

# Career Bands, Career Levels, Functions and Disciplines

## General Overview

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

- Career Band Summary Description for the Supervisory/Management (M), Professional (P) and Business Support (U) Career Bands

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

### **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

## 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/junior staff
- Works with minimal guidance

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

- 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 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 to 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)

#### 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

## Functions and Disciplines Listing

### ACA Corporate Affairs/Communications

ACA000-EX	Top Corporate Affairs Executive
ACA005-EX	Top Public Relations and Internal Communications Executive
ACA010-EX	Top Public Relations Executive
ACA015-EX	Top Internal Communications Executive
ACA020-EX	Top Community Relations Executive
ACA050-EX	Top Regulatory Affairs and Compliance Executive
ACA055-EX	Top State/Region/Province/Local Regulatory Affairs Executive
ACA060-EX	Top Environmental Affairs and Compliance Executive
ACA063-EX	Chief Privacy Officer
ACA070-EX	Top Government Relations Executive
ACA090-EX	Top Investor Relations Executive
ACA000	Corporate Affairs/Communications Generalist/Multidiscipline
ACA010	Public Relations
ACA020	Community Affairs/Relations
ACA030	Corporate Social Responsibility
ACA050	Regulatory Affairs and Compliance
ACA060	Environmental Affairs and Compliance
ACA063	Personal Data Privacy Compliance
ACA065	Sustainability
ACA070	Government Relations
ACA100	Internal/Employee Communications
ACA110	Creative Writing Services
ACA120	Creative Design Services
ACA190	Not-For-Profit Development Generalist/Multidiscipline
ACA191	Not-For-Profit - Fundraising/Major Gifts
ACA192	Not-For-Profit - Membership Management
ACA193	Not-For-Profit - Program Management
ACA999	Corporate Affairs/Communications - No Applicable Discipline



Career Bands, Career Levels, Functions and Disciplines

## Functions and Disciplines Listing (continued)

<b>AMK</b>	<b>Marketing</b>	
AMK000-EX		Top Marketing Executive
AMK020-EX		Top Marketing Communication Executive
AMK025-EX		Top Advertising and Sales Promotion Executive
AMK040-EX		Top Marketing Research Executive
AMK050-EX		Top Product Management Executive
AMK000		Marketing Generalist/Multidiscipline
AMK020		Advertising/Marketing Communications
AMK025		Advertising
AMK026		Marketing Promotions
AMK040		Market Research/Intelligence
AMK041		Customer Insight and Research Generalist/Multidiscipline
AMK042		Customer Data Management
AMK043		Customer Research Analytics and Modeling
AMK050		Product Management
AMK060		Direct Marketing
AMK100		Trade Shows/Events
AMK110		Digital Marketing Generalist/Multidiscipline
AMK111		Internet Search Optimization
AMK112		Social Media Marketing
AMK113		Online Community Management
AMK120		Web Content Management/Production
AMK150		Web Creative Writing
AMK999		Marketing - No Applicable Discipline

Career Bands, Career Levels, Functions and Disciplines

## Functions and Disciplines Definitions

Code      Function

**ACA      Corporate Affairs/Communications**

Researches, develops, plans, designs, maintains and implements policies and programs that enhance the organization's relations with the community, the public, government and regulatory authorities, shareholders and employees. Delivers communications through various media. Coordinates dissemination of the organization's communications with news or trade media contacts, through special events, public speaking or other means to reach defined audiences and meet specific program objectives.

Applicable Career Bands

**M** (Supervisory/Management)

**P** (Professional)

Discipline

**ACA000-EX**

**Top Corporate Affairs Executive**

- Has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization, direct the development and management of an integrated communications function (internally and externally), and represent the organization in legislative and regulatory matters
- May be responsible for community relations

**ACA005-EX**

**Top Public Relations and Internal Communications Executive**

- Has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization and for directing the development and management of an integrated Communications Function
- Responsibilities include both external and internal communications

**ACA010-EX**

**Top Public Relations Executive**

- Has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization
- Initiates programs that ensure the public's understanding of the organization's goals and achievements
- This position is not responsible for representing the organization in legislative or regulatory matters

