

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 Professional Career Band (P) and Customer/Client Management and Sales Career Band (S)

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 Compensation Survey Report - U.S..

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

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

Customer/Client Management and Sales Career Band (S)

- Primarily involved in direct contact with customers/clients to acquire new business or develop existing business or accounts
- Participates in sales presentations, developing bids, and responding to proposals
- At senior levels, likely to set/negotiate product/service terms or contracts
- A significant portion of compensation is likely to be based on sales results

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles

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)

Customer/Client Management and Sales Career Band (S)

S6 Elite Expert (aligns with Global Grades 16 and 17)

- Is recognized externally as a leading sales strategist and business expert, with a highly sophisticated understanding of customer needs and competitors' offerings
- Is recognized internally as a role model and leader in planning and executing successful sales strategies for the organization's largest and most complex clients or markets
- Develops and implements new and innovative approaches to the sales process, including negotiation of sales and service terms, and approaches to account management and resources utilization
- Leads projects or initiatives that extend beyond the sales organization
- 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
- Manages largest, most strategically important global accounts in a very large organization
- Develops market (including new market) and account sales strategies
- Is recognized as one of the top sales producers in a global organization and in the wider industry

Global Grade 16 Differentiators

- Typically found in Global Grade 18 or higher organization
- Manages large, complex or international accounts in a medium to large organization
- Is recognized as a major sales producer in an international business

S5 Senior Expert (aligns with Global Grade 15)

- Has a complete understanding of business, financials, products/services, the market and the needs/challenges of assigned accounts; develops colleagues' and customers' understanding; is recognized as an expert in many areas
- Works with large, important or global accounts
- Has full authority/opportunity to set and negotiate product/service terms
- Plans own account management approach and has input into colleagues' approaches; manages own and often others' resources
- Progression to this level is typically restricted on the basis of business requirements

S4 Expert (aligns with Global Grades 13 and 14)

- Has a deep understanding of business, financials, products/services, the market or the needs/challenges of assigned accounts
- Develops colleagues' and customers' understanding
- Recognized as an expert in one or more areas
- Works with complex or high profile territory/account, products/services, sales or account management process; serves as team lead
- Has broad authority/opportunity to set and negotiate product/service terms
- Plans own territory or account approach and has input into colleagues' approaches; manages own and often others' resources
- Progression to this level is typically restricted on the basis of business requirements

Global Grade 14 Differentiators

- Most clients are substantial, high profile accounts spanning broad geographic areas, representing significant revenue and having diverse and complex needs
- Negotiates sales terms with considerable discretion at high levels of client organizations
- Leads medium to large sales teams, but without supervisory authority
- Is recognized as a best practice expert in several business/sales/product/service areas

Global Grade 13 Differentiators

- Some clients are high profile accounts spanning broad geographic areas, representing significant revenue and having diverse and complex needs
- Negotiates sales terms with moderate discretion within policy guidelines
- Leads small to medium sales teams, but without supervisory authority

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Customer/Client Management and Sales Career Band (S) (continued)

S3 Career (aligns with Global Grades 11 and 12)

- Has a solid understanding of business, financials, products/services, the market and the needs of assigned accounts; may help develop colleagues' understanding; may be recognized as an expert in one area
- Works with complex or large territory/account, products/services, sales or account management processes; may serve as team lead
- Has authority/opportunity to set and negotiate product/service terms
- Plans own territory or account approach and manages own resources
- May represent the level at which career may stabilize for many years or even until retirement

Global Grade 12 Differentiators

- Manages accounts in a large domestic or small multi-country territory
- Recognized internally as an expert in an aspect of business, financials, products/services, the market and the needs of assigned accounts
- Typically leads a small sales team but without supervisory authority
- Trains and mentors junior staff

Global Grade 11 Differentiators

- Manages a medium domestic territory
- Develops expertise in an aspect of business, financials, products/services, the market and the needs of assigned accounts
- Leads a small sales team on an ad hoc basis to meet specific client needs
- Occasionally leads the work of small team; provides informal guidance to junior staff

S2 Intermediate (aligns with Global Grade 10)

- Is developing an understanding of business, financials, products/services, the market or account needs
- Complexity is moderate (territory/assigned accounts, products/services, sales or account management process)
- Has moderate authority/opportunity to set and negotiate product/service terms
- Is beginning to plan own territory or account approach and monitor resources

S1 Entry (aligns with Global Grades 8 and 9)

- Has general awareness of business, financials, products/services and the market
- Complexity is limited (territory/account, products/services or sales process)
- Has very limited authority/opportunity to set and negotiate product/service terms
- Relies on manager to provide planning and manage resources

Global Grade 9 Differentiators

- Has structured direct contact with clients and limited authority for negotiation
- Has general knowledge of assigned products and services
- Has limited work experience involving basic concepts and procedures

Global Grade 8 Differentiators

- Has limited direct contact with clients and no authority for negotiation
- Develops basic understanding of products and services through on-the-job training

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing

AAS Administrative Services

| | |
|--------|--|
| AAS000 | Administrative Services Generalist/Multidiscipline |
| AAS020 | Library/Information Services |
| AAS050 | Travel Services |
| AAS999 | Administrative Services - No Applicable Discipline |

AAY Security

| | |
|--------|-------------------------------------|
| AAY000 | Security Generalist/Multidiscipline |
| AAY010 | Business Continuation |
| AAY999 | Security - No Applicable Discipline |

ACA Corporate Affairs/Communications

| | |
|--------|---|
| 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 |

ACD Strategic Planning/Corporate Development

| | |
|--------|---|
| ACD000 | Strategic Planning/Corporate Development Generalist/Multidiscipline |
| ACD010 | Strategic Planning |
| ACD016 | Digital Strategy |
| ACD020 | Corporate Development and Licensing Generalist/Multidiscipline |
| ACD999 | Strategic Planning/Corporate Development - No Applicable Discipline |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

AFB Accounting

| | |
|--------|---------------------------------------|
| AFB000 | Accounting Generalist/Multidiscipline |
| AFB010 | General Accounting |
| AFB015 | Systems Accounting |
| AFB020 | Financial Reporting |
| AFB040 | Cost Accounting |
| AFB050 | Bookkeeping/Account Maintenance |
| AFB060 | Accounts Payable/Receivable |
| AFB061 | Accounts Payable |
| AFB062 | Accounts Receivable |
| AFB070 | Payroll |
| AFB999 | Accounting - No Applicable Discipline |

AFC Credit and Collections

| | |
|--------|---|
| AFC000 | Credit and Collections Generalist/Multidiscipline |
| AFC010 | Credit |
| AFC020 | Collections |
| AFC030 | Call Center Collections |
| AFC999 | Credit and Collections - No Applicable Discipline |

AFT Financial Analysis and Tax

| | |
|--------|---|
| AFT000 | Financial Analysis and Tax Generalist/Multidiscipline |
| AFT010 | Financial Analysis |
| AFT020 | Budget Analysis |
| AFT030 | Treasury Operations |
| AFT050 | Tax Reporting and Compliance |
| AFT080 | Insurance Risk |
| AFT999 | Financial Analysis and Tax - No Applicable Discipline |

AFU Audit and Financial/Business Controls

| | |
|--------|--|
| AFU000 | Audit and Financial/Business Controls Generalist/Multidiscipline |
| AFU010 | General Audit |
| AFU020 | IS Audit |
| AFU999 | Audit and Financial/Business Controls - No Applicable Discipline |

AFY Risk Management

| | |
|--------|--|
| AFY000 | Risk Management Generalist/Multidiscipline |
| AFY999 | Risk Management - No Applicable Discipline |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

AHR Human Resources

| | |
|--------|--|
| AHR000 | HR Generalist/Consultant Generalist/Multidiscipline |
| AHR010 | Compensation and Benefits Generalist/Multidiscipline |
| AHR020 | Compensation Generalist/Multidiscipline |
| AHR030 | Compensation - Executive Compensation |
| AHR060 | Benefits |
| AHR095 | Employee Relations |
| AHR100 | Labor Relations |
| AHR116 | Equal Employment Opportunity |
| AHR120 | Organization Development |
| AHR122 | Workforce Analytics |
| AHR130 | Employee Development/Training Generalist/Multidiscipline |
| AHR131 | Employee Development/Talent Management |
| AHR140 | Recruitment Generalist/Multidiscipline |
| AHR142 | Recruitment - Management |
| AHR144 | Recruitment - Professional/Technical |
| AHR148 | Recruitment - Support/Hourly |
| AHR150 | Human Resources Information Systems |
| AHR999 | Human Resources - No Applicable Discipline |

AHS Environmental Health and Safety

| | |
|--------|--|
| AHS000 | Environmental Health and Safety Generalist/Multidiscipline |
| AHS010 | Environmental Science |
| AHS030 | Health and Safety |
| AHS040 | Industrial Hygiene |
| AHS050 | Safety |
| AHS070 | Workers' Compensation Case Management |
| AHS090 | Medical Services - Nursing |
| AHS999 | Environmental Health and Safety - No Applicable Discipline |

