. The school or unit was derived from the “roll-up” department of the employee’s primary job. Employees in jobs that cross multiple Job Families were placed in the Job Family that most closely represented their daily responsibilities. If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
General Administration Job Function Map
Approximately 2,830 Employees University Wide

Function List  | Employee Counts (current function)  | Employee Counts (all functions)  | Frequently Asked Questions

General Administration Job Function
Provides a range of clerical, administrative, and management services to support a University unit, program, or function

Job Family
- Administration
- Administrative Support
- Event Planning
- Police
- Program Administration
- Project Management
- Trademark & Technology Transfer

Sample Business Titles
- Administrative Coordinator
- Dean for Administration
- Department Administrator
- Executive Dean
- Assistant to Dean
- Executive Assistant
- Faculty Assistant
- Staff Assistant
- Coordinator of Conferences & Special Events
- Director of Special Events
- Events Manager
- Scheduling & Events Manager
- Captain
- Community Policing Supervisor
- Police Sergeant
- Sgt. Community Policing
- Administrative Director
- Program Administrator
- Program Coordinator
- Program Manager
- Project Analyst
- Project Coordinator
- Project Manager
- Special Projects Administrator
- Associate Director of Licensing
- Associate Director of Technology Transfer Contracts
- Licensing and Operations Manager
- Patent Administrator

Notes:
This is not a comprehensive list of all Job Titles in each Job Family.
The titles provided are listed in alphabetical order and meant to provide a representative cross-section of Harvard employees.
Data Source: HR Analytics Demographics Data File, as of September 1, 2013 – includes Salary Grades 1-64.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
### General Administration Employee Counts

Where are these employees?

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**Grand Total**: 548, 1728, 78, 73, 208, 159, 40, 2834

**Notes:**
The numbers presented here provide a snapshot of active employees, not on leave, as of September 1, 2013. The school or unit was derived from the “roll-up” department of the employee’s primary job. Employees in jobs that cross multiple Job Families were placed in the Job Family that most closely represented their daily responsibilities. If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
Health Job Function Map
Approximately 190 Employees University Wide

Health Job Function
Handles activities related to the health and well being of students, faculty, staff, and affiliates, such as providing counseling services, health education, and health care services

Job Family
Athletic Training
- Assistant Athletic Trainer
- Head Athletic Trainer

Behavioral Health Services
- Counselor in the Bureau of Study Counsel
- Mental Health Clinician
- Psychologist
- Social Worker

Health & Wellness
- Chief Clinical Dietician
- Education Consultant
- Lead Research Dietician
- Patient Education Specialist

Nursing
- Ambulatory Case Manager
- Clinical Nurse Specialist
- Nurse Practitioner
- Registered Nurse

Optometry
- Optometrist

Pharmaceutical
- Director of Pharmacy
- Pharmacy Supervisor
- Staff Pharmacist

Physical Therapy
- Chief of Physical Therapy
- Physical Therapist

Sample Business Titles

Notes:
This is not a comprehensive list of all Job Titles in each Job Family.
The titles provided are listed in alphabetical order and meant to provide a representative cross-section of Harvard employees.
Data Source: HR Analytics Demographics Data File, as of September 1, 2013 – includes Salary Grades 1-64.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
The numbers presented here provide a snapshot of active employees, not on leave, as of September 1, 2013. The school or unit was derived from the "roll-up" department of the employee’s primary job. Employees in jobs that cross multiple Job Families were placed in the Job Family that most closely represented their daily responsibilities.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.

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Human Resources Job Function Map
Approximately 260 Employees University Wide

Function List | Employee Counts (current function) | Employee Counts (all functions) | Frequently Asked Questions

Human Resources Job Function
Provides services related to the University's human resource operations, including compensation, benefits, organization and employee development, staffing and labor relations

Benefits
- Benefits Consultant
- LTD Consultant
- Manager of Pension Benefits
- Worklife Analyst

Compensation
- Compensation Analyst
- Compensation Coordinator
- Director of Compensation
- Sr. Compensation Officer

Generalists
- Assistant Director HR
- HR Consultant
- HR Manager
- HR Officer

HR Business Analysis
- Benefits Configuration Analyst
- HR Business Analyst
- HRMS Business Analyst
- Pension Systems Analyst
- Sr. Reporting Manager

