

# Career Bands, Career Levels, Functions and Disciplines

## General Overview

This section provides job matching documentation used for this survey report.

- Career Band Summary Descriptions for the Supervisory/Management Career Band (M), Professional Career Band (P), Technical Support Career Band (T), Business Support Career Band (U) and Production/Manual Labor Career Band (W)

The Global Grade(s) aligned with each level also are noted. Global Grade differentiators are shaded since North America survey participants only match to Career Levels.

- Function and Discipline Listing
- Function and Discipline Descriptions

NOTE: The job matching methodology presented here is for survey purposes only and is not a job evaluation process. Although this survey methodology is related to the Willis Towers Watson Career Map and Global Grading methodologies, it may not align directly with specific client implementation of one of these leveling methodologies. Therefore it is critical to align your internal levels to the survey levels based on a careful review of the survey definitions to ensure proper job matching.

Career Map and the Global Grading System, when formally implemented, enable the alignment of reward and talent management programs across businesses. When used as internal leveling tools, these methodologies take into account the specific organizational context of a job and the detailed set of associated accountabilities and demands. The outcomes of these processes are highly organization-specific, while survey job descriptions and levels are by their nature generic. Therefore, organizations that use Career Map or the Global Grading System as their internal leveling tool are still required to match their jobs to this survey using the job matching process outlined in this Participant Guide.

An organization's internal Global Grade or Career Level may act as a starting point, but as the Career Levels and Global Grades contained in these surveys represent a typical or generic organization, there may be differences between the internal value a specific organization places on a job and where the job should be mapped for purposes of external comparison.

## Career Bands, Career Levels, Functions and Disciplines

# Career Band Summary Descriptions

### **Supervisory/Management Career Band (M)**

- Accountable for managing people, setting direction and deploying resources; typically is responsible for performance evaluation, pay reviews and hire/fire decisions
- Results are primarily achieved through the work of others and typically depend on the manager's ability to influence and negotiate with parts of the organization where formal authority is not held
- Progression within Career Band reflects acquisition of broad technical expertise, business and industry knowledge, and process and people leadership capabilities
- Accountable for business, functional or operational areas, processes or programs

### **Professional Career Band (P)**

- Work is primarily achieved by an individual or through project teams, with emphasis on technical/discipline knowledge rather than managing people
- Requires the application of expertise in professional area(s) to achieve results
- Progression within the Career Band reflects increasing depth of professional knowledge, project management and ability to influence others
- Entry-level jobs within the Professional Career Band typically require a university degree or equivalent work experience that provides knowledge of and exposure to fundamental theories, principles and concepts

### **Technical Support Career Band (T)**

- Performs specialized technical tasks required to support operations (e.g., IT development, research support, skilled trade)
- Requires vocational training or the equivalent experience and may require external certification but typically does not require a university degree

### **Business Support Career Band (U)**

- Performs clerical/administrative or specialized support tasks in an office or field setting
- May require vocational training or the equivalent experience, but does not require a university degree

### **Production/Manual Labor Career Band (W)**

- Performs operational or manual tasks, primarily in manufacturing, supply chain or operational environments
- Typically performs unskilled or semi-skilled work
- Typically does not require vocational training or a university degree

## Career Bands, Career Levels, Functions and Disciplines

# Career Level General Profiles

### Supervisory/Management Career Band (M)

#### M5 Senior Group Manager (aligns with Global Grade 17)

- Applies only to large international or global organizations
- Provides leadership and direction through Group and/or Senior Managers
- Has accountability for the performance and results of:
  - A large, strategically important function in an extremely large market and/or
  - Diverse disciplines (e.g., within Human Resources - Training, Recruitment and Compensation & Benefits) or departments within a large geography or division and/or
  - A large, strategically important discipline within a major region and/or
  - A medium-sized global corporate discipline or department
- Develops, adapts and executes strategies to achieve key business objectives in area of responsibility
- Decisions are guided by organization and functional strategies and objectives

#### M4 Group Manager (aligns with Global Grade 16)

- Provides leadership and direction through Senior Managers and Managers
- Has accountability for the performance and results of:
  - A large, strategically important discipline in an extremely large market; and/or
  - Related disciplines or a medium-sized function in a large market or medium-sized division; and/or
  - A medium-sized discipline or department in a major region
- Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies
- Decisions are guided by functional or major operational segment strategies and priorities