ALG Legal

| | |
|--------|----------------------------------|
| ALG000 | Legal Generalist/Multidiscipline |
| ALG010 | Contract Law |
| ALG020 | Employment Law |
| ALG065 | Corporate Governance |
| ALG072 | Food Law |
| ALG080 | Tax Law |
| ALG100 | IS and Cyber Security Law |
| ALG999 | Legal - No Applicable Discipline |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

ALS Legal Support

| | |
|--------|---|
| ALS000 | Legal Support Generalist/Multidiscipline |
| ALS010 | Paralegal |
| ALS020 | Contract Administration |
| ALS040 | Legal Secretarial/Administrative Assistance |
| ALS999 | Legal Support - No Applicable Discipline |

AMK Marketing

| | |
|--------|--|
| 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 |

AMS Customer Support/Operations

| | |
|--------|--|
| AMS000 | Customer Support/Operations Generalist/Multidiscipline |
| AMS010 | Customer Service |
| AMS020 | Customer Contact Center Generalist/Multidiscipline |
| AMS022 | Customer Contact Center - Complaints Escalation |
| AMS024 | Customer Contact Center Planning and Monitoring |
| AMS026 | Customer Contact Center Process Improvement |
| AMS999 | Customer Support/Operations - No Applicable Discipline |

APM Project/Program Management

| | |
|--------|---|
| APM000 | Project/Program Management Generalist/Multidiscipline |
| APM010 | Information Technology Project Management |
| APM020 | Facilities Construction Project Management |
| APM030 | Engineering Project Management |
| APM060 | Resource Management |
| APM999 | Project/Program Management - No Applicable Discipline |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

ARE Real Estate and Facilities

ARE000 Real Estate and Facilities Generalist/Multidiscipline
ARE010 Real Estate/Property Management
ARE020 Facilities Management
ARE999 Real Estate and Facilities - No Applicable Discipline

CAM Account/Relationship Management

CAM000 Account/Relationship Management Generalist/Multidiscipline
CAM005 Small/Non-Strategic Account/Relationship Management Single Country
CAM010 Major/Strategic Account/Relationship Management Single Country
CAM020 Major/Strategic Account/Relationship Management Global
CAM999 Account/Relationship Management - No Applicable Discipline

CSC Channel Sales

CSC000 Channel Sales Generalist/Multidiscipline
CSC010 Channel Sales - Durable Goods Generalist/Multidiscipline
CSC020 Channel Sales - Nondurable Goods Generalist/Multidiscipline
CSC999 Channel Sales - No Applicable Discipline

CSD Direct Sales

CSD000 Direct Sales Generalist/Multidiscipline
CSD010 Direct Sales - Durable Goods Generalist/Multidiscipline
CSD020 Direct Sales - Nondurable Goods Generalist/Multidiscipline
CSD030 Direct Sales - Services Generalist/Multidiscipline
CSD999 Direct Sales - No Applicable Discipline

CSG Government Sales

CSG000 Government Sales Generalist/Multidiscipline
CSG010 Government Sales - Durable Goods Generalist/Multidiscipline
CSG020 Government Sales - Nondurable Goods Generalist/Multidiscipline
CSG030 Government Sales - Services Generalist/Multidiscipline
CSG999 Government Sales - No Applicable Discipline

CTS Telesales

CTS000 Telesales Generalist/Multidiscipline
CTS010 Telesales - Inbound/Inside
CTS020 Telesales - Outbound
CTS999 Telesales - No Applicable Discipline

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

CUS Sales Support and Administration

| | |
|--------|---|
| CUS000 | Sales Support and Administration Generalist/Multidiscipline |
| CUS010 | Sales Training |
| CUS020 | Product Sales Financing |
| CUS030 | Sales Planning/Forecasting |
| CUS999 | Sales Support and Administration - No Applicable Discipline |

CUT Technical Sales Support

| | |
|--------|--|
| CUT000 | Technical Sales Support Generalist/Multidiscipline |
| CUT010 | Pre-Sales Technical Support/Systems Engineering |
| CUT040 | Technical/Product Training |
| CUT999 | Technical Sales Support - No Applicable Discipline |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions

| Code | Function |
|--|--------------------------------|
| AAS | Administrative Services |
| Provides various office and location support activities. Identifies, enhances and follows specific processes and procedures to maximize the efficiencies of the business to which the support is being provided; ensures the correct functioning of facilities, office and/or business support services. | |

Applicable Career Bands

- M** (Supervisory/Management)
 - P** (Professional)
 - T** (Technical Support)
 - U** (Business Support)
 - W** (Production/Manual Labor)*
- *(for AAS072 and AAS074 only)

Discipline

- | | |
|---------------|--|
| AAS000 | Administrative Services Generalist/Multidiscipline <ul style="list-style-type: none"> • Supports general business operations by providing various administrative support activities as a generalist or in a combination of Disciplines in the Administrative Services Function |
| AAS020 | Library/Information Services <ul style="list-style-type: none"> • Provides timely delivery of information services, including printed, nonprinted and electronic materials • Classifies and catalogues various types of media • Conducts research and prepares summaries of findings to requesting personnel • Determines the need for and purchases additional source materials and information services • May develop and maintain record retention policies, practices and procedures |
| AAS050 | Travel Services <ul style="list-style-type: none"> • Coordinates travel arrangements for employees consistent with established policies and cost guidelines • Ensures that reservations for air travel, car rentals and overnight accommodations are accurate and that itineraries, tickets and instructions are available to employees on a timely basis • Analyzes services provided by travel vendors and recommends changes as appropriate • May utilize an outside travel agency and/or an online reservation system |
| AAS999 | Administrative Services - No Applicable Discipline <ul style="list-style-type: none"> • Responsibilities are within the Administrative Services Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|--|-----------------|
| AAY | Security |
| Protects the organization's employees, properties and all items of value on the organization's premises from any preventable harm or danger. | |

Applicable Career Bands

M (Supervisory/Management) **P** (Professional) **U** (Business Support)

Discipline

| | |
|---------------|--|
| AAY000 | <p>Security Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Protects the organization's employees, properties and all items of value on premises from any preventable harm or danger • Develops security policies and procedures that comply with government guidelines and standards • Conducts investigations to protect organization assets • Responds to contingency events, including bomb threats, sabotage and severe weather conditions through on-site security force or with the assistance of government law enforcement agencies • Recommends hiring of outside security contractors as necessary and may oversee contract guard force • Responsibilities are within the Security Function as a generalist or in a combination of Disciplines |
| AAY010 | <p>Business Continuation</p> <ul style="list-style-type: none"> • Develops and implements plans and practices to achieve efficient and effective communication and restoration of operations during emergencies • Conducts assessments to identify gaps in business continuity, emergency and disaster recovery plans • Develops and tests infrastructure protection strategies and incident response exercises • Coordinates disaster recovery initiatives and plans with staff and line functions • Develops and coordinates prevention and emergency preparation plans with government safety and security agencies (e.g., police, fire, military) |
| AAY999 | <p>Security - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Security Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|---|---|
| ACA | Corporate Affairs/Communications |
| <p>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.</p> | |
| <p>Applicable Career Bands M (Supervisory/Management) P (Professional)</p> | |
| Discipline | |
| ACA000 | <p>Corporate Affairs/Communications Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • 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 • Responsibilities are within the Corporate Affairs/Communications Function as a generalist or in a combination of Disciplines |
| ACA010 | <p>Public Relations</p> <ul style="list-style-type: none"> • Coordinates media relations and prepares external communications • Plans, prepares and relays information concerning the organization to the press and the wider community to gain understanding and acceptance for the organization • Develops and maintains lines of communication with media contacts and other external audience groups |
| ACA020 | <p>Community Affairs/Relations</p> <ul style="list-style-type: none"> • Develops and maintains a favorable relationship with the surrounding community • Develops and coordinates programs to promote good will by disseminating information to the community and soliciting feedback from residents • Organizes and supports employee volunteer programs and coordinates with local groups • May participate in the organization's charitable giving programs as they affect community initiatives • May represent the organization at community gatherings or forums |
| ACA030 | <p>Corporate Social Responsibility</p> <ul style="list-style-type: none"> • Plans and implements efforts to demonstrate the organization's commitment to sustainability, the environment and social responsibility • Coordinates internal and external social responsibility programs and activities with other groups (e.g., Human Resources, Legal, Government Relations, Marketing) • Reviews the impact of the organization's social responsibility programs and activities on key stakeholders (e.g., employees, shareholders, communities) |
| ACA050 | <p>Regulatory Affairs and Compliance</p> <ul style="list-style-type: none"> • Maintains the organization's ongoing relationships with regulatory commissions/authorities • Coordinates and conducts the assessment of internal controls to ensure compliance as required by regulatory commissions/authorities • Develops programs and processes to manage complaint cases brought to regulatory authorities and develops process improvements to avoid future complaints • Advances organization positions with internal and external parties • Prepares and sponsors testimony to governmental or regulatory agencies |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|-------------------|---|
| ACA | Corporate Affairs/Communications (continued) |
| Discipline | |
| ACA060 | Environmental Affairs and Compliance <ul style="list-style-type: none">• 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• 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• Serves as a liaison with external government environmental agencies• Monitors programs and maintains up-to-date records required by environmental permits to ensure government compliance |
| ACA063 | Personal Data Privacy Compliance <ul style="list-style-type: none">• Coordinates the development, implementation and administration of policies and procedures to ensure the protection of personal data in compliance with organization and regulatory requirements• Collaborates with Legal and IT departments in order to identify personal data risks and to establish procedures to eliminate these risks• Monitors procedures related to the collection, storage, retrieval and disclosure of personal data• Identifies and follows up on data protection issues that require investigation, resolution and/or legal action• Plans and conducts personal data compliance training programs• May provide professional legal advice regarding personal data privacy |
| ACA065 | Sustainability <ul style="list-style-type: none">• Plans, implements and maintains the organization's sustainability programs to reduce the use of nonrenewable resources and minimize the environmental impact of operations• Communicates the organization's sustainability vision and program information• Monitors and facilitates progress of sustainability programs consistent with strategies, goals, measurements and reporting standards |
| ACA070 | Government Relations <ul style="list-style-type: none">• 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• Ensures that the organization's interests are represented and protected in legislative proceedings and in the development of market rules and procedures• 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• Acts as a resource on regulatory matters with regard to product changes |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|---|---|
| ACD | Strategic Planning/Corporate Development |
| Develops the organization's strategic plan(s) to ensure its continued successful growth and profitability. Conducts environmental scans, organization positioning analyses and other studies. Identifies, investigates, evaluates and negotiates acquisitions/divestitures, licensing opportunities and strategic business alliances that are in line with the organization's long-range goals. | |

