

Benchmark/ Discipline/ Function	Code	Title	Description	GI CSR US
F	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.	X
D	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	X
D	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	X
D	AAS050	Travel Services	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	X
D	AAS999	Administrative Services - No Applicable Discipline	Responsibilities are within the Administrative Services Function but are not described in other Discipline summaries	X
F	AAY	Security	Protects the organization's employees, properties and all items of value on the organization's premises from any preventable harm or danger.	X
D	AAY000	Security Generalist/Multidiscipline	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	X
D	AAY010	Business Continuation	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)	X
D	AAY999	Security - No Applicable Discipline	Responsibilities are within the Security Function but are not described in other Discipline summaries	X
F	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.	X
D	ACA000	Corporate Affairs/Communications Generalist/Multidiscipline	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	X
D	ACA010	Public Relations	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	X
D	ACA020	Community Affairs/Relations	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	X
D	ACA030	Corporate Social Responsibility	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)	X
D	ACA050	Regulatory Affairs and Compliance	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	X
D	ACA060	Environmental Affairs and Compliance	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	X
D	ACA063	Personal Data Privacy Compliance	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	X

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D	ACA065	Sustainability	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	X
D	ACA070	Government Relations	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	X
D	ACA100	Internal/Employee Communications	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	X
D	ACA110	Creative Writing Services	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	X
D	ACA120	Creative Design Services	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	X
D	ACA190	Not-For-Profit Development Generalist/Multidiscipline	Develops, plans, designs and implements fundraising or membership programs within a not-for-profit organization	X
D	ACA191	Not-For-Profit - Fundraising/Major Gifts	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	X
D	ACA192	Not-For-Profit - Membership Management	Develops, plans, designs and implements the organization's program to attract, retain and serve its members Establishes membership policies and practices	X
D	ACA193	Not-For-Profit Development - Program Management	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	X
D	ACA999	Corporate Affairs/Communications - No Applicable Discipline	Responsibilities are within the Corporate Affairs/Communications Function but are not described in other Discipline summaries	X
F	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.	X
D	ACD000	Strategic Planning/Corporate Development Generalist/Multidiscipline	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	X
D	ACD010	Strategic Planning	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	X
D	ACD016	Digital Strategy	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	X
D	ACD020	Corporate Development and Licensing Generalist/Multidiscipline	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	X
D	ACD999	Strategic Planning/Corporate Development - No Applicable Discipline	Responsibilities are within the Strategic Planning/Corporate Development Function but are not described in other Discipline summaries	X
F	AEM	Data Analytics/Business Intelligence and Data Science	Develops, analyzes and models operational, economic, management, accounting and other organizational data. Recommends solutions to new and complex problems, develops innovative strategies, quantifies the competitive performance of the organization's operations and/or markets, evaluates the potential impact of changes and reports on economic forecasts that affect the industry.	X
D	AEM000	Data Analytics/Business Intelligence and Data Science Generalist/Multidiscipline	Develops, analyzes and models operational, economic, management, accounting and other organizational data to quantify the competitive performance of business segments, evaluate potential operational changes, and design new approaches and methodologies Analyzes organizational data to recommend solutions to new and complex problems, develops innovative strategies, quantifies the competitive performance of the organization's operations and/or markets; models and evaluates the potential impact of changes Applies and integrates statistical, mathematical, predictive modeling and business analysis skills to manage and manipulate complex high volume data from a variety of sources	X
D	AEM999	Data Analytics/Business Intelligence and Data Science - No Applicable Discipline	Responsibilities are within the Data Analytics/Business Intelligence and Data Science Function but are not described in other Discipline summaries	X

