

Career Bands, Career Levels, Functions and Disciplines

General Overview

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

- Career Band Summary Description for the Supervisory/Management Career Band (M).

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

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

Functions and Disciplines Listing

AAS Administrative Services

AAS000	Administrative Services Generalist/Multidiscipline
AAS010	Office/Location/Post and Messenger Services
AAS011	Clerical
AAS012	Word Processing/Presentations
AAS013	Print Services
AAS020	Library/Information Services
AAS030	Reception/Switchboard
AAS041	Secretarial/Administrative Assistance
AAS042	Secretarial/Executive Administrative Assistance
AAS050	Travel Services
AAS070	Food and Beverage Administration
AAS072	Food and Beverage Service
AAS074	Food Preparation
AAS085	Data Control
AAS086	Data Entry
AAS999	Administrative Services - No Applicable Discipline

AAT Transportation Services and Administration

AAT000	Transportation Services and Administration Generalist/Multidiscipline
AAT010	Vehicle Fleet Management
AAT015	Vehicle Maintenance
AAT020	Driver/Chauffeur
AAT999	Transportation Services and Administration - No Applicable Discipline

AAY Security

AA Y000	Security Generalist/Multidiscipline
AA Y002	Security Armed
AA Y003	Security Unarmed
AA Y010	Business Continuation
AA Y999	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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

ACA Corporate Affairs/Communications (continued)

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

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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

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
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
AID	IT Development
AID000	IT Development Generalist/Multidiscipline
AID010	Application Development
AID015	Internet/Web Application Development
AID020	Business Systems Analysis

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

AID IT Development (completed)

AID040	Systems Software Development
AID050	Software Quality Assurance and Testing
AID060	Database Design and Analysis
AID090	Network Planning and Implementation
AID100	Enterprise Resource Planning
AID999	IT Development - No Applicable Discipline

AIT IT Administration

AIT000	IT Administration Generalist/Multidiscipline
AIT010	Computer Systems Administration
AIT015	Website Administration
AIT020	IT Help Desk Support
AIT025	IT On-Site Support
AIT030	Database Administration
AIT040	Network Control/Administration
AIT050	Email Administration
AIT060	IS Disaster Recovery/Business Continuation
AIT070	IS and Cyber Security
AIT080	IT Training/Documentation
AIT999	IT Administration - 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

ALS Legal Support

ALS000	Legal Support Generalist/Multidiscipline
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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

AMK Marketing (continued)

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

AMT Technical Customer Support

AMT000	Technical Customer Support Generalist/Multidiscipline
AMT010	Technical Customer Support - Remote/Help Desk
AMT020	Technical Customer Support - Customer Site
AMT999	Technical Customer Support - No Applicable Discipline

AOM Manufacturing/Operations

AOM000	Manufacturing/Operations Generalist/Multidiscipline
AOM010	Production Planning and Control
AOM015	Production/Process Equipment Operations
AOM020	Production Assembly
AOM999	Manufacturing/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)

AQY Quality Assurance Methods

AQY000	Quality Assurance Methods Generalist/Multidiscipline
AQY020	Business Process Improvement
AQY040	Supplier Quality Assurance
AQY050	Food Safety
AQY999	Quality Assurance Methods - No Applicable Discipline

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

ARP Product Development

ARP000	Product Development Generalist/Multidiscipline
ARP010	Product Development - Physical Science
ARP020	Product Development - Health Science
ARP030	Product Development - Life Science
ARP035	Food Science/Technology
ARP040	Product Development - Mathematics, Statistics and Computer Science
ARP050	Product Development - Engineering
ARP080	Product Development - Creative Design/Industrial Design
ARP999	Product Development - No Applicable Discipline

ARR Product Development Support

ARR000	Product Development Support Generalist/Multidiscipline
ARR010	Product Development Support - Physical Science
ARR020	Product Development Support - Health Science
ARR030	Product Development Support - Life Science
ARR040	Product Development Support - Mathematics, Statistics and Computer Science
ARR060	Product Development Technical Writing
ARR070	Product Development Library/ Knowledge Management
ARR999	Product Development Support - No Applicable Discipline

ASC Supply Chain and Logistics

ASC000	Supply Chain and Logistics Generalist/Multidiscipline
ASC012	Supplier Development
ASC015	Materials Planning/Scheduling
ASC020	Materials Management
ASC022	Forklift Operations
ASC025	Inventory Control
ASC030	Logistics
ASC035	Import/Export
ASC040	Warehousing
ASC045	Fulfillment
ASC050	Transportation

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

ASC Supply Chain and Logistics (continued)

ASC052	Transportation - Delivery Vehicle Operations Generalist/Multidiscipline
ASC053	Transportation - Light Delivery Vehicle Operations
ASC054	Transportation - Heavy Delivery Vehicle Operations
ASC055	Transportation - Tractor Trailer Delivery Vehicle Operations
ASC060	Purchasing Generalist/Multidiscipline
ASC070	Goods Purchasing
ASC080	Services Purchasing
ASC090	Technical Purchasing
ASC095	Commodity Purchasing
ASC999	Supply Chain and Logistics - No Applicable Discipline

AZE Engineering

AZE000	Engineering Generalist/Multidiscipline
AZE010	Chemical Engineering
AZE030	Quality Assurance Engineering
AZE040	Civil Engineering
AZE050	Electrical Equipment Engineering
AZE060	Process Engineering
AZE070	Industrial Engineering
AZE080	Manufacturing Engineering
AZE090	Tool and Design Engineering
AZE110	Mechanical Engineering
AZE120	Environmental Engineering
AZE140	Electronic Engineering
AZE150	Packaging Engineering
AZE160	Safety Engineering
AZE170	Structural/Facilities Engineering
AZE999	Engineering - No Applicable Discipline

AZT Technical Specialty/Skilled Trade

AZT000	Technical Specialty/Skilled Trade Generalist/Multidiscipline
AZT010	Equipment Maintenance Technical Specialty
AZT015	Civil Engineering Technical Specialty
AZT020	Calibration Technical Specialty
AZT030	Product Test/Debug Technical Specialty
AZT040	Facilities Technical Specialty
AZT050	Process Technical Specialty
AZT060	Quality Control/Inspection Technical Specialty
AZT070	Test Equipment Technical Specialty
AZT080	CAD/CAE Drafting Technical Specialty
AZT085	Design and Drafting
AZT090	Production/Operations Laboratory Technical Specialty
AZT100	Biology Technical Specialty
AZT110	Chemistry Technical Specialty

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

AZT Technical Specialty/Skilled Trade (continued)

AZT120	Stationary Engineering Technical Specialty
AZT130	Technical Documentation Control
AZT140	Skilled Trade Generalist/Multidiscipline
AZT150	Electrical Skilled Trade
AZT160	Welding Skilled Trade
AZT170	Mechanical Skilled Trade
AZT180	Machinery/Millwright Skilled Trade
AZT190	Finishing/Coating/Painting
AZT191	Carpentry
AZT192	Masonry
AZT999	Technical Specialty/Skilled Trade - No Applicable Discipline

AZU Manual/Unskilled Labor

AZU000	Manual/Unskilled Labor Generalist/Multidiscipline
AZU999	Manual/Unskilled Labor - 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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Listing (continued)

CTS Telesales

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

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**
 - Supports general business operations by providing various administrative support activities as a generalist or in a combination of Disciplines in the Administrative Services Function

- AAS010** **Office/Location/Post and Messenger Services**
 - Coordinates the administrative activities of an office
 - Evaluates office production and devises alternative methods to improve workflow
 - Oversees opening, sorting and routing of incoming and makes preparations for outgoing correspondence, post, mail and packages; organizes special mailings
 - Coordinates the receipt, storage and issuance of stationary and office supplies; oversees periodic inventories and reorders items as required
 - Acts as the first point of contact for internal facilities issues and logs all maintenance, cleaning and office/location services and refers related issues to the appropriate personnel; negotiates contracts for services such as cleaning and maintenance

- AAS011** **Clerical**
 - Performs routine clerical duties, such as filing, tabulating, compiling and/or posting records and photocopying using an array of business software applications such as a word processor or spreadsheet

- AAS012** **Word Processing/Presentations**
 - Uses appropriate software packages to prepare standard and/or complex documents from various sources of written or dictated input which may include page layouts and difficult charts
 - Enters corrections and revisions and proofreads material for accuracy and completeness, applying knowledge of department terminology and organization practices
 - May operate desktop publishing equipment and utilize integrated software packages to complete various assignments
 - Produces various types of presentations such as word processing documents, slides, charts, graphs, etc.