Applicable Career Bands
M (Supervisory/Management) **P** (Professional)

Discipline

| | |
|---------------|--|
| ACD000 | Strategic Planning/Corporate Development Generalist/Multidiscipline <ul style="list-style-type: none"> • Performs strategic planning and corporate development • Develops the organization's strategic plan(s) to ensure its continued successful growth and profitability • Identifies, investigates, evaluates and negotiates acquisitions/divestitures, licensing opportunities and strategic business alliances that are in line with the organization's long-range goals • Responsibilities are within the Strategic Planning/Corporate Development Function as a generalist or in a combination of Disciplines |
| ACD010 | Strategic Planning <ul style="list-style-type: none"> • Develops the organization's strategic plan(s) to ensure its continued successful growth and profitability • Conducts environmental scans, organizational positioning analyses and other studies • Coordinates input from all major business units to facilitate the integration of individual business unit plans with the corporate plan • May conduct or facilitate periodic reviews of achievements and performance vs. strategic plans |
| ACD016 | Digital Strategy <ul style="list-style-type: none"> • Researches, brainstorms and proposes the introduction of digital products, services and/or e-business platforms • Defines scope, cost and benefits of digital initiative • Maintains in-depth knowledge of current and emerging digital technology • Oversees the implementation of new digital e-business options and ensures the growth of revenues and productivity savings through the implementation of digital business initiatives • Ensures all digital outlets are up-to-date and optimizes the user experience • Monitors the organization's digital options across its target markets to ensure consistency and alignment with the organization's digital strategy |
| ACD020 | Corporate Development and Licensing Generalist/Multidiscipline <ul style="list-style-type: none"> • Performs corporate development and licensing in a combined role • Identifies, investigates, evaluates and negotiates acquisitions/divestitures, licensing opportunities and strategic business alliances that are in line with the organization's long-range goals • Conducts financial feasibility studies and appropriate due diligence to ensure the reliability of information provided by third parties • Develops proposals for new business and licensing opportunities in both new and existing markets • Identifies, analyzes and compares alternative opportunities for entering new markets and adopting new technologies |
| ACD999 | Strategic Planning/Corporate Development - No Applicable Discipline <ul style="list-style-type: none"> • Responsibilities are within the Strategic Planning/Corporate Development Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code Function
AFB **Accounting**

Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports.

Applicable Career Bands

M (Supervisory/Management) **P** (Professional) **U** (Business Support)

Discipline

- | | |
|---------------|---|
| AFB000 | <p>Accounting Generalist/Multidiscipline</p> <ul style="list-style-type: none"> ● Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets ● Responsibilities are within the Accounting Function as a generalist or in a combination of Disciplines |
| AFB010 | <p>General Accounting</p> <ul style="list-style-type: none"> ● Performs general accounting activities, including the preparation, maintenance and reconciliation of ledger accounts and financial statements such as balance sheets, profit-and-loss statements and capital expenditure schedules ● Prepares, records, analyzes and reports accounting transactions and ensures the integrity of accounting records for completeness, accuracy and compliance with accepted accounting policies and principles ● Provides financial support, including forecasting, budgeting and analyzing variations from budget ● Analyzes and prepares statutory accounts, financial statements and reports ● Conducts or assists in the documentation of accounting projects |
| AFB015 | <p>Systems Accounting</p> <ul style="list-style-type: none"> ● Performs detailed review, design, development and implementation of accounting systems (both manual and computerized), systems documentation and procedures/instructions ● Possesses accounting knowledge and works closely with accountants ● Plays a key role in ensuring systems operate effectively |
| AFB020 | <p>Financial Reporting</p> <ul style="list-style-type: none"> ● Prepares and distributes periodic financial statements for users other than those directly employed by the organization ● Ensures all reports and disclosures comply with applicable government regulations, professional standards and organization policies ● Prepares consolidation journal entries, eliminates intercompany transactions and consolidates divisional and subsidiary financial accounts in a timely and accurate basis for inclusion in internal and external financial statements |
| AFB040 | <p>Cost Accounting</p> <ul style="list-style-type: none"> ● Prepares, records, analyzes and reports on the cost of producing the organization's products and services ● Analyzes capital budget requests ● Maintains ledgers and financial statements |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|-------------------|--|
| AFB | Accounting (continued) |
| Discipline | |
| AFB050 | Bookkeeping/Account Maintenance <ul style="list-style-type: none">• Performs bookkeeping, data entry and verification procedures• Prepares and maintains records of amounts owed or receivable |
| AFB060 | Accounts Payable/Receivable <ul style="list-style-type: none">• Prepares, records, verifies, analyzes and reports accounts payable/receivable transactions• Pays vendor invoices and receives and posts customer payments on a timely basis• Maintains and reconciles accounts payable/receivable ledger accounts, financial statements and reports• Prepares analyses and reconciliations of bill runs to detect fraud• Ensures that transaction entry verification procedures are followed• May prepare and deliver low-volume customer billing and respond to resulting queries |
| AFB061 | Accounts Payable <ul style="list-style-type: none">• Prepares, records, verifies and pays vendor invoices for goods and services on a timely basis and responds to vendor queries• Maintains, analyzes and reconciles accounts payable ledger accounts, financial statements and reports• Develops, directs, plans and evaluates accounts payable policies and procedures, and ensures external and internal controls and policies are adhered to• May process employee expenses reimbursement requests for payment |
| AFB062 | Accounts Receivable <ul style="list-style-type: none">• Prepares, records, verifies, analyzes and reports accounts receivable transactions, and posts customer payments on a timely basis• Maintains and reconciles accounts receivable ledger accounts, financial statements and reports• Develops, directs, plans and evaluates accounts receivable policies and procedures, and ensures external and internal controls and policies are adhered to• Produces reports of accounts that are in arrears and analyses of bad debt, and prepares analyses and reconciliations of bill runs to detect fraud• May be responsible for low-volume customer billing, including preparation, delivery and responding to resulting queries |
| AFB070 | Payroll <ul style="list-style-type: none">• Prepares, documents and disburses payroll checks, payroll taxes and employee benefit payments• Evaluates current systems, and recommends and develops operating efficiency improvements• Monitors and ensures proper documentation of employee benefit payments• Prepares reports illustrating payroll expenditures, including such items as tax payments and benefit plan disbursements |
| AFB999 | Accounting - No Applicable Discipline <ul style="list-style-type: none">• Responsibilities are within the Accounting Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|---|--|
| AFC | Credit and Collections |
| Minimizes financial risk to the organization by assessing and advising on creditworthiness of prospective and existing customers. Negotiates and advises on collection of overdue bills and takes appropriate action to recover overdue payments. | |
| Applicable Career Bands M (Supervisory/Management) P (Professional) U (Business Support) | |
| Discipline | |
| AFC000 | Credit and Collections Generalist/Multidiscipline <ul style="list-style-type: none"> Minimizes financial risk to the organization by assessing and advising on creditworthiness of prospective and existing customers Investigates credit applications and approves applications within established guidelines for companies and individuals Liaises with corporate customers and other departments to resolve credit problems May collect and negotiate terms of payment on overdue accounts Responsibilities are within the Credit and Collections Function as a generalist or in a combination of Disciplines |
| AFC010 | Credit <ul style="list-style-type: none"> Minimizes financial risk to the organization by assessing and advising on creditworthiness of prospective and existing customers Investigates credit applications and approves applications within established guidelines for companies and individuals Liaises with corporate customers and other departments to resolve credit problems May collect and negotiate terms of payment on overdue accounts |
| AFC020 | Collections <ul style="list-style-type: none"> Collects and negotiates terms of payment on overdue accounts with corporate and individual clients Conducts investigations and collection activities from an office or in the field |
| AFC030 | Call Center Collections <ul style="list-style-type: none"> Makes a high volume of telephone calls to customers regarding the collection of delinquent accounts due to the organization for goods and/or services rendered Determines the reason for the delinquent account and arranges terms of Deferred Payment Arrangement (DPA) Performs the necessary follow-up with customers who have not met the terms of the DPA May refer certain accounts to collection agencies |
| AFC999 | Credit and Collections - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Credit and Collections Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|--|-----------------------------------|
| AFT | Financial Analysis and Tax |
| Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities. | |