#### M3 Senior Manager (aligns with Global Grades 14 and 15)

- Provides leadership to managers; may also provide leadership to supervisors and/or professional staff
- Has accountability for the performance and results of multiple related units
- Develops departmental plans, including business, production, operational and/or organizational priorities
- Controls resources and policy formation in area of responsibility
- Decisions are guided by resource availability and functional objectives

#### Global Grade 15 Differentiators

- Looks beyond existing methodologies and own discipline to define and resolve complex problems
- Develops plans and delivers results in fast-changing businesses and/or regulatory environments
- Provides input to functional or departmental strategy
- Manages large, potentially diverse teams of managers and/or senior professionals
- In Global Grade 16 or 17 organizations, typically contributes directly to business priorities and planning

#### Global Grade 14 Differentiators

- Identifies applications of functional knowledge and existing methodologies to complex problems
- Manages large teams of professionals and/or junior managers
- In Global Grade 16 or 17 organizations, typically has accountability for a function

## Career Bands, Career Levels, Functions and Disciplines

### Career Level General Profiles (continued)

#### Supervisory/Management Career Band (M) (continued)

##### M2 Manager (aligns with Global Grades 12 and 13)

- Manages professional employees and/or supervisors or supervises large, complex support, production or operations team(s)
- Has accountability for the performance and results of a team within own discipline or function
- Adapts departmental plans and priorities to address resource and operational challenges
- Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance from senior manager
- Provides technical guidance to employees, colleagues and/or customers

##### Global Grade 13 Differentiators

- Accountable for the budget, performance and results of a medium-sized team or multiple small teams of employees
- Exercises full management authority, including performance reviews, pay decisions, recruitment, discipline, termination and other personnel actions
- Addresses issues with impact beyond own team based on knowledge of related disciplines

##### Global Grade 12 Differentiators

- Accountable for results of a small team of employees
- Exercises limited management authority; sets employee performance objectives, conducts performance reviews and recommends pay actions
- Defines team operating standards and ensures essential procedures are followed based on knowledge of own discipline

##### M1 Supervisor (aligns with Global Grades 10 and 11)

- Coordinates and supervises the daily activities of a support, production or operations team
- Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors
- Decisions and problem-solving are guided by policies, procedures and business plan; receives guidance and oversight from manager
- Typically does not spend more than 20% of time performing the work supervised

##### Global Grade 11 Differentiators

- Accountable for the results of a large and/or moderately complex support or production operations team including subordinate work leaders
- Applies acquired expertise to analyze and solve problems without clear precedent
- Provides input on resource planning and policy development
- Coaches team members on performance, completes employee performance evaluations and recommends pay actions

##### Global Grade 10 Differentiators

- Accountable for the results of medium-sized routine support or production operations teams
- Solves problems based on practice and precedent
- Trains team members and provides input on employee performance evaluations

## Career Bands, Career Levels, Functions and Disciplines

### Career Level General Profiles (continued)

#### Professional Career Band (P)

##### P6 Renowned Expert (aligns with Global Grades 16 and 17)

- Is recognized as an external thought leader within strategic function or discipline
- Has broad and comprehensive expertise in leading-edge theories, techniques and/or technologies within own function or discipline
- Proactively identifies and solves the most complex problems that impact the management and direction of the business
- Participates in the development of the product or business strategy
- Leads multidisciplinary projects or initiatives
- Progression to this level is typically restricted on the basis of individual capabilities and business requirements

##### Global Grade 17 Differentiators

- Only applies to large international or global businesses
- Contributes as top thought leader worldwide, whose achievements include major innovations that change and advance the industry and/or profession
- Leads the largest projects/initiatives that have a significant impact upon a complex, global business

##### Global Grade 16 Differentiators

- Typically found in Global Grade 18 or higher organizations
- Contributes thought leadership and innovation that influences change and advancement of the industry and/or profession
- Leads large projects/initiatives that impact the business on a domestic or international scale