HR Data Analysis
- HR Data & Reporting Analyst
- HRMS Business Analyst
- HRMS Systems and Reporting Analyst
- Sr. HRMS Data and Reporting Analyst

HR Payroll/Systems
- Assistant Director for Planning & Operations
- HRIS Manager
- HRMS Systems and Reporting Analyst
- Sr. HRMS Data and Reporting Analyst

Labor Relations
- Associate Director, Labor Relations
- Deputy Director
- Director, Labor Relations
- Labor Specialist

Organization Development Consulting
- Career Counselor
- Career & Case Management Coordinator
- OD Consultant
- Sr. Career Management Consultant

Recruitment
- Employment Specialist
- Recruiting Manager
- Sr. Recruiter
- Supervisor, Employment Operations

Training
- ESL Instructor
- Lead Instructor
- Program Manager /Sr. Training Specialist
- Training Specialist

Notes:
This is not a comprehensive list of all Job Titles in each Job Family.
The titles provided are listed in alphabetical order and meant to provide a representative cross-section of Harvard employees.
Data Source: HR Analytics Demographics Data File, as of September 1, 2013 – includes Salary Grades 1-64.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
# Human Resources: Employee Counts

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**Notes:**

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Information Technology Job Function Map (1 of 2)

Approximately 1300 Employees University Wide

Information Technology Job Function
Performs activities and functions related to managing, developing, supporting, and deploying information technology systems and services

Job Family
- Applications Development
- Business Analysis
- Cross Functional Management
- Database Administration
- Educational Technology
- Hosting Data Storage
- IT Security
- Media Services

Sample Business Titles
- Application Developer
- Oracle Developer
- Programmer Analyst
- Software Developer
- Business Systems Analyst
- Manager of Business Analysis
- Sr. Business Systems Analyst
- Business Intelligence Manager
- Chief Information Officer
- Director of Information Technology
- Information Technology Administrator
- Information Technology Manager
- Database Administrator
- Database Specialist Manager
- Database Admin Sr. Database Architect
- Distance Education Specialist
- Manager of Educational Technology
- Director of Academic Technology
- Course Development Manager
- Data Architect/ Data Modeler
- Lead Architect – Data Warehouse
- Practice Manager
- Warehouse Technician
- Information Security Manager
- Information Security Officer
- Sr. Cyber Security Engineer
- Systems Security Administrator
- Digital Media Specialist
- Media Production Manager
- Media Services Manager
- Multimedia Producer

Notes:
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If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
Information Technology Job Function Map (2 of 2)
Approximately 1300 Employees University Wide

Information Technology Job Function
Performs activities and functions related to managing, developing, supporting, and deploying information technology systems and services

Notes:
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The titles provided are listed in alphabetical order and meant to provide a representative cross-section of Harvard employees.
Data Source: HR Analytics Demographics Data File, as of September 1, 2013 - includes Salary Grades 1-64.
If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
### Information Technology Employee Counts

Where are these employees?

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**Notes:**
The numbers presented here provide a snapshot of active employees, not on leave, as of September 1, 2013.
The school or unit was derived from the "roll-up" department of the employee's primary job.
Employees in jobs that cross multiple Job Families were placed in the Job Family that most closely represented their daily responsibilities.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
Library Job Function Map

Approximately **740 Employees University Wide**

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**Function List** | **Employee Counts (current function)** | **Employee Counts (all functions)** | **Frequently Asked Questions**

---

### Library Job Function

Handles all activities related to Harvard’s libraries, including but not limited to cataloging, collection development, materials conservation and preservation, and circulation

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#### Job Family

- **Cataloging/ Metadata**
- **Collection Development**
- **Curatorial**
- **Functional Specialties**
- **Library Management**
- **Reference**

#### Sample Business Titles

- **Cataloging Metadata**
  - Cataloging Assistant
  - Cataloger
  - Technical Services Assistant
  - Technical Services Librarian

- **Collection Development**
  - Acquisitions Assistant
  - Bibliographer
  - Bibliographic Assistant
  - Collections Librarian

