

Benchmark/ Discipline/ Function	Code	Title	Description	GI CSR US
F	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.	X
F	AHR000-EX	Top Human Resources Executive	Has primary responsibility for designing, developing and implementing all human resource policies and programs, including labor relations, if applicable   For noncorporate positions, this position is typically responsible for the execution and administration of policies within a segment of the organization   In highly-decentralized organizations, responsibilities could also include policy design at the segment level.	X
F	AHR010-EX	Top Compensation and Benefits Executive	Has primary responsibility for designing, developing and implementing the organizations benefit and compensation programs (executive compensation, salary, hourly, sales incentives, etc.)   At the corporate level, this position has design/development emphasis; for noncorporate, the emphasis is on administration unless the organization is highly decentralized.	X
F	AHR020-EX	Top Compensation Executive	Has primary responsibility for designing, developing and implementing the organizations compensation programs (executive compensation, salary, hourly, sales incentives, etc.).	X
F	AHR060-EX	Top Benefits Executive	Has primary responsibility for designing, developing and implementing the organizations employee benefit programs.	X
F	AHR090-EX	Top Employee/Labor Relations Executive	Has primary responsibility for establishing and maintaining satisfactory employee and labor management relations   Responsibilities include labor contract negotiations and establishment and coordination of managements policies regarding labor/union affairs.	X
F	AHR116-EX	Top Equal Employment Opportunity Executive	Has primary responsibility for designing, developing, implementing, and monitoring effective affirmative action programs within the organization in compliance with government legislation and corporate goals.	X
F	AHR125-EX	Top Talent Management Executive	Has primary responsibility for the organizations workforce planning   Defines the organizations talent needs based upon current and future business objectives   Assesses talent supply (internally and externally), defines critical gaps and develops integrated talent strategies to close the gaps   May be responsible for performance management, employee development and succession planning.	X
F	AHR130-EX	Top Training and Development Executive	Has primary responsibility for designing, developing and implementing training activities to meet the organizations job requirements   Designs and implements programs that adequately supply the organization with trained executives.	X
F	AHR140-EX	Top Employment/Recruitment Executive	Has primary responsibility for designing, developing and implementing external recruitment and/or internal transfer programs to satisfy the organizations total staffing requirements.	X
F	AHR150-EX	Top Human Resources Information Systems Executive	Has primary responsibility for the human resource information systems (HRIS)   Develops, implements and maintains human resource information systems and related policies and procedures designed to obtain, record and process employee information   Interfaces with payroll and information systems to continuously review and modify the human resource system to provide accurate and timely information   Identifies trends in HRIS and software developments.	X
D	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	X
D	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	X
D	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	X
D	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	X
D	AHR060	Benefits	Develops, implements and administers cost-effective benefits programs such as pension plans and life, health and disability insurance	X
D	AHR095	Employee Relations	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	X
D	AHR100	Labor Relations	Establishes and maintains labor management relations   Represents the organization in contract negotiations with labor unions   Administers the collective bargaining agreements and grievances	X

Benchmark/ Discipline/ Function	Code	Title	Description	GI CSR US
D	AHR116	Equal Employment Opportunity	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	X
D	AHR120	Organization Development	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	X
D	AHR122	Workforce Analytics	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	X
D	AHR130	Employee Development/Training Generalist/Multidiscipline	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	X
D	AHR131	Employee Development/Talent Management	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	X
D	AHR134	Technical Training	Develops and implements training activities directed at both employee competencies and technical skills   Collaborates with other functions (e.g., Engineering, Operations, Maintenance) to ensure that course materials reflect current specifications and to obtain information on new processes and equipment   May visit work locations to confirm effectiveness of technical training programs	X
D	AHR140	Recruitment Generalist/Multidiscipline	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	X
D	AHR142	Recruitment - Management	Sources, recruits, interviews and recommends external and/or internal candidates for management jobs	X
D	AHR144	Recruitment - Professional/Technical	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	X
D	AHR148	Recruitment - Support/Hourly	Sources, recruits, screens, interviews and recommends external and/or internal candidates for support staff, clerical, craft and/or hourly jobs	X
D	AHR150	Human Resources Information Systems	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	X
D	AHR160	HR Service Center	Provides centralized human resource services spanning payroll, benefits and other transactions   Ensures efficiency of service center operations, technology and transaction processes   Establishes standards and procedures for handling employee questions, transactions and administration of human resource programs   Coordinates services with the human resource information systems, human resource program managers and technology specialists	X
D	AHR999	Human Resources - No Applicable Discipline	Responsibilities are within the Human Resources Function but are not described in other Discipline summaries	X
F	AHS	Environmental Health and Safety	Designs, develops, implements and oversees the organization's environmental health and safety programs and procedures to safeguard employees and surrounding communities and to ensure that all facilities are in compliance with regulations.	X
F	AHS000-EX	Top Environmental Health and Safety Executive	Has primary responsibility for designing, developing and implementing programs and policies that provide and maintain healthful and safe working conditions in compliance with environmental health and safety guidelines/regulations and other legal enactments and standards established by senior management   Develops and implements programs in order to abate, control or eliminate environmental health and safety risks.	X

Benchmark/ Discipline/ Function	Code	Title	Description	GI CSR US
F	AHS050-EX	Top Safety Executive	Has primary responsibility for establishing programs and policies that provide and maintain safe working conditions on the organizations premises in compliance with applicable guidelines/regulations (e.g., Occupational Safety and Health Association [OSHA] in the United States) and other legal enactments as well as standards established by senior management.	X
D	AHS000	Environmental Health and Safety Generalist/Multidiscipline	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	X
D	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	X
D	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	X
D	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	X
D	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	X
D	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	X
D	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	X
D	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	X