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F	AEO	Business Operations Analysis	Prepares operations analyses, including analysis of competitors, operational effectiveness and capacity utilization. Analyzes, plans, conducts and/or prepares plans or procedures that provide operational and/or technical support to business operations to achieve specific objectives. Maintains an ongoing interface with various organizational and regional groups in areas such as decision analysis, technical needs, planning and execution.	X
D	AEO000	Business Operations Analysis Generalist/Multidiscipline	Prepares operations analyses, including analysis of competitors, operational effectiveness and capacity utilization, and makes recommendations for improvement Develops process analyses, designs and simulations Requires a solid understanding of the organization's business operations and industry and possesses strong analytical skills Provides statistical information to ensure the most effective utilization of personnel, equipment and materials for electric and/or gas operations Performs analyses of the operation's cost elements to ensure effective and efficient operations May track, maintain and provide current information on the operation's business scorecard	X
D	AEO999	Business Operations Analysis - No Applicable Discipline	Responsibilities are within the Business Operations Analysis Function but are not described in other Discipline summaries	X
F	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.	X
D	AFB000	Accounting Generalist/Multidiscipline	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	X
D	AFB010	General Accounting	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	X
D	AFB015	Systems Accounting	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	X
D	AFB020	Financial Reporting	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	X
D	AFB040	Cost Accounting	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	X
D	AFB050	Bookkeeping/Account Maintenance	Performs bookkeeping, data entry and verification procedures Prepares and maintains records of amounts owed or receivable	X
D	AFB060	Accounts Payable/Receivable	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	X
D	AFB061	Accounts Payable	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	X
D	AFB062	Accounts Receivable	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	X
D	AFB070	Payroll	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	X
D	AFB999	Accounting - No Applicable Discipline	Responsibilities are within the Accounting Function but are not described in other Discipline summaries	X
F	AFC	Credit and Collections	Minimizes financial risk to the organization by assessing and advising on creditworthiness of prospective and existing customers. Negotiates and advises on collection of overdue bills and takes appropriate action to recover overdue payments.	X
D	AFC000	Credit and Collections Generalist/Multidiscipline	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	X
D	AFC010	Credit	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	X
D	AFC020	Collections	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	X

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D	AFC030	Customer Contact Center Collections	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	X
D	AFC999	Credit and Collections - No Applicable Discipline	Responsibilities are within the Credit and Collections Function but are not described in other Discipline summaries	X
F	AFT	Financial Analysis and Tax	Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities.	X
D	AFT000	Financial Analysis and Tax Generalist/Multidiscipline	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	X
D	AFT010	Financial Analysis	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.	X
D	AFT020	Budget Analysis	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	X
D	AFT030	Treasury Operations	Performs treasury operations involving cash funds, foreign exchange, debt and capital management Provides analytical and technical support to treasury-related activities	X
D	AFT040	Corporate/Financial Planning	Supports corporate planning by conducting analyses of competitors, operational effectiveness and capacity utilization May research, evaluate and analyze prospective mergers, acquisitions and divestitures	X
D	AFT050	Tax Reporting and Compliance	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	X
D	AFT060	Tax Planning and Research	Conducts research and analyses of existing and upcoming tax legislation (domestic and/or international) to support the organization's planning and strategy Conducts research as necessary to advise management of the tax implications resulting from projected organizational actions	X
D	AFT080	Insurance Risk	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	X
D	AFT999	Financial Analysis and Tax - No Applicable Discipline	Responsibilities are within the Financial Analysis and Tax Function but are not described in other Discipline summaries	X
F	AFU	Audit and Financial/Business Controls	Designs, develops and implements the organization's audit program for accounting and financial control systems.	X
D	AFU000	Audit and Financial/Business Controls Generalist/Multidiscipline	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	X
D	AFU010	General Audit	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	X
D	AFU020	IS Audit	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	X
D	AFU030	Business Ethics and Compliance	Designs, develops, implements and promotes awareness of the organization's business ethics policies Monitors the organization's standards of conduct and ethical relationships with customers, contractors, suppliers, employees and the communities in which business is conducted Investigates allegations of unethical activity and develops safeguards to eliminate future breaches of the organization's ethics policies	X
D	AFU999	Audit and Financial/Business Controls - No Applicable Discipline	Responsibilities are within the Audit and Financial/Business Controls Function but are not described in other Discipline summaries	X
F	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.	X
D	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	X
D	AFY999	Risk Management - No Applicable Discipline	Responsibilities are within the Risk Management Function but are not described in other Discipline summaries	X

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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
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
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
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