- **Curatorial**
  - Archivist
  - Curator
  - Curatorial Assistant
  - Records Manager

- **Functional Specialties**
  - Access Services Assistant
  - Conservation/Preservation Assistant
  - Digital Library Projects Librarian
  - Imaging Specialist

- **Library Management**
  - Associate Librarian
  - Division Head
  - Head of Access Services
  - Library Manager

- **Reference**
  - Electronic Resources Coordinator
  - Reference Assistant
  - Reference Librarian
  - Research Services Librarian

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**Notes:**

This is not a comprehensive list of all Job Titles in each Job Family.
The titles provided are listed in alphabetical order and meant to provide a representative cross-section of Harvard employees.

Data Source: HR Analytics Demographics Data File, as of September 1, 2013 – includes Salary Grades 1-64.

If you have specific questions about the Job Family or School/Unit in which you are identified, **please contact your local HR department**.
### Library Employee Counts
Where are these employees?

#### Function List | Job Function Map (current function) | Employee Counts (all functions) | Frequently Asked Questions

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<th>School/Unit</th>
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**Notes:**
The numbers presented here provide a snapshot of active employees, not on leave, as of September 1, 2013.
The school or unit was derived from the “roll-up” department of the employee’s primary job.
Employees in jobs that cross multiple Job Families were placed in the Job Family that most closely represented their daily responsibilities.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
Museum Job Function Map

Approximately 210 Employees University Wide

Museum Job Function
Involved in activities such as collections management, acquisition, preservation, and presentations of objects within a museum for the University’s museum collections

Job Family
- Conservation
- Curatorial
- Exhibitions
- Museum Education
- Registrar Services

Sample Business Titles

Conservation
- Conservation Scientist
- Conservation Technician
- Conservator

Curatorial
- Assistant Curator
- Associate Curator
- Curator
- Curatorial Assistant

Exhibitions
- Exhibit Assistant
- Exhibit Designer
- Exhibition Manager
- Museum Attendant
- Museum Installer

Museum Education
- Coordinator of Public Education
- Museum Education Specialist
- Museum Education Teacher

Registrar Services
- Assistant Registrar
- Associate Registrar
- Preparator
- Registrar

Notes:
This is not a comprehensive list of all Job Titles in each Job Family. The titles provided are listed in alphabetical order and meant to provide a representative cross-section of Harvard employees.
Data Source: HR Analytics Demographics Data File, as of September 1, 2013 – includes Salary Grades 1-64.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
### Museum Employee Counts
Where are these employees?

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**Notes:**
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If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
Research Job Function Map
Approximately 1340 Employees University Wide

Research Job Function
Involved in the planning, administration, and/or management of research projects and programs at the University

Job Family
- Animal Research
- Bioinformatics
- Humanities/Social Sciences
- Natural Sciences (Physical/Life/Medical/Basic)
- Statistics

Sample Business Titles
- Animal Care Technician
- Animal Quarters Supervisor
- Animal Technologist
- Cage Washer
- Bioinformatics Analyst
- Biostatistician
- Director of Computational Biology Initiative
- Research Analyst
- Case Writer
- Research Associate
- Research Manager
- Research Specialist
- Project Scientist
- Lab Technician
- Research Assistant
- Technical Specialist
- Data Analyst
- Principle Statistician
- Statistical Programmer
- Statistician

Notes:
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The titles provided are listed in alphabetical order and meant to provide a representative cross-section of Harvard employees.
Data Source: HR Analytics Demographics Data File, as of September 1, 2013 – includes Salary Grades 1-64.

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Technical Job Function Map
Approximately 220 Employees University Wide

Technical Job Function
Provides a variety of services which require specific technical skills, training, or licensure

Job Family
- Engineering
  - Electrical Engineer
  - Engineering Supervisor
  - Lab Engineer
  - Sr. Engineer (Mechanical)

- Environmental Health & Safety
  - Assistant Industrial Hygienist
  - Biosafety Manager
  - Facilities Safety Environmental Officer
  - Safety Program Specialist

- Health Physicist
  - Assistant Health Physicist
  - Associate Health Physicist

- Technical Specialties
  - Arborist
  - Cleanroom Technologist
  - Instrumentation Specialist
  - Machine Shop Instructor
  - Machine Shop Manager