Applicable Career Bands

M (Supervisory/Management) **P** (Professional)

Discipline

| | |
|---------------|--|
| AFT000 | Financial Analysis and Tax Generalist/Multidiscipline <ul style="list-style-type: none"> • Performs a variety of financial activities • Develops and evaluates financial plans and policies • Responsibilities are within the Financial Analysis and Tax Function as a generalist or in a combination of Disciplines |
| AFT010 | Financial Analysis <ul style="list-style-type: none"> • Performs economic research and studies of rates of return, depreciation and investments • Analyzes profit-and-loss income statements and prepares reports and recommendations to management • Generates forecasts and analyzes trends in sales, finance and other areas of business • Researches economic progressions to assist the organization's financial planning • Creates financial models of "what if" scenarios for future business planning decisions in areas such as new product development, new marketing strategies, etc. |
| AFT020 | Budget Analysis <ul style="list-style-type: none"> • Compiles and reviews the budgets for corporate departments, taking into consideration actual performance, previous expenditures, and estimated expenses and income • Maintains accurate spending records and establishes measures for budgetary control |
| AFT030 | Treasury Operations <ul style="list-style-type: none"> • Performs treasury operations involving cash funds, foreign exchange, debt and capital management • Provides analytical and technical support to treasury-related activities |
| AFT050 | Tax Reporting and Compliance <ul style="list-style-type: none"> • Prepares and maintains tax records, returns, reports and other related materials • Participates in the development and implementation of tax strategy • Devises legal means to minimize tax liability using thorough knowledge of tax laws and regulations • Recommends alternative tax treatments to alleviate or reduce tax burden |
| AFT080 | Insurance Risk <ul style="list-style-type: none"> • Develops, recommends and administers risk management and loss prevention programs, such as property and casualty insurance and product liability service (excluding insured employee benefit plans), to attain maximum protection at the most economical rates |
| AFT999 | Financial Analysis and Tax - No Applicable Discipline <ul style="list-style-type: none"> • Responsibilities are within the Financial Analysis and Tax Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|---|--|
| AFU | Audit and Financial/Business Controls |
| Designs, develops and implements the organization's audit program for accounting and financial control systems. | |
| Applicable Career Bands M (Supervisory/Management) P (Professional) | |
| Discipline | |
| AFU000 | Audit and Financial/Business Controls Generalist/Multidiscipline <ul style="list-style-type: none"> Ensures the effectiveness of internal controls in compliance with corporate objectives and government standards such as the Sarbanes-Oxley Act (SOX) or the 8th Company Law Directive Reviews, evaluates, develops, implements, maintains and verifies internal and business controls for processes, systems, financial statements, journals and reports in accordance with internal auditing and government-mandated standards Identifies internal control gaps in business procedures, processes or systems and initiates appropriate remedial action Ensures that documentation for all processes across the organization is reviewed and updated periodically May coordinate with external auditors to prepare the attestation of management assessment on internal controls in accordance with Section 404 of the Sarbanes-Oxley Act Responsibilities are within the Audit and Financial/Business Controls Function as a generalist or in a combination of Disciplines |
| AFU010 | General Audit <ul style="list-style-type: none"> Develops, plans and evaluates internal audit programs for the organization's accounting and statistical records and the activities of various departments to ensure compliance with the organization's policies, procedures and standards Determines proper accountability of assets Audits accounting records of contract agreements in which the organization is involved Prepares reports for management on the results of audits, providing recommendations on improvements Interfaces with and assists outside auditors to expedite their work |
| AFU020 | IS Audit <ul style="list-style-type: none"> Develops, directs, plans and evaluates internal audit programs for the organization's information systems and related procedures to ensure compliance with the organization's policies, procedures and standards Audits information systems applications to ensure that appropriate controls exist and that information produced by the system is accurate Advises others on information systems, internal controls and security procedures Prepares reports and recommendations for management on the results of information systems audits |
| AFU999 | Audit and Financial/Business Controls - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Audit and Financial/Business Controls Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|-------------|------------------------|
| AFY | Risk Management |

Develops, recommends and implements controls and cost-effective approaches to minimize the organization's risks effects. Identifies and analyzes potential sources of loss to minimize risk and estimates the potential financial consequences of an occurring loss.

Applicable Career Bands

M (Supervisory/Management) **P** (Professional)

Discipline

- | | |
|---------------|--|
| AFY000 | Risk Management Generalist/Multidiscipline <ul style="list-style-type: none">• Identifies and analyzes potential sources of loss to minimize risk• Estimates the potential financial consequences of an occurring loss• Develops and implements controls and cost-effective approaches to minimize the organization's risks• Assesses and communicates information regarding business risks with functions across the organization |
| AFY999 | Risk Management - No Applicable Discipline <ul style="list-style-type: none">• Responsibilities are within the Risk Management Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|---|--|
| AHR | Human Resources |
| <p>Designs, implements and monitors human resource programs and policies, including recruitment, learning and development, performance management, compensation, benefits, equal opportunity and diversity, etc. Anticipates and plans for long-term human resource needs and trends.</p> | |
| <p>Applicable Career Bands</p> <p>M (Supervisory/Management) P (Professional) U (Business Support)</p> | |
| <p>Discipline</p> | |
| AHR000 | <p>HR Generalist/Consultant Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Designs, implements and monitors a variety of human resource programs • Anticipates and plans for long-term human resource needs and trends in partnership with business management • Responsibilities are within the Human Resources Function as a generalist or in a combination of Disciplines |
| AHR010 | <p>Compensation and Benefits Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Plans, designs, evaluates and administers employee compensation and benefit programs such as salaries, short- and long-term incentives, job evaluations, performance appraisals, retirement plans, and life, health and disability insurance |
| AHR020 | <p>Compensation Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Develops, implements and administers compensation such as salaries, short- and long-term incentives, job evaluations, performance appraisals, salary increases and salary surveys • May provide services in Executive Compensation, International Compensation, Sales Compensation and other specialized areas of compensation |
| AHR030 | <p>Compensation - Executive Compensation</p> <ul style="list-style-type: none"> • Develops, implements, and analyzes compensation programs for executives, officers and other top key positions, including short- and long-term incentive plans, financial and tax treatment of compensation programs, and proxy disclosure and analysis |
| AHR060 | <p>Benefits</p> <ul style="list-style-type: none"> • Develops, implements and administers cost-effective benefits programs such as pension plans and life, health and disability insurance |
| AHR095 | <p>Employee Relations</p> <ul style="list-style-type: none"> • Coordinates employee relations programs to ensure compliance with policies and practices • Develops and implements policies and procedures, including grievance procedures and exit interviews • Researches and responds to employee questions, concerns and grievances • Maintains employee relations records |
| AHR100 | <p>Labor Relations</p> <ul style="list-style-type: none"> • Establishes and maintains labor management relations • Represents the organization in contract negotiations with labor unions • Administers the collective bargaining agreements and grievances |
| AHR116 | <p>Equal Employment Opportunity</p> <ul style="list-style-type: none"> • Develops, implements and evaluates affirmative action programs to ensure compliance with government legislation and organization goals • Determines the efficiency and effectiveness of the Equal Employment Opportunity (EEO) data system • Prepares employment trend reports related to the utilization of the job market in employment practices • Recommends improvements in recruitment and employee programs to ensure compliance with EEO goals and regulations |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|-------------------|--|
| AHR | Human Resources (continued) |
| Discipline | |
| AHR120 | <p>Organization Development</p> <ul style="list-style-type: none"> Analyzes the organizational structure, determines changes to organizational responsibilities, staffing, managerial skills and the quality of work life Ensures policy/program changes affecting employees do not conflict with the organization's objectives |
| AHR122 | <p>Workforce Analytics</p> <ul style="list-style-type: none"> Applies and integrates advanced and predictive analysis, people metrics and reporting to develop strategic and operational insights for workforce decision-making (e.g., staffing, learning and development, talent management, diversity and human resource compliance) Assesses organizational staffing and identifies requirements and solutions to meet workforce objectives |
| AHR130 | <p>Employee Development/Training Generalist/Multidiscipline</p> <ul style="list-style-type: none"> Develops, implements and evaluates employee development plans and programs to support organizational needs as a generalist or in a combination of Disciplines such as management development, talent management, succession planning, technical or nontechnical training, or e-learning Monitors employee development and training programs, assesses needs and results, develops new programs and modifies existing programs |
| AHR131 | <p>Employee Development/Talent Management</p> <ul style="list-style-type: none"> Identifies and develops talents of employees based upon current and future business objectives Identifies required skills within the organization and develops training and procedures to ensure the current skills remain within the organization |
| AHR140 | <p>Recruitment Generalist/Multidiscipline</p> <ul style="list-style-type: none"> Sources, recruits, screens, interviews and recommends external and/or internal candidates for all level jobs, including entry level, experienced professional/technical, IT, support staff and hourly, and possibly management May utilize the services of employment agencies Places employment ads in appropriate sources, including the Internet and print media Ensures the maintenance of accurate and concise records and reports concerning all phases of the recruitment process, including EEO statistics May recruit from colleges, technical schools and job fairs |
| AHR142 | <p>Recruitment - Management</p> <ul style="list-style-type: none"> Sources, recruits, interviews and recommends external and/or internal candidates for management jobs |
| AHR144 | <p>Recruitment - Professional/Technical</p> <ul style="list-style-type: none"> Sources, recruits, interviews and recommends external and/or internal candidates for entry-level and experienced professional/technical jobs, including information technology and industry-specific technical disciplines |
| AHR148 | <p>Recruitment - Support/Hourly</p> <ul style="list-style-type: none"> Sources, recruits, screens, interviews and recommends external and/or internal candidates for support staff, clerical, craft and/or hourly jobs |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|-------------|------------------------------------|
| AHR | Human Resources (continued) |