**ACA015-EX**

**Top Internal Communications Executive**

- Has primary responsibility for developing a program to communicate to all employees the organization's policies and programs
- Typically includes the communication of business strategy, key events, management changes, benefits and compensation programs, and developing communication channels to ensure all employees are well informed

**ACA020-EX**

**Top Community Relations Executive**

- Has primary responsibility for developing and implementing policies and programs to enhance the organization's standing in the communities where plants, offices and other facilities are located

**ACA050-EX**

**Top Regulatory Affairs and Compliance Executive**

- Has primary responsibility for managing the relationship with regulatory commissions/authorities and ensuring that the policies and procedures of the organization comply with all applicable laws and regulations
- Oversees the review and interpretation of new pending laws and regulations, which potentially affect the organization's business practices, and coordinates the development or revision of policies, procedures, contracts and agreements to ensure compliance

**ACA055-EX**

**Top State/Region/Province/Local Regulatory Affairs Executive**

- Serves as the liaison with state/region/province and local regulators and advises management of new developments in this area

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
<b>ACA</b>	<b>Corporate Affairs/Communications (continued)</b>
<b>Discipline</b>	
<b>ACA060-EX</b>	<b>Top Environmental Affairs and Compliance Executive</b> <ul style="list-style-type: none"><li>• Has primary responsibility for developing the organization's positions on environmental policy issues regarding the impact of the organization's operations on water, air and land quality</li><li>• Responsible for establishing organization-wide policies and programs that comply with regulations and ensure overall compliance at all sites</li></ul>
<b>ACA063-EX</b>	<b>Chief Privacy Officer</b> <ul style="list-style-type: none"><li>• Has primary responsibility for the development, implementation, administration of and adherence to the organization's policies and procedures covering the privacy of and access to personal data in compliance with organization and regulatory requirements</li><li>• Collaborates with Legal and IT leadership to identify personal data risks and to establish procedures to mitigate these risks</li><li>• Monitors and reviews progress of business units and trading partners to develop and implement data privacy strategies, goals, monitoring and reporting</li></ul>
<b>ACA070-EX</b>	<b>Top Government Relations Executive</b> <ul style="list-style-type: none"><li>• Has primary responsibility for representing the organization in legislative and regulatory matters with national, regional and local governments and quasi-government agencies by providing policy direction, coordinating operating unit government affairs initiatives and lobbying for the organization's interests</li></ul>
<b>ACA090-EX</b>	<b>Top Investor Relations Executive</b> <ul style="list-style-type: none"><li>• Has primary responsibility for developing, maintaining and enhancing close working relationships with institutions in the financial community that hold, or may hold, the organization's stock or debt</li><li>• Maintains and improves relations and communications between the organization and the investing public, shareholders and financial professionals to enhance the standing of the organization's stock</li><li>• Monitors and assesses changes and trends in investment markets and determines appropriate strategy</li></ul>
<b>ACA000</b>	<b>Corporate Affairs/Communications Generalist/Multidiscipline</b> <ul style="list-style-type: none"><li>• Researches, develops, plans, designs, maintains and implements policies and programs that enhance the organization's relations with the community, the public, government and regulatory authorities, shareholders and employees</li><li>• Responsibilities are within the Corporate Affairs/Communications Function as a generalist or in a combination of Disciplines</li></ul>
<b>ACA010</b>	<b>Public Relations</b> <ul style="list-style-type: none"><li>• Coordinates media relations and prepares external communications</li><li>• Plans, prepares and relays information concerning the organization to the press and the wider community to gain understanding and acceptance for the organization</li><li>• Develops and maintains lines of communication with media contacts and other external audience groups</li></ul>
<b>ACA020</b>	<b>Community Affairs/Relations</b> <ul style="list-style-type: none"><li>• Develops and maintains a favorable relationship with the surrounding community</li><li>• Develops and coordinates programs to promote good will by disseminating information to the community and soliciting feedback from residents</li><li>• Organizes and supports employee volunteer programs and coordinates with local groups</li><li>• May participate in the organization's charitable giving programs as they affect community initiatives</li><li>• May represent the organization at community gatherings or forums</li></ul>