Notes:
This is not a comprehensive list of all Job Titles in each Job Family.
The titles provided are listed in alphabetical order and meant to provide a representative cross-section of Harvard employees.
Data Source: HR Analytics Demographics Data File, as of September 1, 2013 – includes Salary Grades 1-64.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
The numbers presented here provide a snapshot of active employees, not on leave, as of September 1, 2013. The school or unit was derived from the "roll-up" department of the employee's primary job. Employees in jobs that cross multiple Job Families were placed in the Job Family that most closely represented their daily responsibilities.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
## All Job Functions Employee Counts

Where are these employees?

### Function List | Employee Counts (all functions) | Frequently Asked Questions

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**Notes:**
The numbers presented here provide a snapshot of active employees not on leave, as of September 1, 2013. The school or unit was derived from the “roll-up” department of the employee’s primary job.

Employees in jobs that cross multiple Job Families were placed in the Job Family that most closely represented their daily responsibilities.

If you have specific questions about the Job Family or School/Unit in which you are identified, please contact your local HR department.
The Basics: Why this tool?

Why did this tool get created?

Through a variety of feedback channels, including the employee engagement survey, it became clear that the array of career options available at Harvard was not visible to the vast majority of employees. This tool was created to give employees a view of the types of work that are done across the University, as well as to help identify work that does not exist across the University.

How did the Job Functions and Job Families come to exist?

The Job Functions and Job Families were created to provide structure to, and categorize, the work done within the University. These categories were created by the Harvard Human Resources Compensation department, with the help of HR professionals across the entire University.

Why did Harvard select this set of Job Functions and Job Families?

The Job Functions and Job Families selected provide the most representative categorization of Harvard jobs and allow for a compensation comparison with outside markets. In other words, the categories selected provide common terminology for market comparison purposes and represent the minimum number of Job Functions and Job Families to fully describe work done at Harvard.

How are the terms Job Function, Job Family, and Job used here?

- **Job Function**: A broad category of jobs (e.g., Finance or General Administration or Faculty & Student Services) which includes multiple job families. The Job Function may also be referred to as a profession.
- **Job Family**: A group of jobs having the same nature of work (e.g., Accountant or HR Generalist) but requiring different levels of skill, responsibility, or working conditions (e.g., entry-level versus senior level). The Job Family may also be referred to as a specialty area.
- **Job**: The title given to each specific position within every Job Family. The title will vary between families and within families based on duties, responsibilities, education, experience, skill, effort, impact, scope and/or supervision. The job may also be referred to as a role.

How was this tool created?

How is each individual job categorized into a single Job Function and single Job Family?

The placement of a given job into a Job Function and Job Family is based on the duties, responsibilities, and competencies required of the role. Another way to think about the placement of a specific job is to consider the skills which are emphasized in the recruiting process and place the job in the Job Function/Job Family combination which is most closely related to those skills.

Where did the data for number of employees come from? And is it exact?

The number of employees for each Job Function and Job Family is based on each active employee’s primary job. An active employee is defined as an employee not on any type of leave. The data was gathered from the PeopleSoft system, maintained by the HHR Information Systems and Analytics group. The data includes all Administrative/Professional and Support Staff positions in Salary Grades 1–64 as of September 1, 2013. The total counts at the Job Function level are rounded to the nearest 10 employees.

Do the Job Functions represent specific departments, tubs, or units?

No, each Job Function map represents jobs across all departments, tubs, and units throughout the entire University. For example, a reference to the Alumni Affairs and Development Job Function includes all job roles, where primary job responsibilities are in the Alumni Affairs and Development profession, not just jobs in the Central Alumni Affairs and Development area, for example.
How was this tool created? - continued

Why might some of the Job Families change after a review from OHR Compensation department?
The Harvard Human Resources Compensation department, along with HR professionals, is still in the process of finalizing the remaining Job Functions. It is possible that the Job Families in certain Job Functions (Dining & Hospitality Services, Library, and Museum) will change. In addition, the Job Functions and Job Families will be reviewed on an on-going basis to reflect changes in Harvard’s work structure; updates will be made as necessary.