- AAS013** **Print Services**
 - Operates and maintains a range of printing equipment (e.g., photocopier, digital printing press) and finishing equipment (e.g., trimmer, binder) to print quantities of various documents

- AAS020** **Library/Information Services**
 - 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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AAS	Administrative Services (continued)
Discipline	
AAS030	Reception/Switchboard <ul style="list-style-type: none">• Greets clients and visitors at front desk• Answers incoming calls and typically operates a multi-line telephone system• Organizes meeting room, taxi and chauffeur bookings• Completes security procedures (e.g., issues badges, ensures proper completion of visitors' log)• May perform clerical tasks (e.g., mail distribution, word processing)
AAS041	Secretarial/Administrative Assistance <ul style="list-style-type: none">• Provides secretarial/administrative support to nonexecutive employees or groups in the organization• Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc.• Receives, screens and directs incoming calls, visitors, mail and email• Maintains files, records, calendars and diaries• May arrange business travel, coordinate meeting arrangements, and/or track expenses
AAS042	Secretarial/Executive Administrative Assistance <ul style="list-style-type: none">• Provides secretarial/administrative support directly to executives (excluding CEO), exercising confidentiality, tact and diplomacy• Uses business software applications (e.g., word processing, presentation and spreadsheet) to prepare correspondence, reports, presentations, agendas, minutes, etc.; may prepare responses to routine correspondence and inquiries• Receives, screens and directs incoming calls, visitors, mail and email• Maintains files, records, calendars and diaries; typically arranges business travel, coordinates meeting arrangements and tracks expenses• Participates in the development and implementation of secretarial standards, policies and practices for the organization
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
AAS070	Food and Beverage Administration <ul style="list-style-type: none">• Plans menus to accommodate all employees• Determines food service budget expenditures• Coordinates purchases and ensures that adequate supplies of food are maintained• Assesses food service activities and recommends modifications to improve operating efficiency
AAS072	Food and Beverage Service <ul style="list-style-type: none">• Performs routine duties related to serving food and beverages, as well as clearing dishes and cleaning• May operate dishwasher or assist with washing dishes, glassware, silverware, utensils, pots, pans, etc.• Collects and disposes of garbage left at tables• May assist with stocking food inventory and with light cooking
AAS074	Food Preparation <ul style="list-style-type: none">• Reviews menus and work or customer orders to determine type and quantities of food to be prepared• Prepares, seasons and cooks food• Carves portions of meat, fish or fowl for individual servings• May plan menus and estimate required food quantities, labor and overhead costs• May coordinate food storage and maintenance of kitchen and storage facilities

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code Function
AAS **Administrative Services (continued)**

Discipline

- AAS085** **Data Control**
- Reviews source documents for data input
 - Checks accuracy and relevance of input and output data by visual examination, correcting codes and batching for computer processing
 - Verifies output against control totals, reviews format and accuracy of printouts, and distributes information to appropriate departments
- AAS086** **Data Entry**
- Operates a data entry device to key and/or verify a variety of standard and/or complex coded or uncoded business and statistical source data into a computer
- AAS999** **Administrative Services - No Applicable Discipline**
- Responsibilities are within the Administrative Services Function but are not described in other Discipline summaries

Code Function
AAT **Transportation Services and Administration**

Provides and administers passenger transportation and vehicle services such as vehicle fleet management, chauffeur services, aircraft management and operations.

Applicable Career Bands
M (Supervisory/Management)

T (Technical Support)
U (Business Support)

Discipline

- AAT000** **Transportation Services and Administration Generalist/Multidiscipline**
- Supports general business operations by providing various transportation and related support activities as a generalist or in a combination of Disciplines in the Transportation Services and Administration Function
- AAT010** **Vehicle Fleet Management**
- Operates and maintains motor vehicles and equipment
 - Schedules and dispatches the organization's vehicles and drivers
 - Prepares reports on inspection findings and ensures proper vehicle maintenance to comply with prescribed safety regulations
 - Develops design specifications for vehicle requisitions
 - May negotiate vehicle and/or equipment purchase terms in coordination with the procurement function
- AAT015** **Vehicle Maintenance**
- Performs preventive maintenance on automobiles and light trucks through vehicle washing and cleaning, oil changes, greasing, and inspection of hoses, belts, fluids and wiring
 - Performs automobile and light truck repairs by disassembling and overhauling engines, transmissions, clutches, rear ends and other assemblies
 - Replaces worn or broken parts, aligns wheels, adjusts brakes, tightens bearings, tunes engines and performs minor body work
 - Performs all work in accordance with established safety procedures and holds appropriate certification as may be required by law
 - Estimates time and material costs on vehicle repairs, and requisitions new parts and equipment

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AAT	Transportation Services and Administration (continued)
Discipline	
AAT020	Driver/Chauffeur <ul style="list-style-type: none"> Picks up and transports employees or visitors as directed May be the designated driver of a manager or executive within the organization Occasionally picks up and delivers packages
AAT999	Transportation Services and Administration - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Transportation Services and Administration Function but are not described in other Discipline summaries

<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	Security Generalist/Multidiscipline <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
AAY002	Security Armed <ul style="list-style-type: none"> Guards property against damage, fire, theft, trespassing and illegal entry Makes periodic tours around buildings and grounds, examining doors, windows and gates to ensure that they are properly secured Ensures identification of employees or visitors by fingerprinting, photographing, interviewing and preparing badges Investigates disturbances, may serve as a liaison with police and maintains order and safety of personnel in the event of an emergency Holds a valid firearms license and carries a firearm at all times when on duty
AAY003	Security Unarmed <ul style="list-style-type: none"> Guards property against damage, fire, theft, trespassing and illegal entry Makes periodic tours around buildings and grounds, examining doors, windows and gates to ensure that they are properly secured Ensures identification of employees or visitors by fingerprinting, photographing, interviewing and preparing badges Investigates disturbances, may serve as a liaison with police and maintains order and safety of personnel in the event of an emergency

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AAY	Security (continued)

Discipline

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

<u>Code</u>	<u>Function</u>
ACA	Corporate Affairs/Communications

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

Applicable Career Bands

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

Discipline

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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
ACA	Corporate Affairs/Communications (continued)
Discipline	
ACA030	Corporate Social Responsibility <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	Regulatory Affairs and Compliance <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
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	
ACA100	<p>Internal/Employee Communications</p> <ul style="list-style-type: none"> • Develops and coordinates lines of communication within the organization among employees • Implements policies and programs to increase employee awareness and knowledge of activities affecting employees
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.
	<p>Applicable Career Bands</p> <p>M (Supervisory/Management) P (Professional)</p>
	Discipline
ACD000	<p>Strategic Planning/Corporate Development Generalist/Multidiscipline</p> <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	<p>Strategic Planning</p> <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	<p>Digital Strategy</p> <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	<p>Corporate Development and Licensing Generalist/Multidiscipline</p> <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	<p>Strategic Planning/Corporate Development - No Applicable Discipline</p> <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 |
| AFB050 | <p>Bookkeeping/Account Maintenance</p> <ul style="list-style-type: none"> ● Performs bookkeeping, data entry and verification procedures ● Prepares and maintains records of amounts owed or receivable |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AFB	Accounting (continued)
Discipline	
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
<p>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.</p>	
<p>Applicable Career Bands</p> <p>M (Supervisory/Management) P (Professional) U (Business Support)</p>	
<p>Discipline</p>	
AFC000	<p>Credit and Collections Generalist/Multidiscipline</p> <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	<p>Credit</p> <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	<p>Collections</p> <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	<p>Call Center Collections</p> <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	<p>Credit and Collections - No Applicable Discipline</p> <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
<p>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.</p>	
<p>Applicable Career Bands M (Supervisory/Management) P (Professional)</p>	
<p>Discipline</p>	
AFT000	<p>Financial Analysis and Tax Generalist/Multidiscipline</p> <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	<p>Financial Analysis</p> <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	<p>Budget Analysis</p> <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	<p>Treasury Operations</p> <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	<p>Tax Reporting and Compliance</p> <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	<p>Insurance Risk</p> <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	<p>Financial Analysis and Tax - No Applicable Discipline</p> <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	<p>Audit and Financial/Business Controls Generalist/Multidiscipline</p> <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	<p>General Audit</p> <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	<p>IS Audit</p> <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	<p>Audit and Financial/Business Controls - No Applicable Discipline</p> <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)

Code Function
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**
- 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**
- Responsibilities are within the Risk Management Function but are not described in other Discipline summaries

Code Function
AHR **Human Resources**

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.

Applicable Career Bands

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

Discipline

- AHR000** **HR Generalist/Consultant Generalist/Multidiscipline**
- 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** **Compensation and Benefits Generalist/Multidiscipline**
- 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** **Compensation Generalist/Multidiscipline**
- 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** **Compensation - Executive Compensation**
- 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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AHR	Human Resources (continued)
<i>Discipline</i>	
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
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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AHR	Human Resources (continued)
Discipline	
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
AHR150	<p>Human Resources Information Systems</p> <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	<p>Human Resources - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Human Resources Function but are not described in other Discipline summaries

<u>Code</u>	<u>Function</u>
AHS	Environmental Health and Safety
<p>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.</p>	

Applicable Career Bands

M (Supervisory/Management)

P (Professional)

T (Technical Support)

Discipline

AHS000	<p>Environmental Health and Safety Generalist/Multidiscipline</p> <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
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Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code

Function

AHS Environmental Health and Safety (continued)

Discipline

AHS010

Environmental Science

- 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

- 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

- 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

- 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

AHS070

Workers' Compensation Case Management

- 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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code Function
AHS **Environmental Health and Safety (continued)**

Discipline

- AHS090** **Medical Services - Nursing**
- 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**
- Responsibilities are within the Environmental Health and Safety Function but are not described in other Discipline summaries

Code Function
AID **IT Development**

Designs, develops, modifies, adapts and implements short- and long-term solutions to information technology (IT) needs through new and existing applications, systems architecture, network systems and applications infrastructure. Reviews system requirements and business processes; codes, tests, debugs and implements software solutions.