##### P5 Master (aligns with Global Grade 15)

- Is recognized as an expert within the organization and has in-depth and/or breadth of expertise in own discipline and broad knowledge of other disciplines within the function
- Anticipates internal and/or external business challenges and/or regulatory issues; recommends process, product or service improvements
- Solves unique and complex problems that have a broad impact on the business
- Contributes to the development of functional strategy
- Leads project teams to achieve milestones and objectives
- Progression to this level is typically restricted on the basis of business requirements
- Typically operates with broad latitude in a complex environment

##### P4 Specialist (aligns with Global Grades 13 and 14)

- Is recognized as an expert in own area within the organization
- Has specialized depth and/or breadth of expertise in own discipline or function
- Interprets internal or external issues and recommends solutions/best practices
- Solves complex problems; takes a broad perspective to identify solutions
- May lead functional teams or projects
- Works independently, with guidance in only the most complex situations
- Progression to this level is typically restricted on the basis of business requirement

##### Global Grade 14 Differentiators

- Identifies applications of functional knowledge and existing methodologies to complex problems
- Serves as an expert within own function and discipline
- Leads functional teams or projects and serves as a best practice/quality resource

##### Global Grade 13 Differentiators

- Guides others in resolving complex issues in specialized area based on existing solutions and procedures
- Serves as an expert within own discipline
- May lead function teams or projects and serves as a best practices/quality resource
- Trains/mentors junior staff

## Career Bands, Career Levels, Functions and Disciplines

### Career Level General Profiles (continued)

#### Professional Career Band (P) (continued)

##### P3 Career (aligns with Global Grades 11 and 12)

- Has in-depth knowledge in own discipline and basic knowledge of related disciplines
- Solves complex problems; takes a new perspective on existing solutions
- Works independently; receives minimal guidance
- May lead projects or project steps within a broader project or have accountability for ongoing activities or objectives
- Acts as a resource for colleagues with less experience
- May represent the level at which career may stabilize for many years or even until retirement

##### Global Grade 12 Differentiators

- Uses best practices and knowledge of internal or external business issues to improve products/services or processes
- Typically resolves complex problems or problems where precedent may not exist
- Often leads the work of small project teams; may formally train junior staff
- Works independently

##### Global Grade 11 Differentiators

- Contributes to process improvements
- Typically resolves problems using existing solutions
- Occasionally leads the work of small project teams; provides informal guidance to junior staff
- Works with minimal guidance

##### P2 Intermediate (aligns with Global Grade 10)

- Has working knowledge and experience in own discipline
- Continues to build knowledge of the organization, processes and customers
- Performs a range of mainly straightforward assignments
- Uses prescribed guidelines or policies to analyze and resolve problems
- Receives a moderate level of guidance and direction

##### P1 Entry (aligns with Global Grades 8 and 9)

- Performs routine assignments in the entry level of the Professional Career Band
- Has conceptual knowledge of theories, practices and procedures within a discipline typically acquired through a college or university degree or the equivalent work experience
- Develops competence by performing structured work assignments
- Uses existing procedures to solve routine or standard problems
- Receives instruction, guidance and direction from more senior level roles

##### Global Grade 9 Differentiators

- Has limited discretion to vary from established procedures
- Has limited work experience involving basic concepts and procedures
- Works under general supervision

##### Global Grade 8 Differentiators

- Has no discretion to vary from established procedures
- Has no related work experience or has work experience but requires formal training in theories/concepts in own function
- Works under close supervision
- Entry-level graduate in the "probationary" period

## Career Bands, Career Levels, Functions and Disciplines

### Career Level General Profiles (continued)

#### Technical Support Career Band (T)

##### T4 Lead/Advanced (aligns with Global Grades 9 and 10)

- Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience
- Proposes improvements to processes
- May act as a lead, coordinating and facilitating the work of others but is not a supervisor
- Works autonomously within established procedures and practices
- Spends a majority of working time performing the same work processes and activities as employees on team

##### Global Grade 10 Differentiators

- Performs a variety of the most complex tasks and/or may lead one or more teams
- Analyzes the most complex technical problems and delivers solutions where precedent may not exist

##### Global Grade 9 Differentiators

- Performs a variety of complex tasks and/or may lead a team in the performance of a variety of tasks that are often routine
- Solves complex problems of a recurring nature