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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
F	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.	X
D	ALG000	Legal Generalist/Multidiscipline	Provides a full range of legal advice and services Responsibilities are within the Legal Function as a generalist or in a combination of Disciplines	X
D	ALG010	Contract Law	Reviews, drafts and negotiates a broad range of commercial contracts Ensures that contracts are in compliance with legal, regulatory and organization policies Monitors the contract process to assure compliance with the organization's contractual guidelines, satisfaction of customer specifications and adherence to organization policy May act as a contract liaison between the organization and customers/vendors, including participation in precontract discussions, contract negotiations and contract changes Assesses commercial risk of contracts	X
D	ALG020	Employment Law	Provides legal advice regarding employment law Collaborates with Human Resources on all issues of the law related to the organization's human capital Monitors legal issues and implications concerned with discrimination, sexual harassment, health and safety, hiring and firing, as well as all other aspects of employee rights and responsibilities	X
D	ALG065	Corporate Governance	Creates efficient monitoring systems and incentives to ensure that executive behavior aligns with the interests of stakeholders Plans and monitors relationships among stakeholders, Board of Directors, executive officers, independent auditors and the Board Audit Committee to ensure compliance with rules and policies of the organization Identifies and resolves issues and recommends preventive and corrective measures	X
D	ALG072	Food Law	Provides advice to the organization on food laws and government regulations affecting the operation of the organization Implements policies and procedures to ensure organization compliance with food regulations and regulatory reporting requirements, including food safety, labeling, genetically modified organisms, environmental concerns, sales regulation, intellectual property rights in food, and the international regulation of food Investigates and resolves compliance problems and responds to questions from internal sources and regulatory agencies	X
D	ALG080	Tax Law	Provides legal advice and represents the organization with relevant taxation agencies Monitors potential impact of tax legislation and formulates tax savings plans to alleviate or reduce an increased tax burden Prepares opinions on tax liability resulting from past or future operations	X
D	ALG100	IS and Cyber Security Law	Focuses on information technologies and communication laws and regulations Advises and represents the organization in legal issues concerning information systems (IS) and cyber security risks and violations Specializes in IS and cyber defense, cybercrime (e.g., hacking) and personal data	X
D	ALG999	Legal - No Applicable Discipline	Responsibilities are within the Legal Function but are not described in other Discipline summaries	X
F	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.	X
D	ALS000	Legal Support Generalist/Multidiscipline	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	X

Benchmark/ Discipline/ Function	Code	Title	Description	GI CSR US
D	ALS010	Paralegal	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	X
D	ALS020	Contract Administration	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	X
D	ALS040	Legal Secretarial/Administrative Assistance	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	X
D	ALS999	Legal Support - No Applicable Discipline	Responsibilities are within the Legal Support Function but are not described in other Discipline summaries	X
F	AMK	Marketing	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.	X
D	AMK000	Marketing Generalist/Multidiscipline	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	X
D	AMK010	Channel/Partnership/Co-Branded Marketing	Develops and implements marketing strategies to identify effective distribution channels Researches and analyzes the marketplace to identify new channel, partnership and co-branding opportunities Develops and monitors channel opportunities, licensing agreements, joint ventures and partnerships to maximize revenues Designs, develops and implements marketing programs with third-party partners	X
D	AMK020	Advertising/Marketing Communications	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	X
D	AMK025	Advertising	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	X
D	AMK026	Marketing Promotions	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	X
D	AMK030	Market/Segment Development	Identifies new business opportunities and creates appropriate business plans Identifies new market opportunities (i.e., products/services, technologies, markets) Monitors organization's market share and competition	X
D	AMK040	Market Research/Intelligence	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	X
D	AMK041	Customer Insight and Research Generalist/Multidiscipline	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	X
D	AMK042	Customer Data Management	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	X
D	AMK043	Customer Research Analytics and Modeling	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	X
D	AMK050	Product Management	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	X
D	AMK060	Direct Marketing	Markets the organization's products and services using customer marketing databases Creates direct mail marketing plans, targeting specific market segments with specialized offers Collaborates with market research in developing response models and other database improvements May conduct data mining analyses of customer data to develop marketing trends	X
D	AMK070	Brand Marketing	Promotes and maintains the brand image at local, national or international levels Coordinates marketing strategies, including packaging, pricing, expense budgets, advertising and promotion of the brand Develops associated advertising campaigns for the brand	X