Discipline

| | |
|---------------|--|
| AHR150 | Human Resources Information Systems <ul style="list-style-type: none">• Processes the organization's human resource information using the most efficient and cost-effective computer systems and applications• Researches, analyzes, designs and maintains information systems in support of human resource administration and projects• Monitors HR information needs and designs new or modifies existing systems to meet changing requirements |
| AHR999 | Human Resources - No Applicable Discipline <ul style="list-style-type: none">• Responsibilities are within the Human Resources Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|--|--|
| AHS | Environmental Health and Safety |
| Designs, develops, implements and oversees the organization's environmental health and safety programs and procedures to safeguard employees and surrounding communities and to ensure that all facilities are in compliance with regulations. | |
| Applicable Career Bands M (Supervisory/Management) P (Professional) T (Technical Support) | |
| <u>Discipline</u> | |
| AHS000 | Environmental Health and Safety Generalist/Multidiscipline <ul style="list-style-type: none"> • Designs, develops, implements and oversees the organization's environmental, health and safety programs and procedures to safeguard employees and surrounding communities and to ensure that all facilities are in compliance with regulations • Responsibilities are within the Environmental Health and Safety Function as a generalist or in a combination of Disciplines |
| AHS010 | Environmental Science <ul style="list-style-type: none"> • Develops and implements programs to ensure that environment regulatory obligations are fulfilled in a cost-effective manner and that environmental risks are effectively managed • Analyzes and maintains detailed records of pollutant concentrations in air, water, plant and soil samples • Assists field locations in pollution prevention and waste minimization programs through periodic monitoring and technical guidance • Conducts research on the degradation of pollutants in the environment, including streams, sediments and groundwater • Maintains detailed records and prepares related reports and studies for submission to regulatory agencies |
| AHS030 | Health and Safety <ul style="list-style-type: none"> • Conducts studies and investigations to ensure compliance with government safety and health laws, standards and regulations, and industrial hygiene • Investigates accidents and promotes safety-conscious work performance and training programs • Provides safety performance measures • Determines root cause analyses |
| AHS040 | Industrial Hygiene <ul style="list-style-type: none"> • Inspects facilities and premises and prescribes corrective measures to reduce the risks of disease and other job-related ailments • Investigates and prepares reports on job-related injuries and fatalities, and determines measures to avoid any recurrence • Audits facilities to ensure compliance with environmental regulations and promotes maintenance of a clean and sanitary working environment • Conducts employee training in environmental compliance and the handling of hazardous materials • Provides direction on how to contain spills and clean spill sites to avoid civil or criminal penalties |
| AHS050 | Safety <ul style="list-style-type: none"> • Conducts safety audits of buildings, facilities, tools and equipment • Determines safety training requirements and provides employees with safety training applicable to their work processes • Investigates accidents to determine the root cause, circumstances and contributing factors • Develops recommendations and follow-up to prevent accident recurrence • Maintains comprehensive knowledge of government safety regulations |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|-------------------|--|
| AHS | Environmental Health and Safety (continued) |
| | |
| Discipline | |
| AHS070 | Workers' Compensation Case Management <ul style="list-style-type: none">• Directs and coordinates appropriate, timely and cost-effective delivery of health care related to disability, urgent and emergency care, work limitations, transitional return to work plans, accommodations and part-time work for workers' compensation and nonworkers' compensation illness and injury• Determines service needs, selects and evaluates the services of appropriate network providers, and makes recommendations for retention or removal from the network• Identifies and coordinates the process of cases requiring physician-level review and implements recommendations• Identifies cases involving high-frequency and high-risk injuries/illnesses and performs ongoing evaluation and treatment plans• Determines essential job functions and identifies and implements necessary limitations, accommodations and part-time work for high-frequency/high-risk cases to reduce the length of disability |
| AHS090 | Medical Services - Nursing <ul style="list-style-type: none">• Provides professional nursing care for the comfort and well-being of employees and assists physicians during examinations and treatments• Administers prescribed medications and changes dressings• Prepares and maintains patient clinical records• Develops preventive health care programs• May maintain established inventory levels for medicines, supplies and equipment |
| AHS999 | Environmental Health and Safety - No Applicable Discipline <ul style="list-style-type: none">• Responsibilities are within the Environmental Health and Safety Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code Function
ALG **Legal**

Provides legal advice and services on issues concerning the rights, obligations and privileges of the organization. Represents the organization to customers, suppliers, competitors and government agencies. Provides resolution of business or technical issues by identifying legal solutions and recommending a course of action. Examines legal data to determine advisability of defending or prosecuting lawsuits.

Applicable Career Bands
M (Supervisory/Management)

P (Professional)

Discipline

- ALG000 Legal Generalist/Multidiscipline**
 - Provides a full range of legal advice and services
 - Responsibilities are within the Legal Function as a generalist or in a combination of Disciplines
- ALG010 Contract Law**
 - Reviews, drafts and negotiates a broad range of commercial contracts
 - Ensures that contracts are in compliance with legal, regulatory and organization policies
 - Monitors the contract process to assure compliance with the organization's contractual guidelines, satisfaction of customer specifications and adherence to organization policy
 - May act as a contract liaison between the organization and customers/vendors, including participation in precontract discussions, contract negotiations and contract changes
 - Assesses commercial risk of contracts
- ALG020 Employment Law**
 - Provides legal advice regarding employment law
 - Collaborates with Human Resources on all issues of the law related to the organization's human capital
 - Monitors legal issues and implications concerned with discrimination, sexual harassment, health and safety, hiring and firing, as well as all other aspects of employee rights and responsibilities
- ALG065 Corporate Governance**
 - Creates efficient monitoring systems and incentives to ensure that executive behavior aligns with the interests of stakeholders
 - Plans and monitors relationships among stakeholders, Board of Directors, executive officers, independent auditors and the Board Audit Committee to ensure compliance with rules and policies of the organization
 - Identifies and resolves issues and recommends preventive and corrective measures
- ALG072 Food Law**
 - Provides advice to the organization on food laws and government regulations affecting the operation of the organization
 - Implements policies and procedures to ensure organization compliance with food regulations and regulatory reporting requirements, including food safety, labeling, genetically modified organisms, environmental concerns, sales regulation, intellectual property rights in food, and the international regulation of food
 - Investigates and resolves compliance problems and responds to questions from internal sources and regulatory agencies

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code

Function

ALG

Legal (continued)

Discipline

ALG080

Tax Law

- Provides legal advice and represents the organization with relevant taxation agencies
- Monitors potential impact of tax legislation and formulates tax savings plans to alleviate or reduce an increased tax burden
- Prepares opinions on tax liability resulting from past or future operations

ALG100

IS and Cyber Security Law

- Focuses on information technologies and communication laws and regulations
- Advises and represents the organization in legal issues concerning information systems (IS) and cyber security risks and violations
- Specializes in IS and cyber defense, cybercrime (e.g., hacking) and personal data

ALG999

Legal - No Applicable Discipline

- Responsibilities are within the Legal Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code Function
ALS **Legal Support**

Provides support for a variety of law-related activities that do not require a law degree, including legal or factual research, contract administration, document preparation and analysis, citation checking and trial preparation.