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
<b>ACA</b>	<b>Corporate Affairs/Communications (continued)</b>
<b>Discipline</b>	
<b>ACA030</b>	<b>Corporate Social Responsibility</b> <ul style="list-style-type: none"><li>• Plans and implements efforts to demonstrate the organization's commitment to sustainability, the environment and social responsibility</li><li>• Coordinates internal and external social responsibility programs and activities with other groups (e.g., Human Resources, Legal, Government Relations, Marketing)</li><li>• Reviews the impact of the organization's social responsibility programs and activities on key stakeholders (e.g., employees, shareholders, communities)</li></ul>
<b>ACA050</b>	<b>Regulatory Affairs and Compliance</b> <ul style="list-style-type: none"><li>• Maintains the organization's ongoing relationships with regulatory commissions/authorities</li><li>• Coordinates and conducts the assessment of internal controls to ensure compliance as required by regulatory commissions/authorities</li><li>• Develops programs and processes to manage complaint cases brought to regulatory authorities and develops process improvements to avoid future complaints</li><li>• Advances organization positions with internal and external parties</li><li>• Prepares and sponsors testimony to governmental or regulatory agencies</li></ul>
<b>ACA060</b>	<b>Environmental Affairs and Compliance</b> <ul style="list-style-type: none"><li>• Develops and implements the organization's positions on environmental policy issues regarding the impact of the organization's operations on water, air and land quality</li><li>• Designs and implements programs to ensure healthful and safe working conditions and compliance with all environmental regulations, including clean air and hazardous waste disposal, on the organization's premises</li><li>• Serves as a liaison with external government environmental agencies</li><li>• Monitors programs and maintains up-to-date records required by environmental permits to ensure government compliance</li></ul>
<b>ACA063</b>	<b>Personal Data Privacy Compliance</b> <ul style="list-style-type: none"><li>• Coordinates the development, implementation and administration of policies and procedures to ensure the protection of personal data in compliance with organization and regulatory requirements</li><li>• Collaborates with Legal and IT departments in order to identify personal data risks and to establish procedures to eliminate these risks</li><li>• Monitors procedures related to the collection, storage, retrieval and disclosure of personal data</li><li>• Identifies and follows up on data protection issues that require investigation, resolution and/or legal action</li><li>• Plans and conducts personal data compliance training programs</li><li>• May provide professional legal advice regarding personal data privacy</li></ul>
<b>ACA065</b>	<b>Sustainability</b> <ul style="list-style-type: none"><li>• Plans, implements and maintains the organization's sustainability programs to reduce the use of nonrenewable resources and minimize the environmental impact of operations</li><li>• Communicates the organization's sustainability vision and program information</li><li>• Monitors and facilitates progress of sustainability programs consistent with strategies, goals, measurements and reporting standards</li></ul>
<b>ACA070</b>	<b>Government Relations</b> <ul style="list-style-type: none"><li>• Develops and maintains policies and programs to ensure organizational awareness of government legislation and/or regulatory issues that affect the organization and respond to same</li><li>• Ensures that the organization's interests are represented and protected in legislative proceedings and in the development of market rules and procedures</li><li>• Prepares and organizes forums and gatherings with government officials to exchange ideas and information on business activities and potential legislation that may affect the organization</li><li>• Acts as a resource on regulatory matters with regard to product changes</li></ul>