Applicable Career Bands

M (Supervisory/Management) **P** (Professional) **T** (Technical Support)

Discipline

- AID000** **IT Development Generalist/Multidiscipline**
- Designs, develops, modifies, adapts and implements short- and long-term solutions to information technology (IT) needs through new and existing applications, systems architecture, network systems and applications infrastructure
 - Reviews system requirements and business processes; codes, tests, debugs and implements software solutions
 - Responsibilities are within the IT Development Function as a generalist or in a combination of Disciplines
- AID010** **Application Development**
- Provides application software development services or technical support typically in a defined project
 - Develops program logic for new applications or analyzes and modifies logic in existing applications
 - Codes, tests, debugs, documents, implements and maintains software applications
 - Analyzes requirements and maintains, tests and integrates application components
 - Ensures that system improvements are successfully implemented
- AID015** **Internet/Web Application Development**
- Designs and develops primarily Internet/web pages and applications such as e-commerce and content-driven websites
 - Codes, tests, debugs, documents and implements web applications using a variety of languages and platforms such as HTML, Java, PHP, JSP, Python, AJAX, JavaScript, ASP, CGI, Perl, XML
 - Develops proof-of-concepts and prototypes of easy-to-navigate user interfaces (UI) that consist of web pages with graphics, icons and color schemes that are visually appealing
 - Ensures that applications are compatible across multiple computing platforms and browsers
 - May require familiarity with streaming media concepts and techniques, including digital video and audio compression standards such as MP3, WAV and MPEG
 - May also involve responsive web design techniques

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AID	IT Development (continued)
Discipline	
AID020	Business Systems Analysis <ul style="list-style-type: none">● Acts as a liaison between the IT development group and business units for the development and implementation of new systems and enhancement of existing systems● Evaluates new applications and identifies systems requirements● Evaluates new IT developments and evolving business requirements and recommends appropriate systems alternatives and/or enhancements to current systems● Prepares communications and makes presentations on system enhancements and/or alternatives
AID040	Systems Software Development <ul style="list-style-type: none">● Designs, develops, tests, debugs and implements operating systems components, software tools and utilities● Determines systems software design requirements● Ensures that system improvements are successfully implemented and monitored to increase efficiency● Generates systems software engineering policies, standards and procedures
AID050	Software Quality Assurance and Testing <ul style="list-style-type: none">● Conducts a wide range of quality control tests and analyses to ensure that software meets or exceeds specified standards and end user requirements● Drafts, revises and approves test plans and scripts to ensure alignment with standards and IT strategy● Creates test data files with valid and invalid records to thoroughly test program logic and verify system flow● Coordinates with users to plan user acceptance testing, alpha and beta testing● Ensures that system tests are successfully completed and documented and all problems are resolved
AID060	Database Design and Analysis <ul style="list-style-type: none">● Analyzes, designs, creates and implements databases, including data models, logical and physical databases, data dictionaries and schemas, access methods, device allocations, validation checks, organization and security● Develops and implements database recovery plans and procedures● Develops and implements database analysis and development policies, standards and procedures● Collaborates with database software vendors and external technical support on issues such as software upgrades, problems and potential solutions
AID090	Network Planning and Implementation <ul style="list-style-type: none">● Researches networking requirements; prepares detailed architectural and installation plans● Conducts internal studies of network performance and traffic analysis● Researches problems, conducts cable and equipment installations, and evaluates new technologies
AID100	Enterprise Resource Planning <ul style="list-style-type: none">● Configures, implements, maintains and upgrades enterprise resource planning (ERP) application modules (e.g., Human Resources, Finance, Supply Chain Management)● Analyzes user requirements to determine ERP system configuration and customization● Provides ongoing ERP system support● May participate in defining requirements and selecting software vendors
AID999	IT Development - No Applicable Discipline <ul style="list-style-type: none">● Responsibilities are within the IT Development 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>
AIT	IT Administration
	Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle). Configures, installs, maintains and upgrades server applications and hardware.
	<p>Applicable Career Bands</p> <p>M (Supervisory/Management) P (Professional) T (Technical Support)</p>
	Discipline
AIT000	<p>IT Administration Generalist/Multidiscipline</p> <ul style="list-style-type: none"> Administers the IT infrastructure within an organization, including the physical network (e.g., LANs/WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle) Responsibilities are within the IT Administration Function as a generalist or in a combination of Disciplines
AIT010	<p>Computer Systems Administration</p> <ul style="list-style-type: none"> Configures, installs, maintains and upgrades computer systems hardware and software Administers and maintains security of operating systems Restores files or systems by designing, writing and implementing back-up procedures Provides operational support for the organization's information systems and peripheral equipment such as application servers, database servers, web servers, desktops, printers and storage devices Performs recovery procedures, scheduling and back-ups and monitors batch processes
AIT015	<p>Website Administration</p> <ul style="list-style-type: none"> Plans and administers web systems hardware and operating system server software, including web server setup and implementation Maintains and monitors website functionality (e.g., links, calculators, news feeds) and website security Conducts performance monitoring, capacity planning, workload modeling and predictive analyses to identify and resolve potential issues (e.g., performance, security breaches) Collaborates with internal and/or external resources (i.e., content owners, editors, web developers) to maintain current information and tools on the organization's website(s) Troubleshoots network problems and security issues
AIT020	<p>IT Help Desk Support</p> <ul style="list-style-type: none"> Provides technical support to the organization's internal users of computer applications and hardware (e.g., PCs, servers, mainframes) Answers questions regarding system procedures, online transactions, systems status and downtime procedures and is typically located within a call center Collaborates with network services, software systems engineering and/or application development in order to restore service and/or identify problems Maintains a troubleshooting tracking log ensuring timely resolution of problems
AIT025	<p>IT On-Site Support</p> <ul style="list-style-type: none"> Provides on-site technical support to the organization's internal users of computer applications and hardware (e.g., PCs, servers, mainframes) Collaborates with network services, software systems engineering and/or application development in order to restore service and/or identify problems Typically resolves issues referred by help desk support

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AIT	IT Administration (continued)
Discipline	
AIT030	Database Administration <ul style="list-style-type: none">• Administers database utilities, monitors the relationships between the database users and applications, and maintains the organization's databases across multiple platforms and computing environments• Applies understanding of relational database concepts and query languages in order to design required summary or aggregation tables to support analyses• Collaborates with technology/infrastructure staff to identify data relationships and functional requirements; analyzes and resolves issues related to information flow and content• Maintains database support tools, database tables and dictionaries and recovery and back-up procedures• Performs data modeling studies and develops detailed data models; maintains data model and entity relationship diagrams
AIT040	Network Control/Administration <ul style="list-style-type: none">• Provides technical expertise in the management of a public and/or private network; tests and analyzes network facilities, including network control software, routers, switches, lines, modems, adapters and servers• Installs, supports and/or maintains LANs and/or WANs; evaluates and recommends networking product and software upgrades• Performs technical analyses of software, hardware and transmission facilities using various diagnostic tools in support of efficient network operations• Monitors data traffic and controls network resource performance to ensure high-quality transmission• Identifies, diagnoses and resolves technical problems related to network failure/integrity and usage of PC hardware and software
AIT050	Email Administration <ul style="list-style-type: none">• Provides overall administration and support for email applications to ensure that the system's integrity and security are not compromised• Embargoes incoming email on notice of virus alert, assesses the impact of the virus on email applications and works with other IT administrators to identify affected systems• Measures and maintains email capacity and utilization and notifies users when utilization exceeds established limits• May administer GroupWare systems
AIT060	IS Disaster Recovery/Business Continuation <ul style="list-style-type: none">• Develops and tests plans to ensure the continuity of critical business functions and minimizes information loss in the event of a disaster (e.g., fire, flood, hurricane, earthquake)• Sets up hot sites so that backup systems can be brought up and running quickly• Institutes loss-reduction mechanisms to lessen exposure to disaster risks such as sprinkler systems, insurance policies and evacuation procedures• In the event of disaster, assesses damage to computer hardware, vital records, etc., to determine what should be salvaged, restored or replaced
AIT070	IS and Cyber Security <ul style="list-style-type: none">• Evaluates, tests, recommends, develops, coordinates, monitors and maintains information systems (IS) and cyber security policies, procedures and systems, including access management for hardware, firmware and software• Ensures that IS and cyber security architecture/designs, plans, controls, processes, standards, policies and procedures are aligned with IS standards and overall IS and cyber security• Identifies security risks and exposures, determines the causes of security violations and suggests procedures to halt future incidents and improve security• Develops techniques and procedures for conducting IS and cyber security risk assessments and compliance audits, the evaluation and testing of hardware, firmware and software for possible impact on system security, and the investigation and resolution of security incidents• Implements IS and cyber security policies and takes measures against intrusion, frauds, attacks or leaks

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AIT	IT Administration (continued)

Discipline

- | | |
|---------------|--|
| AIT080 | IT Training/Documentation <ul style="list-style-type: none"> • Develops, coordinates and conducts IT training, educational and orientation programs for users • Develops and maintains documentation of information technology systems and applications and coordinates incorporation of documentation within applications (e.g., online help) • Develops, implements and/or approves training and documentation policies, standards and procedures • Maintains records and prepares documentation of training programs, scheduling, employee attendance and training program effectiveness |
| AIT999 | IT Administration - No Applicable Discipline <ul style="list-style-type: none"> • Responsibilities are within the IT Administration Function but are not described in other Discipline summaries |