##### T3 Senior (aligns with Global Grades 7 and 8)

- Has full proficiency in a range of technical processes or procedures (or deep skills in a single area) through job-related training and considerable work experience
- Completes a variety of atypical assignments
- Works within defined technical processes and procedures or methodologies and may help determine the appropriate approach for new assignments
- Works with a limited degree of supervision, with oversight focused only on complex new assignments
- Acts as an informal resource for colleagues with less experience

##### Global Grade 8 Differentiators

- Performs highly complex and varied tasks
- Typically has specialized external certification
- Guides and supports junior team members; may assist in their formal orientation and training

##### Global Grade 7 Differentiators

- Performs moderately complex and varied tasks
- May have specialized external certification
- Guides junior team members

##### T2 Intermediate (aligns with Global Grade 6)

- Has working knowledge and skills to perform a defined set of analytical/scientific methods or operational processes
- Applies experience and skills to complete assigned work within own area of expertise
- Works within standard operating procedures and/or scientific methods
- Works with a moderate degree of supervision

##### T1 Entry (aligns with Global Grade 5)

- Has basic skills in an analytical or scientific method or operational process
- Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines
- Works with close supervision

## Career Bands, Career Levels, Functions and Disciplines

### Career Level General Profiles (continued)

#### Business Support Career Band (U)

##### U4 Lead/Advanced (aligns with Global Grades 8 and 9)

- Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience
- May act as a lead, coordinating and facilitating the work of others, but is not a supervisor
- Works autonomously within established procedures and practices
- May support the development of new and innovative solutions to complex problems
- Spends a majority of working time performing the same work processes and activities as employees on team

##### Global Grade 9 Differentiators

- Performs a variety of the most complex tasks and/or may lead one or more teams
- Supports the delivery of new solutions complex problems where precedent may not exist

##### Global Grade 8 Differentiators

- Performs a variety of complex tasks and/or may lead a team in the performance of a variety of tasks that are often routine
- May support the development of solutions to complex problems of a recurring nature

##### U3 Senior (aligns with Global Grade 7)

- Has full proficiency gained through job-related training and considerable work experience
- Completes work with a limited degree of supervision
- Likely to act as an informal resource for colleagues with less experience
- Identifies key issues and patterns from partial/conflicting data
- Takes a broad perspective to problems and spots new, less obvious solutions

##### U2 Intermediate (aligns with Global Grade 6)

- Has working knowledge and skills developed through formal training or considerable work experience
- Works within established procedures with a moderate degree of supervision
- Identifies the problem and all relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions

##### U1 Entry (aligns with Global Grades 4 and 5)

- Has little or no prior relevant training or work experience
- Acquires basic skills to perform routine tasks
- Work is prescribed and completed with little autonomy
- Works with either close supervision or under clearly defined procedures

##### Global Grade 5 Differentiators

- Has limited prior relevant training or work experience
- Has limited discretion to vary from established procedures

##### Global Grade 4 Differentiators

- Has no prior relevant training or work experience
- Has no discretion to vary from established procedures



## Career Bands, Career Levels, Functions and Disciplines

### Career Level General Profiles (continued)

#### Production/Manual Labor Career Band (W)

##### W4 Lead/Advanced (aligns with Global Grade 7)

- Has advanced skills, typically gained through a combination of job-related training and considerable work experience
- May act as a lead, coordinating the work of others, but is not a supervisor
- Works autonomously within established procedures and practices
- Has developed a specialized level of skill to perform assigned tasks

##### W3 Senior (aligns with Global Grade 6)

- Has proficiency through job-related training and considerable work experience
- Completes work with a limited degree of supervision; regularly provides guidance to others with less experience
- May act as an informal resource for colleagues with less experience

##### W2 Intermediate (aligns with Global Grades 4 and 5)

- Has skills developed through formal training or work experience
- Works within established procedures and guidelines with limited ability to modify methods and approach
- Completes assigned tasks with a moderate degree of supervision

##### Global Grade 5 Differentiators

- Performs the full range of established procedures, and will typically be considered skilled through work experience
- Resolves routine issues without supervisory approval

##### Global Grade 4 Differentiators

- Performs most established procedures and will typically be considered semi-skilled through work experience
- Resolves routine issues with senior staff or supervisory guidance and approval