Benchmark/ Discipline/ Function	Code	Title	Description	GI CSR US
D	AMK080	Pricing	Develops pricing strategies to meet customers' needs while providing a profit for the organization Determines core business costs of service in support of pricing/tariff development Designs, implements and maintains pricing infrastructures Evaluates effectiveness of pricing strategies and modifies pricing structures as needed Provides reporting and documentation of pricing structures and serves as the point-of-contact for pricing inquiries from internal sales department, but not customers	X
D	AMK100	Trade Shows/Events	Plans, develops and oversees marketing events (e.g., trade shows, conventions, sales meetings) for internal and/or external clients Coordinates customer invitation solicitations, advanced and on-site registration, and post-event follow-up and evaluations Researches available venues and recommends event sites; investigates, selects, negotiates and coordinates services with vendors, including catering and event support Prepares budgets and forecasts and compiles summaries of total event costs, cost-per-contact, audience profiles and attendees' comments	X
D	AMK110	Digital Marketing Generalist/Multidiscipline	Develops marketing, merchandising and creative strategies and affiliated programs to promote the organization's products and services through the Internet or other digital channels to increase exposure to and business from the target audience Manages the implementation of digital marketing programs and analyzes their effectiveness Establishes and manages the relationships with search engines and portal sites that are strategically aligned with the digital goals Tracks usage trends of the organization's websites, including number and quality of visitors and advertising campaign impact Develops and maintains website graphic designs and layout to support the organization's image, identity and brands through a diverse mix of web material, graphical user interfaces and multimedia delivered for the web Ensures that the organization's website provides up-to-date and comprehensive product/service information that is easily available to existing and potential customers May be responsible for social media marketing and online community management	X
D	AMK111	Internet Search Optimization	Analyzes the results of the leading search engines to understand what keywords influence results rankings in order to optimize traffic to the organization's online/digital sites Develops visible content and hidden tags in online/digital sites to improve the volume and/or quality of traffic to a site from search engines from unpaid search results by analyzing traffic and search results Ensures that online content is labeled in the way that best serves users' needs in finding content and exploring the website Advises and trains content management staff on best practices for labeling content	X
D	AMK112	Social Media Marketing	Plans and implements marketing strategies and campaigns through social media optimization (SMO) Builds brand identification through penetration of social media Solicits, creates and posts content that attracts attention and encourages readers to share it with their social networks Establishes and maintains relationships with social network members, bloggers and the online community Participates in building websites that include integration points to various social networking and microblogging sites and tools	X
D	AMK113	Online Community Management	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	X
D	AMK120	Digital Content Management/Production	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	X
D	AMK130	Digital Graphic/Visual Design	Develops and maintains website graphic designs (e.g., art, color themes, photographs, web pages) and layout to support the organization's image, identity and brands Reviews all elements of site design from a human factors (i.e., ergonomics of human/computer interaction) perspective to ensure maximum usability and to ensure alignment with the organization's overall objectives Establishes and maintains the organization's website graphics standards, techniques and methods Analyzes website technology trends to identify new techniques and ensure optimal site design	X
D	AMK150	Digital Creative Writing	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	X
D	AMK999	Marketing - No Applicable Discipline	Responsibilities are within the Marketing Function but are not described in other Discipline summaries	X
F	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.	X
D	AMS000	Customer Support/Operations Generalist/Multidiscipline	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	X
D	AMS010	Customer Service	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	X
D	AMS020	Customer Contact Center Generalist/Multidiscipline	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	X
D	AMS022	Customer Contact Center - Complaints Escalation	Ensures that both new and existing customer complaints are handled effectively Resolves more complex complaints escalated by customer contact center staff	X