Applicable Career Bands

M (Supervisory/Management) **P** (Professional) **U** (Business Support)

Discipline

- | | |
|---------------|--|
| ALS000 | <p>Legal Support Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Provides support for a variety of law-related activities that do not require a law degree, including legal or factual research, contract administration, document preparation and analysis, citation checking and trial preparation • Responsibilities are within the Legal Support Function as a generalist or in a combination of Disciplines |
| ALS010 | <p>Paralegal</p> <ul style="list-style-type: none"> • Performs a variety of law-related tasks under the direction of the organization's attorneys • Conducts legal research, drafts legal documents and performs other related duties • Has or is working towards a paralegal designation |
| ALS020 | <p>Contract Administration</p> <ul style="list-style-type: none"> • Participates in the development and fulfillment of contract requirements in the purchase or sale/delivery of equipment, materials, products or services • Evaluates contract compliance and advises others on contractual rights and obligations • Requests or approves amendments to contract terms or contract extensions • Prepares bids or requests for proposals (RFPs), including specifications and requirements; negotiates contract terms and participates in the determination of acceptable bids |
| ALS040 | <p>Legal Secretarial/Administrative Assistance</p> <ul style="list-style-type: none"> • Performs secretarial duties that require knowledge of legal procedures and terminology • Prepares papers and correspondence such as contracts, briefs, summonses, complaints and motions • May maintain files and calendars, schedule appointments, schedule meetings and make travel arrangements |
| ALS999 | <p>Legal Support - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Legal Support Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|---|---|
| AMK | Marketing |
| <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> | |
| <p>Applicable Career Bands</p> <p>M (Supervisory/Management) P (Professional) U (Business Support)</p> | |
| <p>Discipline</p> | |
| AMK000 | <p>Marketing Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Designs, develops and implements marketing programs and/or pricing strategies to support the organization's products, services or market sector • Uses specific marketing strategies and media (e.g., print, broadcast, digital) to launch and position products and services in a sector • Identifies and implements marketing strategies and programs in collaboration with sales and technical teams • Responsibilities are within the Marketing Function as a generalist or in a combination of Disciplines |
| AMK020 | <p>Advertising/Marketing Communications</p> <ul style="list-style-type: none"> • 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 • 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 • Develops and coordinates multimedia packages (e.g., letters, brochures, video, point-of-purchase displays) • May involve use of sponsorship, events and sales promotions |
| AMK025 | <p>Advertising</p> <ul style="list-style-type: none"> • 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 • Oversees creation and placement of advertisements using various media and coordinates efforts with advertising agencies • Designs, develops and implements advertising/promotion policies and monitors results • Coordinates with internal clients (e.g., product/brand managers, business unit managers) to source and produce advertising materials |
| AMK026 | <p>Marketing Promotions</p> <ul style="list-style-type: none"> • Plans, recommends and implements promotions and events designed to increase sales and awareness for the organization's products and/or services • Identifies promotion targets and specific offers; coordinates end-to-end campaign life-cycle • Collaborates with and participates in promotion-related marketing and sales efforts, including merchandising, advertising and on-site visits to targets and/or events • Maintains promotion-related documentation (e.g., promotion codes, discounts, promotion calendar) • Develops and maintains budgets to oversee costs and metrics to evaluate the effectiveness of promotions and events |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|-------------------|---|
| AMK | Marketing (continued) |
| Discipline | |
| AMK040 | Market Research/Intelligence <ul style="list-style-type: none">• Performs analyses and prepares forecasts and recommendations in the areas of product preferences, sales coverage, market penetration, market practices and sales trends• Researches market conditions to determine potential sales of a product |
| AMK041 | Customer Insight and Research Generalist/Multidiscipline <ul style="list-style-type: none">• 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• Identifies and communicates initiatives that enhance the positioning and offering of products and services to customers• Performs multiple functions of analytics, modeling, data management or reporting solutions |
| AMK042 | Customer Data Management <ul style="list-style-type: none">• Develops and maintains customer information database (usually specific data marts) to support analysis, application development and data driven marketing techniques• Manages information security, data protection, data quality and exchange• Liaises with the IT and other data management functions as required both internally and externally |
| AMK043 | Customer Research Analytics and Modeling <ul style="list-style-type: none">• 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• Integrates data analysis and models into commercial systems which support marketing and product management/development decision making• Develops new analysis methodologies and influences design of technologies supporting future analytical capabilities |
| AMK050 | Product Management <ul style="list-style-type: none">• Develops and directs marketing programs for a significant product or product category• Compiles and evaluates research on the market's product requirements and identifies enhancements to current features and functionality• 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• Interfaces with engineers, designers, suppliers and customers to develop product requirements and specifications• Prepares and coordinates product introductions and updates |
| AMK060 | Direct Marketing <ul style="list-style-type: none">• Markets the organization's products and services using customer marketing databases• Creates direct mail marketing plans, targeting specific market segments with specialized offers• Collaborates with market research in developing response models and other database improvements• May conduct data mining analyses of customer data to develop marketing trends |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code

Function

AMK

Marketing (continued)

Discipline

AMK100

Trade Shows/Events

- Plans, develops and oversees marketing events (e.g., trade shows, conventions, sales meetings) for internal and/or external clients
- Coordinates customer invitation solicitations, advanced and on-site registration, and post-event follow-up and evaluations
- Researches available venues and recommends event sites; investigates, selects, negotiates and coordinates services with vendors, including catering and event support
- Prepares budgets and forecasts and compiles summaries of total event costs, cost-per-contact, audience profiles and attendees' comments

AMK110

Digital Marketing Generalist/Multidiscipline

- Develops marketing, merchandising and creative strategies and affiliated programs to promote the organization's products and services through the Internet or other digital channels to increase exposure to and business from the target audience
- Manages the implementation of digital marketing programs and analyzes their effectiveness
- Establishes and manages the relationships with search engines and portal sites that are strategically aligned with the digital goals
- Tracks usage trends of the organization's websites, including number and quality of visitors and advertising campaign impact
- Develops and maintains website graphic designs and layout to support the organization's image, identity and brands through a diverse mix of web material, graphical user interfaces and multimedia delivered for the web
- Ensures that the organization's website provides up-to-date and comprehensive product/service information that is easily available to existing and potential customers
- May be responsible for social media marketing and online community management

AMK111

Internet Search Optimization

- 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
- 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
- Ensures that online content is labeled in the way that best serves users' needs in finding content and exploring the website
- Advises and trains content management staff on best practices for labeling content

AMK112

Social Media Marketing

- Plans and implements marketing strategies and campaigns through social media optimization (SMO)
- Builds brand identification through penetration of social media
- Solicits, creates and posts content that attracts attention and encourages readers to share it with their social networks
- Establishes and maintains relationships with social network members, bloggers and the online community
- Participates in building websites that include integration points to various social networking and microblogging sites and tools

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|-------------------|---|
| AMK | Marketing (continued) |
| Discipline | |
| AMK113 | Online Community Management <ul style="list-style-type: none">• 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• Generates and posts social media content and sponsors online community events (e.g., webinars, group discussions)• Monitors and engages community targets in online conversations, fields questions and offers solutions• Monitors, evaluates and reports on online community trends• Continually monitors content developed internally and/or posted by users to ensure content is appropriate for target audience |
| AMK120 | Web Content Management/Production <ul style="list-style-type: none">• Ensures that the organization's websites provide up-to-date and comprehensive product/service information that is easily available to existing and potential customers• Establishes and maintains an information architecture that is well organized, user-friendly, and presents a consistent corporate look and feel• Coordinates the development, integration, format design and release of content from writers and designers• Analyzes the use of website content and design; takes steps as necessary and affordable to improve information content architecture and design• Employs focus groups, surveys, web statistics, email, etc., to elicit feedback and improve website content and organization |
| AMK150 | Web Creative Writing <ul style="list-style-type: none">• 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• 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 |
| AMK999 | Marketing - No Applicable Discipline <ul style="list-style-type: none">• Responsibilities are within the Marketing Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|---|------------------------------------|
| AMS | Customer Support/Operations |
| Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service. | |

Applicable Career Bands

M (Supervisory/Management) **P** (Professional) **U** (Business Support)

Discipline

- | | |
|---------------|--|
| AMS000 | <p>Customer Support/Operations Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints • Resolves customer inquiries and complaints fairly and effectively • Provides product and service information to customers and identifies upselling opportunities to maintain and increase income streams from customer relationships • Recommends and implements programs to support customer needs • Responsibilities are within the Customer Support/Operations Function as a generalist or in a combination of Disciplines |
| AMS010 | <p>Customer Service</p> <ul style="list-style-type: none"> • Provides customer services relating to sales, sales promotions, installations and communications • Ensures that good customer relations are maintained and customer claims and complaints are resolved fairly, effectively and in accordance with the consumer laws • Develops organization-wide initiatives to proactively inform and educate customers • Develops improvement plans in response to customer surveys |
| AMS020 | <p>Customer Contact Center Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Provides timely responses to customer inquiries by telephone and/or email in an in- or outbound service center, consistent with service and quality standards • Processes customer orders, bills and accounts, and applications for service, maintenance and termination • Troubleshoots and resolves customer complaints |
| AMS022 | <p>Customer Contact Center - Complaints Escalation</p> <ul style="list-style-type: none"> • Ensures that both new and existing customer complaints are handled effectively • Resolves more complex complaints escalated by customer contact center staff |
| AMS024 | <p>Customer Contact Center Planning and Monitoring</p> <ul style="list-style-type: none"> • Plans and monitors customer contact center schedules and operations • Provides management information and productivity forecasts by observing customer call patterns • Develops, monitors and analyzes key performance indicators • May schedule call center equipment maintenance and repair appointments |
| AMS026 | <p>Customer Contact Center Process Improvement</p> <ul style="list-style-type: none"> • Analyzes and measures the effectiveness of existing contact center processes and develops sustainable, repeatable and quantifiable process improvements • Collects and analyzes contact center activity data and initiates, develops and recommends improvements to systems, processes and procedures to increase productivity and reduce cost • Monitors resource requirements, call volume, quality and efficiency of customer contact center operations • Collaborates with training resources to provide training on improved processes |
| AMS999 | <p>Customer Support/Operations - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Customer Support/Operations Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|--|-----------------------------------|
| APM | Project/Program Management |
| <p>Plans, monitors and manages internal projects from initiation through completion. Secures required resources and uses formal processes and tools to manage resources, budgets, risks and changes. Manages projects to ensure on-time completion according to specifications and within budgeted costs. At the higher levels, incumbents manage large multifaceted projects; at lower levels, incumbents may be concerned with clearly identifiable elements or functions within a larger project. Typically incumbents matched to this function are working towards or have achieved certification in project management.</p> | |

