

Career Bands, Career Levels, Functions and Disciplines

General Overview

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

- Career Band Summary Descriptions for the Supervisory/Management Career Band (M), Professional Career Band (P), Customer/Client Management and Sales Career Band (S), Technical Support Career Band (T), Business Support Career Band (U)

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

- Function and Discipline Listing
- Function and Discipline Descriptions

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

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

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

Career Bands, Career Levels, Functions and Disciplines

Career Band Summary Descriptions

Supervisory/Management Career Band (M)

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

Professional Career Band (P)

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

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

Technical Support Career Band (T)

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

Business Support Career Band (U)

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

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles

Supervisory/Management Career Band (M)

M5 Senior Group Manager (aligns with Global Grade 17)

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

M4 Group Manager (aligns with Global Grade 16)

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

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

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

Global Grade 15 Differentiators

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

Global Grade 14 Differentiators

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

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Supervisory/Management Career Band (M) (continued)

M2 Manager (aligns with Global Grades 12 and 13)

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

Global Grade 13 Differentiators

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

Global Grade 12 Differentiators

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

M1 Supervisor (aligns with Global Grades 10 and 11)

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

Global Grade 11 Differentiators

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

Global Grade 10 Differentiators

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

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Professional Career Band (P)

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

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

Global Grade 17 Differentiators

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

Global Grade 16 Differentiators

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

P5 Master (aligns with Global Grade 15)

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

P4 Specialist (aligns with Global Grades 13 and 14)

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

Global Grade 14 Differentiators

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

Global Grade 13 Differentiators

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

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Professional Career Band (P) (continued)

P3 Career (aligns with Global Grades 11 and 12)

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

Global Grade 12 Differentiators

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

Global Grade 11 Differentiators

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

P2 Intermediate (aligns with Global Grade 10)

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

P1 Entry (aligns with Global Grades 8 and 9)

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

Global Grade 9 Differentiators

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

Global Grade 8 Differentiators

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

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

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

Career Level General Profiles (continued)

Technical Support Career Band (T)

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

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

Global Grade 10 Differentiators

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

Global Grade 9 Differentiators

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

T3 Senior (aligns with Global Grades 7 and 8)

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

Global Grade 8 Differentiators

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

Global Grade 7 Differentiators

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

T2 Intermediate (aligns with Global Grade 6)

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

T1 Entry (aligns with Global Grade 5)

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

Career Bands, Career Levels, Functions and Disciplines

Career Level General Profiles (continued)

Business Support Career Band (U)

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

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

Global Grade 9 Differentiators

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

Global Grade 8 Differentiators

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

U3 Senior (aligns with Global Grade 7)

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

U2 Intermediate (aligns with Global Grade 6)

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

U1 Entry (aligns with Global Grades 4 and 5)

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

Global Grade 5 Differentiators

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

Global Grade 4 Differentiators

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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing

CAM Account/Relationship Management

CAM010-EX National/Global Accounts Executive
CAM020-EX Global Account Management Executive

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

CSA Sales

CSA001-EX Top Sales Executive

CSC Channel Sales

CSC000-EX Top Channel Sales Executive

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

CSD005-EX Regional Field Sales Executive

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-EX Top Government Sales Executive

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

CUS060-EX	Top Sales Operations Executive
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-EX	Top Technical Sales Support Executive
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

CAM Account/Relationship Management

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.

Applicable Career Bands

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

Discipline

CAM010-EX	<p>National/Global Accounts Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing a sales strategy for increasing sales and profits through one strategic or several large, complex national or global accounts/customers • Calls on accounts, develops and coordinates sales presentations, and ensures adequate sales service
CAM020-EX	<p>Global Account Management Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for managing the relationship with a single major, integrated, global account/customer • Interacts at the highest executive levels of the customer, focusing on the strategic impact of the relationship • Develops integrated sales strategy for all product and service offerings • May manage several National/Global Accounts Executives dedicated to specific products, services, or geographic locations for the account • May have profit-and-loss responsibility
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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
CAM	Account/Relationship Management (continued)

Discipline

CAM020	Major/Strategic Account/Relationship Management Global <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	Account/Relationship Management - No Applicable Discipline <ul style="list-style-type: none">• Responsibilities are within the Account/Relationship Management Function but are not described in other Discipline summaries

<u>Code</u>	<u>Function</u>
CSA	Sales

Discipline

CSA001-EX	Top Sales Executive <ul style="list-style-type: none">• Has primary responsibility for developing and implementing sales programs and directing the sales force to achieve volume objectives for the organization's products• Tracks sales performance against objectives and informs management of results• May manage relationships with major clients
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Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code Function

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-EX	<p>Top Channel Sales Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for the sales and distribution of products and achievement of specific revenue objectives through alternate channels (e.g., third-party sales) • Develops and designs strategies and plans to support selling to indirect sales channels
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)

Code Function

CSD Direct Sales

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.

Applicable Career Bands

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

Discipline

CSD005-EX	<p>Regional Field Sales Executive</p> <ul style="list-style-type: none"> ● Under the direction of the Top Sales Executive or Top Sales and Marketing Executive, has primary responsibility for the organization's sales activities within a large geographic area ● Typically manages a sales force through district (branch) field sales managers ● May manage a sales organization made up of distributors, franchisees and/or other sales outlets appropriate for the organization's products ● In smaller companies, this may be the lowest level of sales management
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)

<u>Code</u>	<u>Function</u>
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-EX	Top Government Sales Executive <ul style="list-style-type: none"> Has primary responsibility for directing and promoting sales of the organization's products and/or services to government agencies Typically, specializes in one segment of government (national or local)
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 the 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 M (Supervisory/Management) P (Professional) U (Business Support)</p>	
<u>Discipline</u>	
CUS060-EX	<p>Top Sales Operations Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for operational support of the field sales function • Oversees analyses and reporting on sales data, and communicates pricing • Plans and implements communications to field sales staff on matters such as changes to sales plans, knowledge about customers and competitors, and pricing • May plan and manage trade shows and sales meetings
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 of 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 leasings 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 versus 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 versus 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
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>Applicable Career Bands</p> <p>M (Supervisory/Management) P (Professional) T (Technical Support)</p>	
<u>Discipline</u>	
CUT000-EX	<p>Top Technical Sales Support Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for providing technical support services to the sales force and customers across all accounts • Analyzes customer specifications, designs solutions, and presents proposals • May have "shadow" profit-and-loss responsibility • Liaises closely with Top Sales Executive and Top Customer Service Executive
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 training to internal staff, e.g., customer services, engineers, sales staff, etc.
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