<u>Code</u>	<u>Function</u>
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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 |

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
ALG	Legal (continued)
Discipline	
ALG072	<p>Food Law</p> <ul style="list-style-type: none"> 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
ALG080	<p>Tax Law</p> <ul style="list-style-type: none"> 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	<p>IS and Cyber Security Law</p> <ul style="list-style-type: none"> 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	<p>Legal - No Applicable Discipline</p> <ul style="list-style-type: none"> Responsibilities are within the Legal Function but are not described in other Discipline summaries

<u>Code</u>	<u>Function</u>
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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
ALS	Legal Support (continued)
Discipline	
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

<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>	

Applicable Career Bands

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

Discipline

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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AMK	Marketing (continued)
	Discipline
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
AMK040	<p>Market Research/Intelligence</p> <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	<p>Customer Insight and Research Generalist/Multidiscipline</p> <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	<p>Customer Data Management</p> <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	<p>Customer Research Analytics and Modeling</p> <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	<p>Product Management</p> <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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AMK	Marketing (continued)
Discipline	
AMK060	Direct Marketing <ul style="list-style-type: none">Markets the organization's products and services using customer marketing databasesCreates direct mail marketing plans, targeting specific market segments with specialized offersCollaborates with market research in developing response models and other database improvementsMay conduct data mining analyses of customer data to develop marketing trends
AMK100	Trade Shows/Events <ul style="list-style-type: none">Plans, develops and oversees marketing events (e.g., trade shows, conventions, sales meetings) for internal and/or external clientsCoordinates customer invitation solicitations, advanced and on-site registration, and post-event follow-up and evaluationsResearches available venues and recommends event sites; investigates, selects, negotiates and coordinates services with vendors, including catering and event supportPrepares budgets and forecasts and compiles summaries of total event costs, cost-per-contact, audience profiles and attendees' comments
AMK110	Digital Marketing Generalist/Multidiscipline <ul style="list-style-type: none">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 audienceManages the implementation of digital marketing programs and analyzes their effectivenessEstablishes and manages the relationships with search engines and portal sites that are strategically aligned with the digital goalsTracks usage trends of the organization's websites, including number and quality of visitors and advertising campaign impactDevelops 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 webEnsures that the organization's website provides up-to-date and comprehensive product/service information that is easily available to existing and potential customersMay be responsible for social media marketing and online community management
AMK111	Internet Search Optimization <ul style="list-style-type: none">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 sitesDevelops 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 resultsEnsures that online content is labeled in the way that best serves users' needs in finding content and exploring the websiteAdvises and trains content management staff on best practices for labeling content
AMK112	Social Media Marketing <ul style="list-style-type: none">Plans and implements marketing strategies and campaigns through social media optimization (SMO)Builds brand identification through penetration of social mediaSolicits, creates and posts content that attracts attention and encourages readers to share it with their social networksEstablishes and maintains relationships with social network members, bloggers and the online communityParticipates 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	<p>Online Community Management</p> <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	<p>Web Content Management/Production</p> <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	<p>Web Creative Writing</p> <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	<p>Marketing - No Applicable Discipline</p> <ul style="list-style-type: none"> Responsibilities are within the Marketing Function but are not described in other Discipline summaries

<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
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Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AMS	Customer Support/Operations (continued)
<i>Discipline</i>	
AMS010	Customer Service <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	Customer Contact Center Generalist/Multidiscipline <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	Customer Contact Center - Complaints Escalation <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	Customer Contact Center Planning and Monitoring <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	Customer Contact Center Process Improvement <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	Customer Support/Operations - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Customer Support/Operations Function but are not described in other Discipline summaries

<u>Code</u>	<u>Function</u>
AMT	Technical Customer Support
Provides post-sale technical support services to customers, including installation, troubleshooting, problem resolution and maintenance. Responds to customer questions regarding operation and malfunctions. Advises customers on preventive maintenance and configuration adjustments to improve product performance and customer satisfaction.	

Applicable Career Bands

M (Supervisory/Management)

P (Professional)

T (Technical Support)

Discipline

AMT000	Technical Customer Support Generalist/Multidiscipline <ul style="list-style-type: none"> Provides post-sale technical support services to customers, including installation, troubleshooting, problem resolution and maintenance of products and services Responsibilities are within the Technical Customer Support Function as a generalist or in a combination of Disciplines
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Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code Function
AMT **Technical Customer Support (continued)**

Discipline

- AMT010** **Technical Customer Support - Remote/Help Desk**
- Delivers remote (e.g., telephone, online) post-sale troubleshooting and diagnostic support services to ensure that all products and services function properly
 - Resolves technical support inquiries directly or indirectly through on-site and/or remote first-level support representatives
- AMT020** **Technical Customer Support - Customer Site**
- Delivers post-sale services at customer sites, including installation, maintenance and repair of organization and third-party products and services to ensure that all function properly
 - Ensures customer satisfaction by advising customers on preventive maintenance and configurations that may favorably impact performance
- AMT999** **Technical Customer Support - No Applicable Discipline**
- Responsibilities are within the Technical Customer Support Function but are not described in other Discipline summaries

Code Function
AOM **Manufacturing/Operations**

Oversees manufacturing and/or production operations, including assembly, machinery, processing and/or packaging. Sets production schedules based on product introduction, equipment efficiency, materials supply, staffing resources and volume required to meet demand and to ensure maximum production quantity and quality.

Applicable Career Bands

M (Supervisory/Management)

P (Professional)

T (Technical Support)

W (Production/Manual Labor)

Discipline

- AOM000** **Manufacturing/Operations Generalist/Multidiscipline**
- Manufactures sufficient quantities of quality products at or below budgeted production costs in order to meet marketplace demand
 - Sets up equipment operation feed, speed and temperature
 - Follows established procedures for operating various conventional and/or CNC (computerized numerical control) manufacturing equipment for tasks such as cutting, punching, forming, drilling, tapping, turning, milling and stamping to fabricate, form or shape manufactured parts, tools or parts assemblies from raw materials
 - Selects and measures raw materials and parts to specifications to prepare for production processing
 - Resolves issues related to the organization's production, machinery, processing and/or packaging operations
 - Responsibilities are within Manufacturing/Operations Function as a generalist or in a combination of Disciplines
- AOM010** **Production Planning and Control**
- Plans and prepares manufacturing production schedules and departmental workflows to establish sequence and lead time of each production operation to meet shipping dates according to sales forecasts or customer orders
 - Expedites operations that delay schedules and alters schedules to meet unforeseen conditions; includes estimating
 - Analyzes plant capacity and production requisition data to determine manufacturing processes and required resources; prepares production reports

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AOM	Manufacturing/Operations (continued)
Discipline	
AOM015	Production/Process Equipment Operations <ul style="list-style-type: none"> ● Sets up and operates automatic or semi-automatic machines and related equipment in a continuous production/processing operation ● Monitors meters, gauges, valves, flow ratios, temperatures, pressures, and related controls and guidelines to ensure adherence to production/process specifications ● Reports any malfunctions or abnormalities and makes minor adjustments and repairs to equipment ● Performs all work in accordance with established safety procedures
AOM020	Production Assembly <ul style="list-style-type: none"> ● Assembles mechanical units, fabricated parts/components and/or electrical/electronic systems to make subassemblies, assemblies or complete units using hand tools, power tools, jigs, fixtures and miscellaneous equipment ● Fits, aligns, calibrates and adjusts parts and mechanisms to meet tolerances and product operating requirements; repairs units or products that have failed to meet requirements
AOM999	Manufacturing/Operations - No Applicable Discipline <ul style="list-style-type: none"> ● Responsibilities are within the Manufacturing/Operations Function but are not described in other Discipline summaries

<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	Project/Program Management Generalist/Multidiscipline <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	Information Technology Project Management <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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
APM	Project/Program Management (continued)
<i>Discipline</i>	
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

<u>Code</u>	<u>Function</u>
AQY	Quality Assurance Methods
<p>Develops and implements programs to establish and maintain quality standards of existing products and services, as well as developing programs to focus employees on quality improvement. Develops policies, procedures and methods to check product, material, components and/or operational quality and improve same.</p>	

Applicable Career Bands

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

Discipline

AQY000	<p>Quality Assurance Methods Generalist/Multidiscipline</p> <ul style="list-style-type: none"> Develops policies, procedures and methods to evaluate and improve the quality of products, materials, components and/or operations Develops, assures and maintains the quality of products and processes, including standard procedures (e.g., ISO 9001:2000, ISO 14000 family of standards), quality audits/review, Taguchi methods, process reengineering, etc. Responsibilities are within the Quality Assurance Methods Function as a generalist or in a combination of Disciplines
AQY020	<p>Business Process Improvement</p> <ul style="list-style-type: none"> Analyzes and measures the effectiveness of existing business processes and develops sustainable, repeatable and quantifiable business process improvements Researches best business practices within and outside the organization to establish benchmark data Collects and analyzes process data to initiate, develop and recommend business practices and procedures that focus on enhanced safety, increased productivity and reduced cost Determines how new information technologies can support reengineering business processes May specialize in one or more of the following areas: benchmarking, business process analysis and reengineering, change management and measurement, and/or process-driven systems requirements