Career Bands, Career Levels, Functions and Disciplines

## Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
<b>ACA</b>	<b>Corporate Affairs/Communications (continued)</b>
<b>Discipline</b>	
<b>ACA100</b>	<b>Internal/Employee Communications</b> <ul style="list-style-type: none"><li>• Develops and coordinates lines of communication within the organization among employees</li><li>• Implements policies and programs to increase employee awareness and knowledge of activities affecting employees</li></ul>
<b>ACA110</b>	<b>Creative Writing Services</b> <ul style="list-style-type: none"><li>• Develops creative, clear-written material in support of the organization's communications strategies</li><li>• Plans, develops, and publishes internal or external communications (e.g., newsletters, brochures, manuals, website content)</li><li>• Develops and maintains the organization's style guide, including editorial standards and policies</li></ul>
<b>ACA120</b>	<b>Creative Design Services</b> <ul style="list-style-type: none"><li>• Develops and maintains graphic designs (e.g., art, color themes, photographs, web pages), audio and video to support the organization's image, identity and brands</li><li>• Develops and maintains the organization's graphics standards, techniques and methods</li><li>• Develops the organization's website design and layout</li></ul>
<b>ACA190</b>	<b>Not-For-Profit Development Generalist/Multidiscipline</b> <ul style="list-style-type: none"><li>• Develops, plans, designs and implements fundraising or membership programs within a not-for-profit organization</li></ul>
<b>ACA191</b>	<b>Not-For-Profit - Fundraising/Major Gifts</b> <ul style="list-style-type: none"><li>• Develops, plans, designs and implements various fundraising/major gifts programs</li><li>• Cultivates and solicits new funding opportunities and development strategies for a broader base of donors</li><li>• Identifies potential grant opportunities and oversees the preparation of proposals</li></ul>
<b>ACA192</b>	<b>Not-For-Profit - Membership Management</b> <ul style="list-style-type: none"><li>• Develops, plans, designs and implements the organization's program to attract, retain and serve its members</li><li>• Establishes membership policies and practices</li></ul>
<b>ACA193</b>	<b>Not-For-Profit Development - Program Management</b> <ul style="list-style-type: none"><li>• Manages the development and ongoing operation of one of the organization's programs</li><li>• Develops the program budget, staffing requirements and ensures the program meets its stated objectives</li></ul>
<b>ACA999</b>	<b>Corporate Affairs/Communications - No Applicable Discipline</b> <ul style="list-style-type: none"><li>• Responsibilities are within the Corporate Affairs/Communications Function but are not described in other Discipline summaries</li></ul>

Career Bands, Career Levels, Functions and Disciplines

**Functions and Disciplines Definitions (continued)**

<u>Code</u>	<u>Function</u>
<b>AMK</b>	<b>Marketing</b>
<p>Markets the organization's products, brands and/or services. Designs, develops and implements communication programs to advertise the organization's products/brands/services using media (e.g., print, broadcast, digital), events and sales promotions. Develops and evaluates pricing strategies and structures. Designs and maintains websites to promote and sell the organization's products through the Internet.</p>	

Applicable Career Bands

**M** (Supervisory/Management)

**P** (Professional)

**U** (Business Support)

Discipline

<b>AMK000-EX</b>	<p><b>Top Marketing Executive</b></p> <ul style="list-style-type: none"> <li>• Has primary responsibility for plans designing, developing and implementing policies related to the organization's marketing activities</li> <li>• Develops market objectives and strategies and monitors performance against goals</li> <li>• Typically directs activities such as market research, brand/product management, advertising and promotion, and new product development</li> </ul>
<b>AMK020-EX</b>	<p><b>Top Marketing Communication Executive</b></p> <ul style="list-style-type: none"> <li>• Has primary responsibility for designing, developing and implementing marketing communication programs to promote the organization's products or services</li> <li>• May involve use of sponsorship, events and sales promotions</li> <li>• Uses media (e.g., print, broadcast, digital) where appropriate</li> <li>• May have responsibility for development of advertising strategy</li> </ul>
<b>AMK025-EX</b>	<p><b>Top Advertising and Sales Promotion Executive</b></p> <ul style="list-style-type: none"> <li>• Has primary responsibility for designing, developing and implementing the organization's advertising campaigns using internal resources and/or advertising agencies</li> <li>• Develops and implements promotion policies and programs</li> </ul>
<b>AMK040-EX</b>	<p><b>Top Marketing Research Executive</b></p> <ul style="list-style-type: none"> <li>• Has primary responsibility for managing a wide range of investigative studies to assess the organization's present and future market share position, effectiveness of current sales/marketing programs and feasibility of new products</li> <li>• Provides research findings to marketing management to facilitate development of effective marketing plans and programs</li> </ul>
<b>AMK050-EX</b>	<p><b>Top Product Management Executive</b></p> <ul style="list-style-type: none"> <li>• Has primary responsibility for designing, developing and implementing integrated strategies for selected products</li> <li>• Manages multiple product strategies and determines the best approach to develop the products with limited resources</li> <li>• Manages development of product marketing plans and promotional activities that will influence the direction of the field sales force</li> </ul>
<b>AMK000</b>	<p><b>Marketing Generalist/Multidiscipline</b></p> <ul style="list-style-type: none"> <li>• Designs, develops and implements marketing programs and/or pricing strategies to support the organization's products, services or market sector</li> <li>• Uses specific marketing strategies and media (e.g., print, broadcast, digital) to launch and position products and services in a sector</li> <li>• Identifies and implements marketing strategies and programs in collaboration with sales and technical teams</li> <li>• Responsibilities are within the Marketing Function as a generalist or in a combination of Disciplines</li> </ul>