How do I use this tool?

Why don't I see my business title in the list?
Each Job Function map includes only a sample of common business titles within each Job Family. The list is not meant to include every job title used within the University. If you are unsure where your role fits into the Job Functions or Job Families please contact your local HR office.

Why is the General Administration Function so large?
As you might imagine, it takes quite a few people to manage and administer a large university, so much of our business is, in fact, “general” administrative tasks. In addition, the approximately 3000 jobs in General Administration currently include almost all employees with a title of “staff assistant,” as well as a wide variety of other jobs, both non-exempt and exempt. Finally, the term “General Administration” is a logical category for a few hybrid positions that are hard to categorize fully into one of the other functions.

What if I don't know where my job or my department fits within the University structure?
Your local HR office can help you to better understand where your specific role and/or department fit into the workforce structure. You may also want to review the “How was this tool created?” questions to learn about the methodology used to categorize each job into a specific Job Function/Family.

Are the business titles hierarchical? And do these Job Function maps identify a career path?
No, the sample business titles are listed in alphabetical order; there is no reference to salary grade or seniority. Career paths are not implied in the Job Function maps, only potential opportunities within a specific Job Function or Job Family. The order and the absence of career path information are intentional. At Harvard and many other universities, there are very few well-defined career paths that progress by salary grade; and there are usually a variety of ways to arrive at a career goal. There are also many opportunities to enhance one’s career independent of progressing by salary grade.

If I work in X department, does that mean I am in X Job Function?
No, not necessarily. There are many employees who work in a specific functional department, and their primary job role is not within that Job Function. Placement into a specific Job Function is based on the primary duties and responsibilities required of a given job.

Example: A job with primary responsibility for the financial aspects of a Human Resources office would fall within the Finance Job Function, not the Human Resources Job Function. In other words, every job that falls under the leadership of a Human Resources department does not reside within the Human Resources Job Function. Similarly, all jobs that fall under the leadership of the Vice-President of Finance do not reside within the Finance Job Function.

This section continues on the next page
How do I use this tool? - continued

How can I find out where a school or unit “rolls-up”?

Each department within the University “rolls-up” to, or is associated with, a single school or unit across the University. For example, the American Repertory Theatre “rolls-up” under “Allied Institutions.” This is particularly important when you think about where you might find yourself in the employee count data. To be certain about your “roll-up” school or unit, you may consider visiting an individual school or unit’s website, speaking with your local HR office, or reviewing the University organizational charts available here: http://www.provost.harvard.edu/institutional_research/factbook.php

How can I use these Job Function maps to help me in my career development?

The Job Function maps can be used to:

- Develop a basic understanding of the professions (Job Functions) and related specialty areas (Job Families) that exist at Harvard.
- Build a common language to describe Harvard's career possibilities during development conversations.
- Focus a career conversation with a manager, employee, HR professional, or colleague.
- Begin a dialog with a manager, HR professional, or colleague to obtain a contact for a specialty area or function, in order to facilitate the informational interviewing process.
- Identify key titles related to an area of interest, which can be used to fine tune an ASPIRE search and other related career research.
- Provide a starting point for researching information about the required skills and abilities for a given role.

Future Revisions of the Job Function Guide

Are there any future steps planned for the Job Function guide?

The job function guide is a first step towards providing employees with useful career development data and information. The Center for Workplace Development is working with HR groups across the University to improve the underlying career and data systems, which will allow employees access to more detailed career information.

What future improvements might be planned for this tool?

There are many improvements that can enhance the utility of this tool. The Center for Workplace Development is exploring alternatives including:

- Linkage to open jobs and related job statistics for a specific Job Family or Function
- Visibility of the skills, duties, and responsibilities required within a Job Family or Function
- Opportunities to link employees seeking information about a specific Job Family or Function to employees currently working in that Job Family or Function

What are some of the challenges of implementing these improvements?

One of the primary challenges is the linkage of our current data structure to this new workforce model. The current data structure was created in advance of PeopleSoft and the workforce model; therefore, the current system does not mirror the workforce structure. In addition, there are many differences within and between the schools/units on how work is defined. The combination of these two issues makes it difficult to implement many of these improvements.