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AQY	Quality Assurance Methods (continued)
<i>Discipline</i>	
AQY040	<p>Supplier Quality Assurance</p> <ul style="list-style-type: none"> • Collaborates with suppliers to assure the quality of their products, materials, components and/or operations • Monitors supplier performance and supports efforts to develop and implement changes to improve the production process • Follows up with suppliers on quality deviations and ensures that solutions are identified and implemented
AQY050	<p>Food Safety</p> <ul style="list-style-type: none"> • Ensures food products meet standards set by organization and regulatory authorities • Executes and tracks regulatory compliance policies and procedures for food safety and quality, including allergens, microbiological issues, foreign materials and other food safety issues that pose a risk to human health • Collaborates with quality, R&D, marketing, manufacturing and legal functions on food safety implications of new product formulations or ingredient changes • Develops and reviews food quality and safety policies, provides training and manages audits by third-party inspectors
AQY999	<p>Quality Assurance Methods - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Quality Assurance Methods Function but are not described in other Discipline summaries

<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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
ARE	Real Estate and Facilities (continued)

Discipline

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
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<u>Code</u>	<u>Function</u>
ARP	Product Development

Discovers, develops and evaluates new product ideas, enhancements to existing products or strategic product extensions, and translates research discoveries into usable and marketable products. Leads, plans and tracks all phases of the product life cycle, from inception to introduction into the marketplace. Appraises new product ideas to determine their potential to address customer needs and to achieve goals in revenue growth and market share. Establishes product specifications and coordinates with various functions, including Engineering, Manufacturing, Marketing and Sales, to ensure successful product development and implementation.

Applicable Career Bands

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

Discipline

ARP000	<p>Product Development Generalist/Multidiscipline</p> <ul style="list-style-type: none"> Discovers, develops and evaluates new product ideas, enhancements to existing products or strategic product extensions, and translates research discoveries into usable and marketable products Leads, plans and tracks all phases of the product life cycle, from inception to introduction into the marketplace Develops design briefs for new product ideas, including specifications, sketches and/or models to present a clear, focused concept for strategic consideration Responsibilities are within the Product Development Function as a generalist or in a combination of Disciplines
ARP010	<p>Product Development - Physical Science</p> <ul style="list-style-type: none"> Initiates, leads, conducts and supports product development based on chemistry, earth sciences, physics or metallurgy
ARP020	<p>Product Development - Health Science</p> <ul style="list-style-type: none"> Initiates, leads, conducts and supports product development based on medicine, nuclear medicine, dentistry, osteopathy or veterinary medicine
ARP030	<p>Product Development - Life Science</p> <ul style="list-style-type: none"> Initiates, leads, conducts and supports product development based on biology, bio-tech, physiology, pharmacology, neurosciences, microbiology, agriculture, food, genomics, bioinformatics, bacteriology or stem cell research
ARP035	<p>Food Science/Technology</p> <ul style="list-style-type: none"> Develops and formulates new or improved food products or processes Documents processes, formulas, ingredients and results related to production tests, samples and product evaluations Conducts taste-test panel evaluation with test batches for new products or processes Typically has a strong working knowledge of food science, health and nutrition, food manufacturing processes, quality assurance principles, ingredient functionality and supply, and market research practice

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
ARP	Product Development (continued)
Discipline	
ARP040	Product Development - Mathematics, Statistics and Computer Science <ul style="list-style-type: none"> Initiates, leads, conducts and supports product development based on mathematics, statistics or computer science
ARP050	Product Development - Engineering <ul style="list-style-type: none"> Designs, validates and brings new products to market Specifies precise new product functional requirements; designs, tests and integrates components to produce final designs; and evaluates the design's overall effectiveness, cost, reliability and safety Designs, develops, executes and evaluates fitness-for-use testing, product specifications and process validation plans; creates and reviews material part specifications and bills of materials Collaborates with internal manufacturing partners, contract manufacturers, designers and product specialists to optimize designs for manufacturability Utilizes CAD (Computer Aided Design) or CAE (Computer Aided Engineering) systems to model new designs and produce detailed engineering drawings
ARP080	Product Development - Creative Design/Industrial Design <ul style="list-style-type: none"> Creates and develops the look of products (e.g., shape, color and size) with a focus on product external appearance rather than internal functionality Evaluates the feasibility of design ideas based on factors such as appearance, safety, function, serviceability, budget, production costs/methods and market characteristics
ARP999	Product Development - No Applicable Discipline <ul style="list-style-type: none"> Responsibilities are within the Product Development Function but are not described in other Discipline summaries

<u>Code</u>	<u>Function</u>
ARR	Product Development Support
Provides technical support to discovery and development of new product ideas or strategic product extensions. Participates in analytical, experimental, investigative and other fact-finding work in support of product development scientists and engineers. Collects and classifies new product ideas. Captures specifications for product requirements and functionality.	

Applicable Career Bands

M (Supervisory/Management) **P** (Professional) **T** (Technical Support)

Discipline

ARR000	Product Development Support Generalist/Multidiscipline <ul style="list-style-type: none"> Provides technical support to discovery and development of new product ideas or strategic product extensions Collects and classifies new product ideas or strategic product extensions to support evaluation of their potential to address customer needs and to achieve goals in revenue growth and market share Captures specifications for product requirements and functionality Supports the development of design briefs for new product ideas, including specifications, sketches and/or models to present a clear, focused concept for strategic consideration Responsibilities are within the Product Development Support Function as a generalist or in a combination of Disciplines
ARR010	Product Development Support - Physical Science <ul style="list-style-type: none"> Participates in analytical, experimental, investigative and other technical fact-finding work in support of scientists and/or engineers engaged in product development in the fields of chemistry, earth sciences, physics or metallurgy

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
ARR	Product Development Support (continued)
Discipline	
ARR020	Product Development Support - Health Science <ul style="list-style-type: none">• Participates in analytical, experimental, investigative and other technical fact-finding work in support of scientists, physicians and/or engineers engaged in product development in the fields of medicine, nuclear medicine, dentistry, osteopathy or veterinary medicine
ARR030	Product Development Support - Life Science <ul style="list-style-type: none">• Participates in analytical, experimental, investigative and other technical fact-finding work in support of scientists, physicians and/or engineers engaged in product development in the fields of biology, biotechnology, physiology, pharmacology, neurosciences, microbiology, agriculture, food, genomics, bioinformatics, bacteriology or stem cell research
ARR040	Product Development Support - Mathematics, Statistics and Computer Science <ul style="list-style-type: none">• Participates in analytical, experimental, investigative and other technical fact-finding work in support of scientists and/or engineers engaged in product development in the fields of mathematics, statistics and computer science
ARR060	Product Development Technical Writing <ul style="list-style-type: none">• Develops clear-written materials to support product development activities such as operations, maintenance or repair manuals, tutorials, specifications and help systems• Interviews technical staff to collect product information and specifications• Collects and organizes technical information and product images and coordinates layout for publication• Adheres to established terminology, style and editorial quality standards
ARR070	Product Development Library/ Knowledge Management <ul style="list-style-type: none">• Organizes and maintains the product development research library• Catalogs documents, papers and written materials as well as electronic materials• Implements new or improved storage and retrieval systems• Responds to various information requests from product development staff
ARR999	Product Development Support - No Applicable Discipline <ul style="list-style-type: none">• Responsibilities are within the Product Development Support Function but are not summarized in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code

Function

ASC Supply Chain and Logistics

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

Applicable Career Bands

M (Supervisory/Management)

P (Professional)

T (Technical Support)

U (Business Support)

W (Production/Manual Labor)

Discipline

ASC000

Supply Chain and Logistics Generalist/Multidiscipline

- Performs supply chain and logistics functions such as material procurement, production planning, inventory control, outsourcing, vendor selection and distribution
- Creates integrated processes among internal functions (e.g., operations, purchasing and logistics) and outside suppliers
- Responsibilities are within the Supply Chain and Logistics Function as a generalist or in a combination of Disciplines

ASC012

Supplier Development

- Coordinates the development of new products, materials and/or services with suppliers
- Provides specifications and collaborates with suppliers on the organization's technical, operational and quality requirements
- Collaborates with suppliers on technical aspects of development work such as selecting materials
- Administers a roster of approved suppliers

ASC015

Materials Planning/Scheduling

- Plans, schedules and monitors inbound movement of materials from suppliers
- Determines material requirements and coordinates the efficient movement of materials with purchasing, production and engineering
- Develops specifications for new contract orders

ASC020

Materials Management

- Coordinates incoming and outgoing movement and storage of raw materials, finished products and parts that include functions such as warehousing, shop and delivery services to ensure material availability and delivery when needed to meet production schedules
- Compiles data on order volume, production schedules and forecasts and applies statistical methods to estimate future materials requirements

ASC022

Forklift Operations

- Transports merchandise using a forklift truck or reach truck to designated locations within the warehouse, which may include loading, unloading and order picking

ASC025

Inventory Control

- Ensures that inventories are secure, properly identified and readily accessible to authorized personnel
- Maintains controls over various types of inventories (e.g., raw materials, subassemblies, finished goods)
- Conducts physical inventory counts and reconciles results with inventory records
- Ensures that quantities of incoming and outgoing shipments are correct
- Conducts analyses of inventory levels and coordinates with production and sales requirements