##### W1 Entry (aligns with Global Grades 2 and 3)

- Has little or no prior relevant training or work experience
- Works under close supervision with little autonomy
- Works with clearly defined methods and tasks that are described in detail

##### Global Grade 3 Differentiators

- Has limited prior relevant training or work experience
- Contributes directly to specific unskilled tasks or processes
- Has limited discretion to vary from established procedures

##### Global Grade 2 Differentiators

- Has no prior relevant training or work experience
- Contributes indirectly to specific unskilled tasks or processes
- Has no discretion to vary from established procedures

Career Bands, Career Levels, Functions and Disciplines

## Functions and Disciplines Listing

<b>ASC</b>	<b>Supply Chain and Logistics</b>
ASC000-EX	Top Supply Chain Executive
ASC005-EX	Top Materials Procurement and Logistics Executive
ASC030-EX	Top Logistics Executive
ASC050-EX	Top Transportation Executive
ASC051-EX	Top Distribution Executive
ASC060-EX	Top Procurement/Purchasing Executive
ASC000	Supply Chain and Logistics Generalist/Multidiscipline
ASC012	Supplier Development
ASC015	Materials Planning/Scheduling
ASC020	Materials Management
ASC022	Forklift Operations
ASC025	Inventory Control
ASC030	Logistics
ASC035	Import/Export
ASC040	Warehousing
ASC045	Fulfillment
ASC050	Transportation
ASC052	Transportation - Delivery Vehicle Operations Generalist/Multidiscipline
ASC053	Transportation - Light Delivery Vehicle Operations
ASC054	Transportation - Heavy Delivery Vehicle Operations
ASC055	Transportation - Tractor Trailer Delivery Vehicle Operations
ASC060	Purchasing Generalist/Multidiscipline
ASC070	Goods Purchasing
ASC080	Services Purchasing
ASC090	Technical Purchasing
ASC095	Commodity Purchasing
ASC999	Supply Chain and Logistics - No Applicable Discipline

Career Bands, Career Levels, Functions and Disciplines

## Functions and Disciplines Definitions

Code	Function
<b>ASC</b>	<b>Supply Chain and Logistics</b>

Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization.

Applicable Career Bands

- |                                   |                         |                                    |
|-----------------------------------|-------------------------|------------------------------------|
| <b>M</b> (Supervisory/Management) | <b>P</b> (Professional) | <b>T</b> (Technical Support)       |
|                                   |                         | <b>U</b> (Business Support)        |
|                                   |                         | <b>W</b> (Production/Manual Labor) |

Discipline

- |                  |  |
|------------------|--|
| <b>ASC000-EX</b> | <p><b>Top Supply Chain Executive</b></p> <ul style="list-style-type: none"> <li>• Has primary responsibility for developing and executing supply chain strategies and capabilities</li> <li>• Establishes and manages cross-functional, cross-regional and cross-business unit teams to design and implement end-to-end supply chain capabilities and strategies based on business plans and objectives, new product introduction or business opportunities</li> <li>• Coordinates supply, manufacturing and delivery systems to ensure the optimization of customer service, low inventories, low cost, superior quality, reduced cycle times and order delivery</li> </ul> |
| <b>ASC005-EX</b> | <p><b>Top Materials Procurement and Logistics Executive</b></p> <ul style="list-style-type: none"> <li>• Has primary responsibility for developing and implementing the production planning and control, purchasing and distribution activities of the organization</li> <li>• Develops policies for the purchase of raw materials, supplies, equipment and services</li> <li>• Oversees warehousing and distribution activities from the purchase of raw materials to the finished product</li> </ul>   |
| <b>ASC030-EX</b> | <p><b>Top Logistics Executive</b></p> <ul style="list-style-type: none"> <li>• Has primary responsibility for developing the logistics and distribution strategy of the company to ensure needs of customers are met within cost and working capital standards</li> <li>• Plans, directs, controls, coordinates and evaluates logistics management policies in all or several of the following areas: distribution, inventory management, warehousing and transportation</li> <li>• May be involved with production planning, procurement and customer service on a limited basis</li> </ul>   |
| <b>ASC050-EX</b> | <p><b>Top Transportation Executive</b></p> <ul style="list-style-type: none"> <li>• Has primary responsibility for developing and implementing cost-effective systems for the transportation and distribution of the organization's raw materials, goods-in-process and finished products</li> <li>• Provides guidance on internal transportation policies to ensure an integrated distribution system</li> <li>• Assures the timely and efficient distribution of materials in order to attain maximum sales potential</li> </ul>   |
| <b>ASC051-EX</b> | <p><b>Top Distribution Executive</b></p> <ul style="list-style-type: none"> <li>• Has primary responsibility for directing the distribution activities of the organization</li> <li>• Plans and directs the distribution of raw materials and finished goods inventories</li> <li>• Assures the timely and efficient distribution of materials in order to attain maximum sales potential</li> </ul>   |
| <b>ASC060-EX</b> | <p><b>Top Procurement/Purchasing Executive</b></p> <ul style="list-style-type: none"> <li>• Has primary responsibility for designing and implementing the policies that control the organization's procurement/purchase of raw materials, supplies, equipment and services</li> <li>• Manages relationships/partnerships with key suppliers</li> </ul>   |