Applicable Career Bands

M (Supervisory/Management)

P (Professional)

Discipline

- | | |
|---------------|--|
| APM000 | <p>Project/Program Management Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Plans, monitors and manages internal projects from initiation through completion • Leads or coordinates project planning, resourcing, staffing, supply and subcontract management, progress reporting, troubleshooting and people management • Ensures project results meet requirements regarding technical quality, reliability, schedule and cost • Monitors performance and recommends schedule changes, cost adjustments or resource additions • Responsibilities are within the Project/Program Management Function as a generalist or in a combination of Disciplines |
| APM010 | <p>Information Technology Project Management</p> <ul style="list-style-type: none"> • Manages all aspects of a diverse IT project or multiple IT projects, typically involving multiple Disciplines in the IT Function • Utilizes expertise and leadership skills to direct staff and to resolve issues to ensure project goals and requirements are met |
| APM020 | <p>Facilities Construction Project Management</p> <ul style="list-style-type: none"> • Leads or coordinates construction projects such as developing a new facility; the addition, expansion or extension of an existing facility; or renovation/alterations to a facility in collaboration with project team, construction site and management • Develops assignments, timetables and responsibilities for team members for the duration of the project • Organizes and directs construction personnel and ensures that materials and equipment resources are delivered on time |
| APM030 | <p>Engineering Project Management</p> <ul style="list-style-type: none"> • Leads or coordinates project planning, resourcing, staffing, progress reporting, people management and troubleshooting for engineering projects • Ensures project results meet requirements regarding technical quality, reliability, schedule and cost |
| APM060 | <p>Resource Management</p> <ul style="list-style-type: none"> • Manages employee resources on a "pool" basis • Ensures that resources of suitable skills and caliber are available for tasks and activities as required • Manages the education, planning, skills enhancement, costing, etc., associated with resources |
| APM999 | <p>Project/Program Management - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Project/Program Management Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|-------------|-----------------------------------|
| ARE | Real Estate and Facilities |

Plans, controls and directs real estate activities such as site location and acquisition, right-of-way negotiation, building and land acquisition and disposition, space leasing, property management and maintenance of properties.

Applicable Career Bands

M (Supervisory/Management) **P** (Professional) **U** (Business Support)

Discipline

| | |
|---------------|---|
| ARE000 | <p>Real Estate and Facilities Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Plans, controls and directs real estate activities; identifies, acquires or leases land and buildings for the organization's operations • May negotiate right-of-way easements • Ensures the optimal utilization of the organization's facilities • Disposes of facilities that are no longer required by the organization • Responsibilities are within the Real Estate and Facilities Function as a generalist or in a combination of Disciplines |
| ARE010 | <p>Real Estate/Property Management</p> <ul style="list-style-type: none"> • Manages real estate to ensure maximum return and profitability • Advises and assists with site selection, site acquisition, leasing space and other functions relating to land acquisition, negotiation and sale |
| ARE020 | <p>Facilities Management</p> <ul style="list-style-type: none"> • Ensures the optimal utilization of the organization's facilities • Assesses and evaluates the physical space requirements of the organization and recommends plans to meet needs • Ensures proper functioning of facilities through ongoing inspection and maintenance |
| ARE999 | <p>Real Estate and Facilities - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Real Estate and Facilities Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|--|---|
| CAM | Account/Relationship Management |
| <p>Builds and maintains effective long-term relationships with a defined customer base to ensure a high level of satisfaction and increase revenues. Identifies, develops and typically closes new sales opportunities. Serves as the primary interface for all products and services, and creates demand for the organization's products and services by raising their profile with customers. Typically has a limited number of key/strategic accounts and maintains relationships with clients at the senior management or executive level.</p> | |
| <p>Applicable Career Bands M (Supervisory/Management) S (Customer/Client Management and Sales)</p> | |
| <p>Discipline</p> | |
| CAM000 | <p>Account/Relationship Management Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Builds and maintains effective long-term relationships and a high level of satisfaction with key senior-level decision makers and influencers at an assigned group of customer accounts that may include major strategic customers within a geographic or industry focus • Identifies, develops and typically closes new sales opportunities • Creates demand for the organization's products and services by raising their profile with customers • Achieves revenue targets by increasing revenue spend per account • May conduct regular status and strategy meetings with the customer's senior management to understand their needs and link them to the organization's product/service strategies • Responsibilities are within the Account/Relationship Management Function as a generalist or in a combination of Disciplines |
| CAM005 | <p>Small/Non-Strategic Account/Relationship Management Single Country</p> <ul style="list-style-type: none"> • Builds and maintains effective long-term relationships and a high level of satisfaction with key senior-level decision makers and influencers at an assigned group of ten or more customer accounts, but not major or strategic accounts • Identifies, develops and typically closes new sales opportunities • Creates demand for the organization's products and services by raising their profile with customers • Achieves revenue targets by increasing revenue spend per account • May conduct regular status and strategy meetings with the customer's senior management to understand their needs and link them to the organization's product/service strategies |
| CAM010 | <p>Major/Strategic Account/Relationship Management Single Country</p> <ul style="list-style-type: none"> • Builds and maintains customer relationships with strategic accounts in a single country • Identifies, develops and typically closes new sales opportunities • Creates demand for the organization's products and services by raising their profile with customers • Achieves revenue targets by increasing revenue spend per account • May conduct regular status and strategy meetings with the customer's senior management to understand their needs and link them to the organization's product/service strategies |
| CAM020 | <p>Major/Strategic Account/Relationship Management Global</p> <ul style="list-style-type: none"> • Builds and maintains customer relations with strategic accounts that typically involve an international partner or major global accounts • Identifies, develops and typically closes new sales opportunities • Creates demand for the organization's products and services by raising their profile with customers • Achieves revenue targets by increasing revenue spend per account • Conducts regular status and strategy meetings with the customer's senior management to understand their needs and link them to the organization's product/service strategies |
| CAM999 | <p>Account/Relationship Management - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Account/Relationship Management Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|-------------|----------------------|
| CSC | Channel Sales |

Maximizes revenues from sales of the organization's products and/or services through a base of reseller partners such as dealers, systems integrators, value-added resellers (VARs), distributors or retailers. Locates, evaluates and recruits potential channel partners. Supports partners throughout the sales process in all sales-oriented activities, such as marketing, advertising, sales promotions and training, to achieve revenue targets.

Applicable Career Bands
M (Supervisory/Management) **S** (Customer/Client Management and Sales)

Discipline

- | | |
|---------------|--|
| CSC000 | <p>Channel Sales Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Maximizes revenues from sales of the organization's products and/or services through a base of reseller partners in specific assigned channels and/or vertical markets • Locates, evaluates and recruits potential channel partners, including systems integrators, value-added resellers (VARs), distributors, dealers or retailers • Supports partners throughout the sales process in all sales-oriented activities, including marketing, advertising, sales promotions and training to achieve revenue targets • Responsibilities are within the Channel Sales Function as a generalist or in a combination of Disciplines |
| CSC010 | <p>Channel Sales - Durable Goods Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Sells a portfolio of the organization's and/or third-party durable (hard) goods (i.e., products that do not quickly wear out) through a base of reseller partners; typically sells products such as vehicles, appliances, business equipment, electronic equipment, home furnishings and fixtures, housewares and accessories • Locates, evaluates and recruits potential channel partners, including systems integrators, value-added resellers (VARs), distributors, dealers or retailers • Supports partners throughout the sales process in all sales-oriented activities, including marketing, advertising, sales promotions and training to achieve revenue targets |
| CSC020 | <p>Channel Sales - Nondurable Goods Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Sells a portfolio of the organization's and/or third-party nondurable (soft) goods (i.e., products that are used up when used once or that have a lifespan of less than three years) through a base of reseller partners; typically sells products such as food, cosmetics, pharmaceuticals, cleaning products, office supplies, printer ink, packaging and containers, paper and paper products, personal products, rubber, plastics, textiles and clothing • Locates, evaluates and recruits potential channel partners, including systems integrators, value-added resellers (VARs), distributors, dealers or retailers • Supports partners throughout the sales process in all sales-oriented activities, including marketing, advertising, sales promotions and training to achieve revenue targets |
| CSC999 | <p>Channel Sales - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Channel Sales Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|--|---|
| CSD | Direct Sales |
| <p>Closes direct sales of products and/or services in order to meet individual/team quotas and the organization's business objectives. Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline. Typically, sales cycles are relatively short.</p> | |
| <p>Applicable Career Bands M (Supervisory/Management) S (Customer/Client Management and Sales)</p> | |
| Discipline | |
| CSD000 | <p>Direct Sales Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Promotes and sells a portfolio of technical and/or nontechnical products and/or services and solutions directly to current and new end customers • Informs customers of new product/service introductions and prices • Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline • Responsibilities are within the Direct Sales Function as a generalist or in a combination of Disciplines |
| CSD010 | <p>Direct Sales - Durable Goods Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Sells a portfolio of the organization's and/or third-party durable (hard) goods (i.e., products that do not quickly wear out) directly to customers; typically sells products such as vehicles, appliances, business equipment, electronic equipment, home furnishings and fixtures, housewares and accessories • Informs customers of new product/service introductions and prices for such • Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline |
| CSD020 | <p>Direct Sales - Nondurable Goods Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Sells a portfolio of the organization's and/or third-party nondurable (soft) goods (i.e., products that are used up when used once or that have a lifespan of less than three years) directly to customers; typically sells products such as food, cosmetics, pharmaceuticals, cleaning products, office supplies, printer ink, packaging and containers, paper and paper products, personal products, rubber, plastics, textiles and clothing • Informs customers of new product/service introductions and prices for such • Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline |
| CSD030 | <p>Direct Sales - Services Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Sells a portfolio of the organization's and/or third-party services directly to end user organizations • Informs customers of new product/service introductions and prices for such • Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline |
| CSD999 | <p>Direct Sales - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Direct Sales Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| Code | Function |
|--|-------------------------|
| CSG | Government Sales |
| Promotes and sells technical and/or nontechnical products and/or services and solutions directly to government entities or subcontractors. Develops new accounts and/or expands existing accounts within assigned agencies or geographic territories. Ensures that the organization's sales initiatives are fully compliant with government procurement procedures and guidelines. | |