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
ASC	Supply Chain and Logistics (continued)
Discipline	
ASC030	Logistics <ul style="list-style-type: none">• Coordinates inbound and outbound logistical operations, including inventory management, warehousing and transportation to ensure sufficient supply of goods and products• Controls the commercial impact of the complete range of activities from receiving, locating and dispatching, sourcing, purchasing and optimizing inventory levels• Administers an effective system that meets the organization's inventory control needs through efficient transportation of raw materials, component parts and/or finished goods
ASC035	Import/Export <ul style="list-style-type: none">• Administers the efficient and economical movement of goods (e.g., materials, products, equipment) across international borders in accordance with organizational policies and in compliance with relevant local, country and international customs laws and processes• Prepares, reviews, approves and maintains files for import/export documents (e.g., customs declarations, a PO (purchase order), packing list, commercial invoice, SLI (shipper's letter of instruction), SED (shipper's export declaration), BOL (bill of lading), AWB (air waybill), IC (import certificate), etc.) required for the lawful completion of import/export activities• Ensures that commercial and sales invoices are accurate in accordance with physical shipment and customer's SLI, quantities, value of goods, country of origin and other regulatory requirements• Serves as an import/export liaison for international customers/subsidiaries, distribution, procurement, planning, manufacturing, intercompany finance, regulatory and import/export compliance functions
ASC040	Warehousing <ul style="list-style-type: none">• Administers and operates the organization's warehouses, including processing, packaging and storage of supplies, materials and equipment• Accounts for all materials and supplies in the stores facilities; audits goods received into warehouse• Oversees receipt, storage and shipment of materials, and related reporting in accordance with established procedures• Prepares and coordinates schedules for shipping and receiving materials to control the flow of goods and regulate warehouse space• Ensures the effectiveness of operating procedures, space utilization, and maintenance and protection of facilities and equipment
ASC045	Fulfillment <ul style="list-style-type: none">• Fulfills orders, including order entry, administration and shipping• Processes orders and oversees related activities of third-party vendors to ensure orders flow effectively through systems and processes in accordance with the organization's customer service standards• Develops capacity plans to support build-to-stock and/or build-to-order environments• Ensures adequate inventory levels are maintained to maximize customer satisfaction and minimize cost• Prepares and maintains volume and demand planning analyses and supply and production schedules based on internal and external information to establish and effectively manage an order backlog
ASC050	Transportation <ul style="list-style-type: none">• Analyzes transportation and distribution systems and procedures to ensure the efficient and economical delivery of the organization's products• Reviews proposals and makes recommendations for modifications in rates and transportation regulations• Evaluates freight classifications, tariff rates and operating efficiency to ensure the proper delivery of products• Plans and coordinates fleet operations, including acquisition, scheduling, maintenance service and repair, and disposal of trucks, and hires common carriers (third-party transportation companies) as appropriate

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
ASC	Supply Chain and Logistics (continued)
<i>Discipline</i>	
ASC052	<p>Transportation - Delivery Vehicle Operations Generalist/Multidiscipline</p> <ul style="list-style-type: none"> Operates trucks, vans or similar vehicles to pick up and deliver products, supplies and equipment to and from organization, supplier and customer sites Actions may involve complex pickups and deliveries, e.g., night deliveries, international travel, transport of dangerous and hazardous products
ASC053	<p>Transportation - Light Delivery Vehicle Operations</p> <ul style="list-style-type: none"> Operates light trucks, vans or similar vehicles to pick up and deliver products, supplies and equipment to and from organization, supplier and customer sites Actions may involve complex pickups and deliveries, e.g., night deliveries, international travel, transport of dangerous and hazardous products
ASC054	<p>Transportation - Heavy Delivery Vehicle Operations</p> <ul style="list-style-type: none"> Operates heavy trucks or similar vehicles to pick up and deliver products, supplies and equipment to and from organization, supplier and customer sites Actions may involve complex pickups and deliveries, e.g., night deliveries, international travel, transport of dangerous and hazardous products
ASC055	<p>Transportation - Tractor Trailer Delivery Vehicle Operations</p> <ul style="list-style-type: none"> Operates tractor trailer trucks to pick up and deliver products, supplies and equipment to and from organization, supplier and customer sites Actions may involve complex pickups and deliveries, e.g., night deliveries, international travel, transport of dangerous and hazardous products
ASC060	<p>Purchasing Generalist/Multidiscipline</p> <ul style="list-style-type: none"> Negotiates favorable terms, volume discounts and long-term contracts with suppliers and prepares and processes requisitions and purchase orders for the procurement of goods, services and supplies for customer-related business processes or for internal use as a generalist or in a combination of Purchasing Disciplines
ASC070	<p>Goods Purchasing</p> <ul style="list-style-type: none"> Negotiates favorable terms, volume discounts and long-term contracts with suppliers and prepares and processes requisitions and purchase orders for the procurement of goods and supplies (e.g., paper, office supplies, coffee, tea) Develops and implements strategies for cost reduction, supplier consolidation, quality improvements and process efficiencies Reviews purchase order claims and contracts for conformance to company policy, and discusses defects and delivery problems with suppliers and negotiates refunds
ASC080	<p>Services Purchasing</p> <ul style="list-style-type: none"> Negotiates favorable terms, volume discounts and long-term contracts with suppliers and prepares and processes requisitions and purchase orders for the procurement of services (e.g., travel, cleaning, transportation, consulting services) Develops and implements strategies for cost reduction, supplier consolidation, service delivery improvements and process efficiencies Sources services for the organization and its employees (e.g., travel, cleaning, transportation, consulting services) or the negotiation of contracts with third-party suppliers (e.g., software licenses) Reviews purchase order claims and contracts for conformance to company policy and discusses defects and delivery problems with suppliers and negotiates refunds

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
ASC	Supply Chain and Logistics (continued)
Discipline	
ASC090	<p>Technical Purchasing</p> <ul style="list-style-type: none"> • Negotiates favorable terms, volume discounts and long-term contracts with suppliers and prepares and processes requisitions and purchase orders for the procurement of technical equipment, custom engineered products, systems, software or components • Acquires and maintains understanding of technology trends, market forces, cost trends and supplier technology road maps • Reviews purchase order claims and contracts for conformance to company policy and discusses defects and delivery problems with suppliers and negotiates refunds
ASC095	<p>Commodity Purchasing</p> <ul style="list-style-type: none"> • Develops and implements procurement plans and strategies to support forecasted needs for commodities (i.e., homogeneous products that are traded solely on the basis of price such as foodstuffs, metals and fuels) • Establishes and implements strategies for negotiating commodity purchase agreements based on in-depth knowledge of foreign and domestic markets for optimum pricing and terms • Purchases commodities in accordance with approved buying programs, using trade judgment in implementation and/or the established procurement policy
ASC999	<p>Supply Chain and Logistics - No Applicable Discipline</p> <ul style="list-style-type: none"> • Responsibilities are within the Supply Chain and Logistics Function but are not described in other Discipline summaries

<u>Code</u>	<u>Function</u>
AZE	Engineering
<p>Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field.</p>	

Applicable Career Bands

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

Discipline

AZE000	<p>Engineering Generalist/Multidiscipline</p> <ul style="list-style-type: none"> • Performs engineering work in operations, production, construction or maintenance environments • Responsibilities are within the Engineering Function as a generalist or in a combination of Disciplines
AZE010	<p>Chemical Engineering</p> <ul style="list-style-type: none"> • Performs engineering work related to the operation of chemical plant equipment and processes • Maintains and operates chemical production equipment such as condensers, absorption and evaporation towers, columns and stills • Coordinates maintenance and operation of chemical production equipment such as mixing, crushing, heat transfer, distillation, oxidation, hydrogenation and polymerization • May specialize in the processes pertaining to specific chemical products such as gasoline, synthetic rubber, plastics, detergents, cement, or paper and pulp

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AZE	Engineering (continued)
Discipline	
AZE030	Quality Assurance Engineering <ul style="list-style-type: none">• Develops and implements methods and procedures for process control, process improvement, testing and inspection to ensure that the products are free of flaws and function as designed• Designs and installs sophisticated testing equipment and performs product testing and analysis to maintain quality levels and minimize defects and failure rates• Analyzes reports and defective products to determine trends and recommend corrective actions• Collaborates with supplier representatives on quality problems, ensures that effective corrective actions are implemented and contributes to supplier quality improvement programs
AZE040	Civil Engineering <ul style="list-style-type: none">• Plans and designs structures and facilities such as bridges, railroads, roads, airports, harbors, dams, irrigation projects, pipelines, tunnels, power plants and other projects• Analyzes proposed projects to ensure structural reliability, resource efficiency and cost-effectiveness• May construct models to identify project specifications and meet related needs
AZE050	Electrical Equipment Engineering <ul style="list-style-type: none">• Plans and implements the design, manufacture, installation and/or maintenance of electrical systems and apparatus, such as electric motors, machinery controls, lighting, wiring and power systems/devices, for the generation, transmission and control of electric power
AZE060	Process Engineering <ul style="list-style-type: none">• Develops and modifies process formulations, methods and controls to meet quality standards• Recommends and implements improvements, modifications or additions to document work• Reviews product development requirements for compatibility with processing methods to determine costs and schedules• Integrates equipment and material capabilities to meet process module target specifications and technology target specifications
AZE070	Industrial Engineering <ul style="list-style-type: none">• Develops, designs and plans equipment and machine layouts, workflow and safety precautions to maximize utilization of plant and manufacturing facilities• Ensures compliance with established industry safety and design standards and guidelines• Evaluates worker productivity and recommends improvements to increase manpower efficiency and operating performance, reduce waste and delays and promote cost control/reductions• Develops metrics to measure plant and equipment capacity output and identifies equipment and process flow bottlenecks• Establishes accident prevention measures and plans and schedules training programs for personnel concerning all phases of production operation
AZE080	Manufacturing Engineering <ul style="list-style-type: none">• Plans, designs and constructs manufacturing facilities and related structures• Determines facility specifications, including analysis and evaluation of location, material resources and structural design• Resolves technical problems and recommends production improvements
AZE090	Tool and Design Engineering <ul style="list-style-type: none">• Develops and designs a variety of tools, machinery and equipment, such as shaping and cutting tools, dies, gauges and fixtures, for manufacturing and experimental purposes• Consults with plant and manufacturing personnel to determine tool specifications and requirements• Evaluates tools and machinery to improve quality and performance