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
<b>AMK</b>	<b>Marketing (continued)</b>
<b>Discipline</b>	
<b>AMK020</b>	<b>Advertising/Marketing Communications</b> <ul style="list-style-type: none"><li>• Coordinates the development of advertising/marketing communications materials by creative design and creative writing services to effectively represent the products, services, brands and/or the organization to customers and prospects</li><li>• Applies various communication strategies to create an impression, raise awareness, and encourage a preference and response by the target audience for the organization and its products, services and brands</li><li>• Develops and coordinates multimedia packages (e.g., letters, brochures, video, point-of-purchase displays)</li><li>• May involve use of sponsorship, events and sales promotions</li></ul>
<b>AMK025</b>	<b>Advertising</b> <ul style="list-style-type: none"><li>• Promotes the sale of the organization's products, services, brands and/or the organization through various advertising media (e.g., print, broadcast, digital) and other methods</li><li>• Oversees creation and placement of advertisements using various media and coordinates efforts with advertising agencies</li><li>• Designs, develops and implements advertising/promotion policies and monitors results</li><li>• Coordinates with internal clients (e.g., product/brand managers, business unit managers) to source and produce advertising materials</li></ul>
<b>AMK026</b>	<b>Marketing Promotions</b> <ul style="list-style-type: none"><li>• Plans, recommends and implements promotions and events designed to increase sales and awareness for the organization's products and/or services</li><li>• Identifies promotion targets and specific offers; coordinates end-to-end campaign life-cycle</li><li>• Collaborates with and participates in promotion-related marketing and sales efforts, including merchandising, advertising and on-site visits to targets and/or events</li><li>• Maintains promotion-related documentation (e.g., promotion codes, discounts, promotion calendar)</li><li>• Develops and maintains budgets to oversee costs and metrics to evaluate the effectiveness of promotions and events</li></ul>
<b>AMK040</b>	<b>Market Research/Intelligence</b> <ul style="list-style-type: none"><li>• Performs analyses and prepares forecasts and recommendations in the areas of product preferences, sales coverage, market penetration, market practices and sales trends</li><li>• Researches market conditions to determine potential sales of a product</li></ul>
<b>AMK041</b>	<b>Customer Insight and Research Generalist/Multidiscipline</b> <ul style="list-style-type: none"><li>• Undertakes detailed quantitative analyses of consumer databases and external data sources and develops a data driven insight into customers, their behaviors, buying preferences and patterns</li><li>• Identifies and communicates initiatives that enhance the positioning and offering of products and services to customers</li><li>• Performs multiple functions of analytics, modeling, data management or reporting solutions</li></ul>
<b>AMK042</b>	<b>Customer Data Management</b> <ul style="list-style-type: none"><li>• Develops and maintains customer information database (usually specific data marts) to support analysis, application development and data driven marketing techniques</li><li>• Manages information security, data protection, data quality and exchange</li><li>• Liaises with the IT and other data management functions as required both internally and externally</li></ul>

## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
<b>AMK</b>	<b>Marketing (continued)</b>
<b>Discipline</b>	
<b>AMK043</b>	<b>Customer Research Analytics and Modeling</b> <ul style="list-style-type: none"><li>• Undertakes detailed analysis of data and mining for insights and employs modeling techniques that offer actionable marketing benefits informing the organization's or client's strategy</li><li>• Integrates data analysis and models into commercial systems which support marketing and product management/development decision making</li><li>• Develops new analysis methodologies and influences design of technologies supporting future analytical capabilities</li></ul>
<b>AMK050</b>	<b>Product Management</b> <ul style="list-style-type: none"><li>• Develops and directs marketing programs for a significant product or product category</li><li>• Compiles and evaluates research on the market's product requirements and identifies enhancements to current features and functionality</li><li>• Establishes marketing strategies, including product direction, advertising, packaging, pricing, expense budgets, profit plans and future product development, to manage a product or product category's life cycle</li><li>• Interfaces with engineers, designers, suppliers and customers to develop product requirements and specifications</li><li>• Prepares and coordinates product introductions and updates</li></ul>
<b>AMK060</b>	<b>Direct Marketing</b> <ul style="list-style-type: none"><li>• Markets the organization's products and services using customer marketing databases</li><li>• Creates direct mail marketing plans, targeting specific market segments with specialized offers</li><li>• Collaborates with market research in developing response models and other database improvements</li><li>• May conduct data mining analyses of customer data to develop marketing trends</li></ul>
<b>AMK100</b>	<b>Trade Shows/Events</b> <ul style="list-style-type: none"><li>• Plans, develops and oversees marketing events (e.g., trade shows, conventions, sales meetings) for internal and/or external clients</li><li>• Coordinates customer invitation solicitations, advanced and on-site registration, and post-event follow-up and evaluations</li><li>• Researches available venues and recommends event sites; investigates, selects, negotiates and coordinates services with vendors, including catering and event support</li><li>• Prepares budgets and forecasts and compiles summaries of total event costs, cost-per-contact, audience profiles and attendees' comments</li></ul>
<b>AMK111</b>	<b>Internet Search Optimization</b> <ul style="list-style-type: none"><li>• Analyzes the results of the leading search engines to understand what keywords influence results rankings in order to optimize traffic to the organization's online/digital sites</li><li>• Develops visible content and hidden tags in online/digital sites to improve the volume and/or quality of traffic to a site from search engines from unpaid search results by analyzing traffic and search results</li><li>• Ensures that online content is labeled in the way that best serves users' needs in finding content and exploring the website</li><li>• Advises and trains content management staff on best practices for labeling content</li></ul>
<b>AMK112</b>	<b>Social Media Marketing</b> <ul style="list-style-type: none"><li>• Plans and implements marketing strategies and campaigns through social media optimization (SMO)</li><li>• Builds brand identification through penetration of social media</li><li>• Solicits, creates and posts content that attracts attention and encourages readers to share it with their social networks</li><li>• Establishes and maintains relationships with social network members, bloggers and the online community</li><li>• Participates in building websites that include integration points to various social networking and microblogging sites and tools</li></ul>



## Career Bands, Career Levels, Functions and Disciplines

### Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
<b>AMK</b>	<b>Marketing (continued)</b>
<b>Discipline</b>	
<b>AMK113</b>	<b>Online Community Management</b> <ul style="list-style-type: none"><li>• Builds, grows and manages internal and/or external online community relationships across a variety of platforms (e.g., social media, blogs, message boards, email groups) to generate brand awareness, encourage loyalty to the organization and increase engagement of target audiences</li><li>• Generates and posts social media content and sponsors online community events (e.g., webinars, group discussions)</li><li>• Monitors and engages community targets in online conversations, fields questions and offers solutions</li><li>• Monitors, evaluates and reports on online community trends</li><li>• Continually monitors content developed internally and/or posted by users to ensure content is appropriate for target audience</li></ul>
<b>AMK120</b>	<b>Web Content Management/Production</b> <ul style="list-style-type: none"><li>• Ensures that the organization's websites provide up-to-date and comprehensive product/service information that is easily available to existing and potential customers</li><li>• Establishes and maintains an information architecture that is well organized, user-friendly, and presents a consistent corporate look and feel</li><li>• Coordinates the development, integration, format design and release of content from writers and designers</li><li>• Analyzes the use of website content and design; takes steps as necessary and affordable to improve information content architecture and design</li><li>• Employs focus groups, surveys, web statistics, email, etc., to elicit feedback and improve website content and organization</li></ul>
<b>AMK150</b>	<b>Web Creative Writing</b> <ul style="list-style-type: none"><li>• Develops creative, clearly-written material for the organization's websites in support of the organization's marketing programs in accordance with the established editorial and style guidelines</li><li>• Plans, develops and publishes online marketing communications for websites such as descriptions of the organization's products and services, FAQs (frequently asked questions) and electronic brochures</li></ul>
<b>AMK999</b>	<b>Marketing - No Applicable Discipline</b> <ul style="list-style-type: none"><li>• Responsibilities are within the Marketing Function but are not described in other Discipline summaries</li></ul>