Career Bands, Career Levels, Functions and Disciplines

## Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
<b>ASC</b>	<b>Supply Chain and Logistics (continued)</b>
<b>Discipline</b>	
<b>ASC000</b>	<p><b>Supply Chain and Logistics Generalist/Multidiscipline</b></p> <ul style="list-style-type: none"> <li>• Performs supply chain and logistics functions such as material procurement, production planning, inventory control, outsourcing, vendor selection and distribution</li> <li>• Creates integrated processes among internal functions (e.g., operations, purchasing and logistics) and outside suppliers</li> <li>• Responsibilities are within the Supply Chain and Logistics Function as a generalist or in a combination of Disciplines</li> </ul>
<b>ASC012</b>	<p><b>Supplier Development</b></p> <ul style="list-style-type: none"> <li>• Coordinates the development of new products, materials and/or services with suppliers</li> <li>• Provides specifications and collaborates with suppliers on the organization's technical, operational and quality requirements</li> <li>• Collaborates with suppliers on technical aspects of development work such as selecting materials</li> <li>• Administers a roster of approved suppliers</li> </ul>
<b>ASC015</b>	<p><b>Materials Planning/Scheduling</b></p> <ul style="list-style-type: none"> <li>• Plans, schedules and monitors inbound movement of materials from suppliers</li> <li>• Determines material requirements and coordinates the efficient movement of materials with purchasing, production and engineering</li> <li>• Develops specifications for new contract orders</li> </ul>
<b>ASC020</b>	<p><b>Materials Management</b></p> <ul style="list-style-type: none"> <li>• Coordinates incoming and outgoing movement and storage of raw materials, finished products and parts that include functions such as warehousing, shop and delivery services to ensure material availability and delivery when needed to meet production schedules</li> <li>• Compiles data on order volume, production schedules and forecasts and applies statistical methods to estimate future materials requirements</li> </ul>
<b>ASC022</b>	<p><b>Forklift Operations</b></p> <ul style="list-style-type: none"> <li>• Transports merchandise using a forklift truck or reach truck to designated locations within the warehouse, which may include loading, unloading and order picking</li> </ul>
<b>AAS999</b>	<p><b>Administrative Services - No Applicable Discipline</b></p> <ul style="list-style-type: none"> <li>• Responsibilities are within the Administrative Services Function but are not described in other Discipline summaries</li> </ul>
<b>ASC025</b>	<p><b>Inventory Control</b></p> <ul style="list-style-type: none"> <li>• Ensures that inventories are secure, properly identified and readily accessible to authorized personnel</li> <li>• Maintains controls over various types of inventories (e.g., raw materials, subassemblies, finished goods)</li> <li>• Conducts physical inventory counts and reconciles results with inventory records</li> <li>• Ensures that quantities of incoming and outgoing shipments are correct</li> <li>• Conducts analyses of inventory levels and coordinates with production and sales requirements</li> </ul>
<b>ASC030</b>	<p><b>Logistics</b></p> <ul style="list-style-type: none"> <li>• Coordinates inbound and outbound logistical operations, including inventory management, warehousing and transportation to ensure sufficient supply of goods and products</li> <li>• Controls the commercial impact of the complete range of activities from receiving, locating and dispatching, sourcing, purchasing and optimizing inventory levels</li> <li>• Administers an effective system that meets the organization's inventory control needs through efficient transportation of raw materials, component parts and/or finished goods</li> </ul>