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AZE	Engineering (continued)
Discipline	
AZE110	Mechanical Engineering <ul style="list-style-type: none">• Directs and coordinates fabrication, installation, operation, application, maintenance and repair of mechanical or electromechanical machines, equipment, tools, engines and systems• Ensures that quality levels and industry standards are maintained or improved in the manufacturing process• Oversees installation, operation, maintenance and repair of equipment such as centralized heat, gas, water and steam systems• Evaluates mechanical products to determine their cost effectiveness and efficiency• May evaluate field installations and recommend design modifications to eliminate malfunctions
AZE120	Environmental Engineering <ul style="list-style-type: none">• Analyzes environmental conditions and recommends changes to prevent or eliminate dangerous substances and materials• Ensures compliance with regulatory agency policies, including government legislation pertaining to the preservation of the environment• Develops, designs and may operate gauging equipment to determine the amounts of toxic pollutants present in air, land and water to ensure compliance with regulatory agency policies
AZE140	Electronic Engineering <ul style="list-style-type: none">• Designs, fabricates, tests, implements and modifies electronic components, products and systems in a production setting• Establishes test procedures and systems for inspection of incoming electronics components• Develops, tests and implements engineering change orders (ECOs) for design revisions• Analyzes and evaluates new or improved electronic components
AZE150	Packaging Engineering <ul style="list-style-type: none">• Develops and designs packaging equipment and materials for safe, convenient and attractive transport of goods under a variety of conditions• Analyzes engineering drawings and specifications to determine the required type of packaging materials and to maximize convenience, utility and function based on the product's physical characteristics, safety and special-handling requirements• Evaluates packaging and transporting methods and procedures to ensure compliance with safety and quality standards• Evaluates and recommends efficient packing procedures, innovations in packaging materials, and utilization of sealing and fastening devices
AZE160	Safety Engineering <ul style="list-style-type: none">• Identifies, analyzes and controls occupational hazards and promotes worksite or product safety by applying knowledge of industrial processes, mechanics, psychology, physiology, and industrial health and safety laws• Advises on structural safety requirements based on failure mode analysis of such factors as fatigue, stability, stress, concentration and creep• Designs protective equipment or safety devices for machines and redesigns machines and plant equipment to eliminate occupational hazards• Develops standards which set tolerances, stress ratios, strength of materials and other related engineering requirements• Reviews proposed occupational safety policies, guidelines and standards to determine their consistency with accepted engineering principles and practices; recommends technical changes as needed

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code Function
AZE **Engineering (continued)**

Discipline

- AZE170** **Structural/Facilities Engineering**
- Develops and implements capital improvement projects, such as construction, remodeling, renovation, and maintenance of buildings and facilities, including preliminary concept development, detailed engineering design and bidding
 - Conducts preliminary surveys and prepares schematics and work drawings for the construction and maintenance of new or remodeled structures and facilities
 - Examines and approves engineering and architectural drawings and design computations for buildings and facilities to ensure compliance with sound engineering practices and codes; incorporates functional requirements into facility requirements
 - Estimates cost of projects; writes contracts and specifications for labor, materials and equipment for construction projects; secures bids from contractors
 - Conducts periodic inspections of work in progress and advises construction supervisors and contractors on plans and specifications
 - Inspects existing facilities and prepares reports on the condition, deficiencies observed, designs necessary for repairs and estimated cost of repairs
- AZE999** **Engineering - No Applicable Discipline**
- Responsibilities are within the Engineering Function but are not described in other Discipline summaries

Code Function
AZT **Technical Specialty/Skilled Trade**

Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations.

Applicable Career Bands

M (Supervisory/Management) **P** (Professional) **T** (Technical Support)
W (Production/Manual Labor)

Discipline

- AZT000** **Technical Specialty/Skilled Trade Generalist/Multidiscipline**
- Provides technical support to engineers and scientists on a variety of technical tasks
 - Develops and recommends procedures and methods and prepares technical reports and documentation
 - Performs technical evaluations of events to determine root cause; recommends corrective action
 - Responsibilities are within the Technical Specialty/Skilled Trade Function as a generalist or in a combination of Disciplines
- AZT010** **Equipment Maintenance Technical Specialty**
- Performs preventive maintenance and repairs on equipment and systems (e.g., mechanical, electrical)
 - Evaluates and recommends equipment improvements to improve availability, capability and yield
 - Performs equipment failure analyses (including preventive and unscheduled maintenance)
 - Troubleshoots and diagnoses equipment problems
 - Prepares technical reports to document equipment modifications and equipment maintenance procedures

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AZT	Technical Specialty/Skilled Trade (continued)
Discipline	
AZT015	Civil Engineering Technical Specialty <ul style="list-style-type: none">• Supports engineers in the planning, design, and supervision of the construction of structures and facilities such as bridges, railroads, roads, airports, harbors, dams, irrigation projects, pipelines and tunnels• Monitors and inspects completed and in-progress construction work and may performs tests to ensure quality standards are met• Compiles and analyzes traffic patterns, hydrological and meteorological information and other engineering data• Prepares detailed site layouts and specifications• Reviews and analyzes design drawings for feasibility, performance, safety and durability
AZT020	Calibration Technical Specialty <ul style="list-style-type: none">• Performs precise calibrations and preventive and corrective maintenance on measuring and test equipment, instruments, tools, gauges and fixtures• Sets up test equipment and conducts tests on performance and reliability of mechanical, structural or electromechanical equipment• Develops calibration operating procedures and documentation for all instruments• Selects and procures instrument spare parts to minimize machine downtime• Coordinates calibration with outside contractors for equipment that cannot be maintained internally
AZT030	Product Test/Debug Technical Specialty <ul style="list-style-type: none">• Debugs and troubleshoots failed electronic components, assemblies and systems using test equipment and schematics• Monitors component failures and initiates supplier notification if defect rates exceed acceptable levels• Identifies and resolves issues that adversely affect test yields• Collaborates with engineering and manufacturing teams to establish production test plans and processes• Compiles and maintains test-related documentation, including test plans, procedures, results and reports
AZT040	Facilities Technical Specialty <ul style="list-style-type: none">• Operates, monitors and maintains utilities, including HVAC (heating, ventilation and air conditioning) setup, maintenance and balancing, WFI (water for injection), purified water and process equipment• Maintains, troubleshoots and repairs facilities mechanical components and electrical equipment and systems in accordance with SOPs (standard operating procedures), internal requirements, manufacturer's specifications and safety policies• Develops, maintains and secures a spare parts inventory of basic maintenance hand and power tools• Recommends purchase of maintenance tools, equipment and supplies as required to streamline processes and increase efficiency• Assists engineers in developing methods and procedures to control or improve facilities processes
AZT050	Process Technical Specialty <ul style="list-style-type: none">• Provides technical support to engineers to achieve improvements in cycle-time, yield, unit cost, quality, safety and compliance of production and operations processes• Monitors instruments and equipment and collects operating data, including calibration, inspection, testing and repair activities, to assist in making on-line adjustments to instruments, equipment or products• Analyzes and resolves malfunctions and deviations of instruments and control systems to identify and resolve problems• Conducts analyses and prepares reports using metrics from salvage tracking, trending, reporting and root-cause analyses• Maintains process designs to optimize process and facility use while conforming to standard operating procedures (SOPs) and Good Manufacturing Practices (GMPs)