Applicable Career Bands
M (Supervisory/Management) **S** (Customer/Client Management and Sales)

Discipline

| | |
|---------------|--|
| CSG000 | Government Sales Generalist/Multidiscipline <ul style="list-style-type: none"> Promotes and sells technical and/or nontechnical products and/or services and solutions directly to government entities or subcontractors Develops new accounts and/or expands existing accounts within assigned agencies or geographic territories Maintains a thorough understanding of government procurement procedures and guidelines to ensure that the organization's sales initiatives are fully compliant; may be required to have security clearance Promotes the inclusion of the organization's products and/or services on government specification lists Responsibilities are within the Government Sales Function as a generalist or in a combination of Disciplines |
| CSG010 | Government Sales - Durable Goods Generalist/Multidiscipline <ul style="list-style-type: none"> Sells a portfolio of the organization's and/or third-party durable (hard) goods (i.e., products that do not quickly wear out) directly to government entities or subcontractors; typically sells products such as vehicles, appliances, business equipment, electronic equipment, home furnishings and fixtures, housewares and accessories |
| CSG020 | Government Sales - Nondurable Goods Generalist/Multidiscipline <ul style="list-style-type: none"> Sells a portfolio of the organization's and/or third-party nondurable (soft) goods (i.e., products that are used up when used once or that have a lifespan of less than three years) directly to government entities or subcontractors; typically sells products such as food, cosmetics, pharmaceuticals, cleaning products, office supplies, printer ink, packaging and containers, paper and paper products, personal products, rubber, plastics, textiles and clothing |
| CSG030 | Government Sales - Services Generalist/Multidiscipline <ul style="list-style-type: none"> Sells a portfolio of the organization's and/or third-party services directly to government entities or subcontractors |
| CSG999 | Government Sales - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Government Sales Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code Function
CTS **Telesales**

Initiates and answers inbound and/or outbound sales calls directly from/to prospective and/or existing customers. Responds to customer questions and takes orders. Builds rapport with customers by probing for needs and recommending appropriate solutions. Achieves monthly, quarterly and annual sales objectives while ensuring optimum customer experience and satisfaction.

Applicable Career Bands

M (Supervisory/Management) **S** (Customer/Client Management and Sales) **U** (Business Support)

Discipline

- | | |
|---------------|---|
| CTS000 | <p>Telesales Generalist/Multidiscipline</p> <ul style="list-style-type: none"> ● Initiates and answers inbound and/or outbound sales calls directly from/to prospective and/or existing customers ● Accepts orders, closes sales, maintains customer records and completes required documentation ● Identifies and qualifies prospective customers and records sales prospecting activity in computer-based tracking systems ● May have an assigned product line that may overlap other sales teams' territories ● May have an individual or team sales quota and is likely to have a target earnings bonus or sales incentive opportunity |
| CTS010 | <p>Telesales - Inbound/Inside</p> <ul style="list-style-type: none"> ● Answers inbound customer calls regarding product and service information and identifies upselling opportunities from such calls ● Accepts orders, closes sales, maintains customer records and completes required documentation ● Identifies and qualifies prospective customers and records sales prospecting activity in computer-based tracking systems ● May have an assigned product line that may overlap other sales teams' territories ● May have an individual or team sales quota and is likely to have a target earnings bonus or sales incentive opportunity |
| CTS020 | <p>Telesales - Outbound</p> <ul style="list-style-type: none"> ● Performs outbound sales calls, including cold calling, lead follow-up and sales qualification, to develop a portfolio of buying customers and meet or exceed daily outbound call quotas ● Accepts orders, closes sales, maintains customer records and completes required documentation ● Identifies and qualifies prospective customers and records sales prospecting activity in computer-based tracking systems ● May have an assigned product line that may overlap other sales teams' territories ● May have an individual or team sales quota and is likely to have a target earnings bonus or sales incentive opportunity |
| CTS999 | <p>Telesales - No Applicable Discipline</p> <ul style="list-style-type: none"> ● Responsibilities are within the Telesales Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|---|--|
| CUS | Sales Support and Administration |
| <p>Supports sales representatives and channel partners in administrative areas such as order processing, sales quotes, sales information management, product training and financing. Tracks transactions and prepares reports regarding information such as order status, sales results, leads, sales quotas and sales representative earnings.</p> | |
| <p>Applicable Career Bands</p> <p>M (Supervisory/Management) P (Professional) U (Business Support)</p> | |
| <p>Discipline</p> | |
| CUS000 | <p>Sales Support and Administration Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Supports sales representatives and channel partners in administrative areas such as order processing, customer quotes, sales information management, product training and financing • Responsibilities are within the Sales Support and Administration Function as a generalist or in a combination of Disciplines |
| CUS010 | <p>Sales Training</p> <ul style="list-style-type: none"> • Develops, plans and conducts training on techniques for selling the organization's products and/or services for sales representatives and reseller partners • Designs training classes and training materials and prepares documentation • Conducts sales training needs assessments and analyzes employee training needs to determine requirements for new program development • Monitors and evaluates sales training programs, assesses results and implements enhancements as needed to ensure effectiveness of programs |
| CUS020 | <p>Product Sales Financing</p> <ul style="list-style-type: none"> • Negotiates terms and financial structures of the organization's leasing and other financing services for customers • Coordinates the completion of all necessary documentation for the financing arrangement |
| CUS030 | <p>Sales Planning/Forecasting</p> <ul style="list-style-type: none"> • Prepares and analyzes sales forecasts and results reports and presentations, including analyses of variances vs. budget forecasts • Supports periodic sales revenue target setting and forecasting and may conduct research to estimate market demand • Supports sales teams in preparing and evaluating deal scenarios and contract terms • Collaborates with sales, IT and finance to develop, create and maintain reporting requirements and ensure that the revenue recognition and forecasting systems provide accurate and timely data • May track sales vs. quota information to determine commissions |
| CUS999 | <p>Sales Support and Administration - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Sales Support and Administration Function but are not described in other Discipline summaries |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

| <u>Code</u> | <u>Function</u> |
|--|--|
| CUT | Technical Sales Support |
| <p>Provides technical knowledge, advice and support to sales representatives, resellers and customers during the sales process to resolve requests regarding product/service technical issues and to maximize the benefits derived from the organization's products and/or services.</p> | |
| <p>Applicable Career Bands</p> <p>M (Supervisory/Management) P (Professional) T (Technical Support)</p> | |
| <p>Discipline</p> | |
| CUT000 | <p>Technical Sales Support Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Provides technical expertise to sales representatives, resellers and customers during the sales process • Performs technical sales support at customer sites or on a multiple-site basis • Resolves technical product/service issues • Assists customers during the sales process to maximize the benefits derived from the organization's products and/or services • Responsibilities are within the Technical Sales Support Function as a generalist or in a combination of Disciplines |
| CUT010 | <p>Pre-Sales Technical Support/Systems Engineering</p> <ul style="list-style-type: none"> • Provides pre-sales technical expertise to the sales team and customers during the sales process • Provides technical input into bid proposals, projects and technical documents within the sales process and identifies additional sales opportunities with existing customers • Installs and demonstrates the organization's products at customer sites • Collaborates with sales teams to develop and recommend products and services to meet customers' requirements • Maintains up-to-date and comprehensive knowledge of the organization's and competitors' products and/or services |
| CUT040 | <p>Technical/Product Training</p> <ul style="list-style-type: none"> • Develops, implements and/or delivers technical training as it relates to the organization's products • Works with product development teams to update training materials and ensure accuracy and effectiveness of courseware and supporting materials to align with new product releases • May provide technical product training to both internal staff (e.g., customer services, engineers, sales staff) and customers |
| CUT999 | <p>Technical Sales Support - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Technical Sales Support Function but are not described in other Discipline summaries |