Career Bands, Career Levels, Functions and Disciplines

**Functions and Disciplines Definitions (continued)**

<u>Code</u>	<u>Function</u>
<b>ASC</b>	<b>Supply Chain and Logistics (continued)</b>
<b>Discipline</b>	
<b>ASC035</b>	<p><b>Import/Export</b></p> <ul style="list-style-type: none"> <li>• Administers the efficient and economical movement of goods (e.g., materials, products, equipment) across international borders in accordance with organizational policies and in compliance with relevant local, country and international customs laws and processes</li> <li>• Prepares, reviews, approves and maintains files for import/export documents (e.g., customs declarations, a PO (purchase order), packing list, commercial invoice, SLI (shipper's letter of instruction), SED (shipper's export declaration), BOL (bill of lading), AWB (air waybill), IC (import certificate), etc.) required for the lawful completion of import/export activities</li> <li>• Ensures that commercial and sales invoices are accurate in accordance with physical shipment and customer's SLI, quantities, value of goods, country of origin and other regulatory requirements</li> <li>• Serves as an import/export liaison for international customers/subsidiaries, distribution, procurement, planning, manufacturing, intercompany finance, regulatory and import/export compliance functions</li> </ul>
<b>ASC040</b>	<p><b>Warehousing</b></p> <ul style="list-style-type: none"> <li>• Administers and operates the organization's warehouses, including processing, packaging and storage of supplies, materials and equipment</li> <li>• Accounts for all materials and supplies in the stores facilities; audits goods received into warehouse</li> <li>• Oversees receipt, storage and shipment of materials, and related reporting in accordance with established procedures</li> <li>• Prepares and coordinates schedules for shipping and receiving materials to control the flow of goods and regulate warehouse space</li> <li>• Ensures the effectiveness of operating procedures, space utilization, and maintenance and protection of facilities and equipment</li> </ul>
<b>ASC045</b>	<p><b>Fulfillment</b></p> <ul style="list-style-type: none"> <li>• Fulfills orders, including order entry, administration and shipping</li> <li>• Processes orders and oversees related activities of third-party vendors to ensure orders flow effectively through systems and processes in accordance with the organization's customer service standards</li> <li>• Develops capacity plans to support build-to-stock and/or build-to-order environments</li> <li>• Ensures adequate inventory levels are maintained to maximize customer satisfaction and minimize cost</li> <li>• Prepares and maintains volume and demand planning analyses and supply and production schedules based on internal and external information to establish and effectively manage an order backlog</li> </ul>
<b>ASC050</b>	<p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>• Analyzes transportation and distribution systems and procedures to ensure the efficient and economical delivery of the organization's products</li> <li>• Reviews proposals and makes recommendations for modifications in rates and transportation regulations</li> <li>• Evaluates freight classifications, tariff rates and operating efficiency to ensure the proper delivery of products</li> <li>• Plans and coordinates fleet operations, including acquisition, scheduling, maintenance service and repair, and disposal of trucks, and hires common carriers (third-party transportation companies) as appropriate</li> </ul>
<b>ASC052</b>	<p><b>Transportation - Delivery Vehicle Operations Generalist/Multidiscipline</b></p> <ul style="list-style-type: none"> <li>• Operates trucks, vans or similar vehicles to pick up and deliver products, supplies and equipment to and from organization, supplier and customer sites</li> <li>• Actions may involve complex pickups and deliveries, e.g., night deliveries, international travel, transport of dangerous and hazardous products</li> </ul>
<b>ASC053</b>	<p><b>Transportation - Light Delivery Vehicle Operations</b></p> <ul style="list-style-type: none"> <li>• Operates light trucks, vans or similar vehicles to pick up and deliver products, supplies and equipment to and from organization, supplier and customer sites</li> <li>• Actions may involve complex pickups and deliveries, e.g., night deliveries, international travel, transport of dangerous and hazardous products</li> </ul>