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AZT	Technical Specialty/Skilled Trade (continued)
Discipline	
AZT060	Quality Control/Inspection Technical Specialty <ul style="list-style-type: none">• Provides technical support to the quality and quality engineering (QE) functions• Conducts nondestructive examination (NDE) and quality control (QC) inspections on products, materials, components, parts, etc., at various stages of the production process to ensure compliance with established quality and reliability standards• Captures and analyzes statistical data from processes to either confirm compliance with established standards or identify deviations from standards• Recommends new or enhanced methods, procedures and standards
AZT070	Test Equipment Technical Specialty <ul style="list-style-type: none">• Plans, lays out, assembles, modifies, validates and maintains test equipment and related structural assemblies by reading and interpreting blueprints, engineering drawings and sketches• Assists engineers in operating test equipment to obtain performance data on parts and assemblies under varying operating conditions• Collects, compiles and summarizes test data and reviews results with Engineering to resolve problems such as product or equipment issues, malfunctions and incomplete test data• Diagnoses test equipment malfunctions and services and repairs equipment as required
AZT080	CAD/CAE Drafting Technical Specialty <ul style="list-style-type: none">• Prepares and maintains detailed design drawings, schematics or specifications typically using computer-aided design software• Works closely with design originators (e.g., engineers, designers) to resolve design details or discrepancies or to prepare drawings of unusual, complex or original designs which require a high degree of precision using computer-aided drafting (CAD) or computer-aided engineering (CAE) equipment• Creates, modifies and controls detailed two- and three-dimensional parts and assembly drawings from engineers' and technicians' sketches, plans and written and verbal instructions• Develops and maintains drafting standards and procedures• Evaluates and recommends purchase of CAD/CAE-related computer hardware and software
AZT085	Design and Drafting <ul style="list-style-type: none">• Prepares drawings for civil engineering projects such as bridges, highways, waterfront facilities, sanitary and drainage systems, traffic systems, tunnels, mass transit systems, airports, commercial and industrial buildings, dams and reservoirs• Prepares drawings or schematics of electronic power distribution systems involving electronic circuitry• Prepares drawings for HVAC (heating, ventilating and air conditioning) systems, piping systems, refrigeration systems and equipment machinery, engines and mechanical apparatus• Prepares drawings for vehicle (e.g., automobiles, planes, motorcycles) design and production• Prepares maps, cross-sections, logs, graphs and charts used in resource exploration operations
AZT090	Production/Operations Laboratory Technical Specialty <ul style="list-style-type: none">• Assists engineers and scientists with a variety of laboratory tasks• Performs chemical and/or physical analyses or scientific tests using both routine and special techniques in compliance with all safety and infection control standards• Collects, analyzes and processes laboratory samples• Records results of tests, organizes data, performs basic computations, and prepares reports and analyses using standard procedures and guidelines• Installs, operates, maintains and repairs laboratory test equipment, apparatus, systems and supplies
AZT100	Biology Technical Specialty <ul style="list-style-type: none">• Assists biologists with a variety of laboratory tasks in studying living organisms and infectious agents related to product development or quality control of production processes or products• Analyzes organic substances such as blood, food and drugs

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AZT	Technical Specialty/Skilled Trade (continued)
Discipline	
AZT110	Chemistry Technical Specialty <ul style="list-style-type: none">• Assists chemists and chemical engineers conducting chemical and physical laboratory tests using instrumental techniques in making qualitative and quantitative analyses of solids, liquids and gaseous materials related to product development or quality control of production processes or products• Performs quantitative and qualitative analyses in organic, inorganic, physical, analytical chemistry, photochemistry or electrochemistry to determine the chemical and physical properties of materials, liquids and gases
AZT120	Stationary Engineering Technical Specialty <ul style="list-style-type: none">• Operates, monitors, adjusts, maintains and repairs stationary engines and mechanical equipment and systems used in production and operations under the overall guidance of stationary engineers• Ensures that equipment such as generators, motors, turbines, boilers and complex fire safety systems in buildings and plants operate safely, economically and within established limits by monitoring meters, gauges and computerized controls either on-site or from a central location• Performs repairs ranging from a complete overhaul to replacing defective valves, gaskets or bearings• Records relevant events and facts concerning the operation and maintenance of equipment• Conducts routine maintenance to maintain or improve operating efficiency such as lubricating moving parts, replacing filters, removing soot and corrosion from boilers, and adding chemicals to boiler water to prevent corrosion and harmful deposits
AZT130	Technical Documentation Control <ul style="list-style-type: none">• Compiles and maintains technical documentation such as blueprints, drawings, change orders and specifications• Examines documents to verify completeness and accuracy of data and resolves discrepancies with document originators• Maintains computerized document control records management system and/or hardcopy documents to ensure compliance with all applicable and required standards, including GMP (good manufacturing practice) and QSR (quality system regulation) requirements• Develops and maintains procedures and standards for maintaining documents and change control of documents, including document development, approval, production, distribution and amendment• Plans and directs document and content management life cycles and may work with either structured or unstructured metadata
AZT140	Skilled Trade Generalist/Multidiscipline <ul style="list-style-type: none">• Performs installations, preventive maintenance and repairs on buildings, mechanical equipment and utility systems using one or more trade skills (e.g., electrical, mechanical, plumbing, carpentry)• Prepares and maintains records of completed maintenance repair work• Maintains current knowledge of all applicable procedures and safety measures
AZT150	Electrical Skilled Trade <ul style="list-style-type: none">• Repairs, installs, replaces and tests electrical circuits, equipment and appliances using hand tools and testing instruments to supply electrical power for lighting, equipment and machine operations
AZT160	Welding Skilled Trade <ul style="list-style-type: none">• Welds all types of commonly used metals and alloys of various sizes, shapes and thicknesses, including dissimilar metals such as copper to steel• Operates various hand-welding, flame-cutting, hand-soldering or brazing equipment to weld or join metal components or to fill holes, indentations or seams of fabricated metal products• May set up, operate and/or tend to robots that weld, braze, solder or heat treat metal products, components or assemblies

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
AZT	Technical Specialty/Skilled Trade (continued)
Discipline	
AZT170	Mechanical Skilled Trade <ul style="list-style-type: none">• Repairs and maintains machinery and mechanical equipment such as motors, pumps, conveyors, belts, fans, air conditioners, etc.• Examines mechanical equipment to diagnose malfunctions• Adjusts, cleans and lubricates parts of mechanical devices as necessary• Requisitions replacement parts and equipment• Oversees contractors at supervisory/management level
AZT180	Machinery/Millwright Skilled Trade <ul style="list-style-type: none">• Installs, modifies, moves, troubleshoots, repairs and dismantles machinery and equipment according to requisition documentation, layout plans, blueprints or other drawings• Prepares installation site by constructing foundations and aligns and fastens machinery to the foundation using hoists, dollies, rollers, trucks, tools, squares, rules and micrometers• Performs operational tests on newly installed, modified, repaired and moved machinery and equipment to ensure that it meets technical specifications• Fabricates metal parts for prototype equipment based on drawings• Programs PLCs (programmable logic controllers)
AZT190	Finishing/Coating/Painting <ul style="list-style-type: none">• Paints, varnishes, stains, enamels, lacquers and redecorates walls, woodwork and fixtures• Mixes paint and matches colors; uses brushes, sprayers or rollers to apply paint or other coatings• Removes old finishes using a scraper, chemical compounds or a blowtorch• Fills nail holes, joints and cracks in walls with plaster or other filler
AZT191	Carpentry <ul style="list-style-type: none">• Performs the carpentry duties necessary to construct and maintain building woodwork such as bins, counters, shelves, benches, stairs, doors and windows• Works from drawings or verbal instructions and uses a variety of carpentry hand and power tools• Repairs high-grade articles of furniture such as cabinets, chairs, store fixtures and office equipment• May operate hand saw, mortiser, drill press, wood lathe and related woodworking equipment
AZT192	Masonry <ul style="list-style-type: none">• Performs the masonry work necessary to construct and maintain building and grounds such as walls and floors, furnace and boiler settings, stairs and sidewalks• Applies and repairs plaster, concrete, bricks, pavers and stones• May operate mixer, sander, concrete lathe and related masonry equipment
AZT999	Technical Specialty/Skilled Trade - No Applicable Discipline <ul style="list-style-type: none">• Responsibilities are within the Technical Specialty/Skilled Trade Function but are not described in other Discipline summaries

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

Code Function
AZU **Manual/Unskilled Labor**

Performs a variety of general manual labor tasks (e.g., sweeping and cleaning floors and work areas, picking up papers and refuse from grounds, assisting in the handling of heavy materials, making minor repairs, mowing lawns, shoveling snow, cleaning, dusting, washing windows, moving and polishing furniture and equipment). Follows specific processes and procedures to maintain the buildings, facilities and grounds.

Applicable Career Bands

M (Supervisory/Management)

W (Production/Manual Labor)

Discipline

AZU000 **Manual/Unskilled Labor Generalist/Multidiscipline**

- Performs miscellaneous manual labor activities (e.g., sweeping and cleaning floors and work areas, picking up papers and refuse from grounds, heavy lifting and moving materials, making minor repairs, mowing lawns and shoveling snow)
- Performs janitorial activities, such as cleaning, dusting, washing windows, moving and polishing furniture and equipment

AZU999 **Manual/Unskilled Labor - No Applicable Discipline**

- Responsibilities are within the Manual/Unskilled Labor Function but are not described in other Discipline summaries

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

CAM000 **Account/Relationship Management Generalist/Multidiscipline**

- 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

Career Bands, Career Levels, Functions and Disciplines

Functions and Disciplines Definitions (continued)

<u>Code</u>	<u>Function</u>
CAM	Account/Relationship Management (continued)
Discipline	
CAM005	Small/Non-Strategic Account/Relationship Management Single Country <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	Major/Strategic Account/Relationship Management Single Country <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	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

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)

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

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	<p>Government Sales Generalist/Multidiscipline</p> <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	<p>Government 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 government entities or subcontractors; typically sells products such as vehicles, appliances, business equipment, electronic equipment, home furnishings and fixtures, housewares and accessories
CSG020	<p>Government 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 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	<p>Government 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 government entities or subcontractors
CSG999	<p>Government Sales - No Applicable Discipline</p> <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
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	<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