Career Bands, Career Levels, Functions and Disciplines

**Functions and Disciplines Definitions (continued)**

<u>Code</u>	<u>Function</u>
<b>ASC</b>	<b>Supply Chain and Logistics (continued)</b>
<b>Discipline</b>	
<b>ASC054</b>	<p><b>Transportation - Heavy Delivery Vehicle Operations</b></p> <ul style="list-style-type: none"> <li>Operates heavy trucks or similar vehicles to pick up and deliver products, supplies and equipment to and from organization, supplier and customer sites</li> <li>Actions may involve complex pickups and deliveries, e.g., night deliveries, international travel, transport of dangerous and hazardous products</li> </ul>
<b>ASC055</b>	<p><b>Transportation - Tractor Trailer Delivery Vehicle Operations</b></p> <ul style="list-style-type: none"> <li>Operates tractor trailer trucks to pick up and deliver products, supplies and equipment to and from organization, supplier and customer sites</li> <li>Actions may involve complex pickups and deliveries, e.g., night deliveries, international travel, transport of dangerous and hazardous products</li> </ul>
<b>ASC060</b>	<p><b>Purchasing Generalist/Multidiscipline</b></p> <ul style="list-style-type: none"> <li>Negotiates favorable terms, volume discounts and long-term contracts with suppliers and prepares and processes requisitions and purchase orders for the procurement of goods, services and supplies for customer-related business processes or for internal use as a generalist or in a combination of Purchasing Disciplines</li> </ul>
<b>ASC070</b>	<p><b>Goods Purchasing</b></p> <ul style="list-style-type: none"> <li>Negotiates favorable terms, volume discounts and long-term contracts with suppliers and prepares and processes requisitions and purchase orders for the procurement of goods and supplies (e.g., paper, office supplies, coffee, tea)</li> <li>Develops and implements strategies for cost reduction, supplier consolidation, quality improvements and process efficiencies</li> <li>Reviews purchase order claims and contracts for conformance to company policy, and discusses defects and delivery problems with suppliers and negotiates refunds</li> </ul>
<b>ASC080</b>	<p><b>Services Purchasing</b></p> <ul style="list-style-type: none"> <li>Negotiates favorable terms, volume discounts and long-term contracts with suppliers and prepares and processes requisitions and purchase orders for the procurement of services (e.g., travel, cleaning, transportation, consulting services)</li> <li>Develops and implements strategies for cost reduction, supplier consolidation, service delivery improvements and process efficiencies</li> <li>Sources services for the organization and its employees (e.g., travel, cleaning, transportation, consulting services) or the negotiation of contracts with third-party suppliers (e.g., software licenses)</li> <li>Reviews purchase order claims and contracts for conformance to company policy and discusses defects and delivery problems with suppliers and negotiates refunds</li> </ul>
<b>ASC090</b>	<p><b>Technical Purchasing</b></p> <ul style="list-style-type: none"> <li>Negotiates favorable terms, volume discounts and long-term contracts with suppliers and prepares and processes requisitions and purchase orders for the procurement of technical equipment, custom engineered products, systems, software or components</li> <li>Acquires and maintains understanding of technology trends, market forces, cost trends and supplier technology road maps</li> <li>Reviews purchase order claims and contracts for conformance to company policy and discusses defects and delivery problems with suppliers and negotiates refunds</li> </ul>

Career Bands, Career Levels, Functions and Disciplines

## Functions and Disciplines Definitions (continued)

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<u>Code</u>	<u>Function</u>
<b>ASC</b>	<b>Supply Chain and Logistics (continued)</b>

Discipline

**ASC095**

**Commodity Purchasing**

- Develops and implements procurement plans and strategies to support forecasted needs for commodities (i.e., homogeneous products that are traded solely on the basis of price such as foodstuffs, metals and fuels)
- Establishes and implements strategies for negotiating commodity purchase agreements based on in-depth knowledge of foreign and domestic markets for optimum pricing and terms
- Purchases commodities in accordance with approved buying programs, using trade judgment in implementation and/or the established procurement policy

**ASC999**

**Supply Chain and Logistics - No Applicable Discipline**

- Responsibilities are within the Supply Chain and Logistics Function but are not described in other Discipline summaries