Benchmark/ Discipline/ Function	Code	Title	Description	GI CSR US
D	AMS024	Customer Contact Center Planning and Monitoring	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	X
D	AMS026	Customer Contact Center Process Improvement	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	X
D	AMS999	Customer Support/Operations - No Applicable Discipline	Responsibilities are within the Customer Support/Operations Function but are not described in other Discipline summaries	X
F	APM	Project/Program Management	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.	X
D	APM000	Project/Program Management Generalist/Multidiscipline	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	X
D	APM010	Information Technology Project Management	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 At senior levels may employ Scrum Master techniques in Agile development practices	X
D	APM020	Facilities Construction Project Management	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	X
D	APM030	Engineering Project Management	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	X
D	APM050	Product Development Project/Program Management	Leads or coordinates cross-functional project/program teams from design to delivery of fully-developed products that are ready for customer use Monitors performance and recommends schedule changes, cost adjustments or resource additions Investigates facts and develops solutions to problems during the design and planning phases Provides timely and accurate information and status updates to functional leaders May be responsible for feasibility studies, field trials management, identifying product gaps, defining product requirements and engaging with customers to understand market needs and trends	X
D	APM060	Resource Management	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	X
D	APM999	Project/Program Management - No Applicable Discipline	Responsibilities are within the Project/Program Management Function but are not described in other Discipline summaries	X
F	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.	X
D	ARE000	Real Estate and Facilities Generalist/Multidiscipline	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	X
D	ARE010	Real Estate/Property Management	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	X
D	ARE020	Facilities Management	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	X
D	ARE999	Real Estate and Facilities - No Applicable Discipline	Responsibilities are within the Real Estate and Facilities Function but are not described in other Discipline summaries	X
F	ARS	Research Science	Performs basic theoretical and experimental scientific and technological investigation directed toward the acquisition of new knowledge. Research activities are typically outside the normal planning horizon of the organization's business units and encompass such endeavors as enlarging and systematizing the knowledge base in science and technology, and understanding the limitations of technology and how to apply its capabilities. Publishes activities, findings and conclusions in recognized scientific publications and presents same at appropriate scientific conferences and forums.	X
D	ARS000	Research Science Generalist/Multidiscipline	Performs basic theoretical and experimental scientific and technological investigation directed toward the acquisition of new knowledge Prepares comprehensive documented observations, analyses and interpretations of results, including technical reports, summaries, protocols and quantitative analyses Publishes activities, findings and conclusions in recognized scientific publications and presents same at appropriate scientific conferences and forums Documents research leading to patent disclosure or technical and/or scientific advancement Responsibilities are within the Research Science Function as a generalist or in a combination of Disciplines	X

Benchmark/ Discipline/ Function	Code	Title	Description	GI CSR US
D	ARS010	Research Science - Physical Science	Initiates, leads, conducts and supports discovery and validation of research in chemistry, earth sciences, physics or metallurgy Prepares comprehensive documented observations, analyses and interpretations of results, including technical reports, summaries, protocols and quantitative analyses Publishes activities, findings and conclusions in recognized scientific publications and presents same at appropriate scientific conferences and forums Documents research leading to patent disclosure or technical and/or scientific advancement	X
D	ARS999	Research Science - No Applicable Discipline	Responsibilities are within the Research Science Function but are not described in other Discipline summaries	X
F	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.	X
D	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	X
D	CAM005	Small/Non-Strategic Account/Relationship Management Single Country	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	X
D	CAM010	Major/Strategic Account/Relationship Management Single Country	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	X
D	CAM020	Major/Strategic Account/Relationship Management Global	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	X
D	CAM999	Account/Relationship Management - No Applicable Discipline	Responsibilities are within the Account/Relationship Management Function but are not described in other Discipline summaries	X
F	CDM	Client Service Delivery Management	Manages ongoing contractual relationships and the operational delivery of services to clients for an account or group of accounts. Serves as the primary point of contact with clients and ensures client satisfaction.	X
D	CDM000	Client Service Delivery Management Generalist/Multidiscipline	Manages the delivery of contracted services to clients to ensure that SLAs (service level agreements) and KPI (key performance indicators) as defined in the relevant contracts are met or exceeded Maintains tight control over the project schedule, risks, scope of work and budget; ensures that operational teams and subcontractors have a clear understanding of client requirements Builds and maintains strong client relationships and provides day-to-day client advice and support Promotes the organization's capabilities to clients, identifies sales opportunities to be forwarded to the account managers and achieves contract extensions or additional business within the account(s) Contracts may involve both short- and long-term commitment of service and vary significantly in value/strategic importance	X
D	CDM999	Client Service Delivery Management - No Applicable Discipline	Responsibilities are within the Client Service Delivery Management Function but are not described in other Discipline summaries	X
F	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.	X
D	CSC000	Channel Sales Generalist/Multidiscipline	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	X
D	CSC010	Channel Sales - Durable Goods Generalist/Multidiscipline	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	X

Benchmark/ Discipline/ Function	Code	Title	Description	GI CSR US
D	CSC020	Channel Sales - Nondurable Goods Generalist/Multidiscipline	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	X
D	CSC999	Channel Sales - No Applicable Discipline	Responsibilities are within the Channel Sales Function but are not described in other Discipline summaries	X
F	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.	X
D	CSD000	Direct Sales Generalist/Multidiscipline	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	X
D	CSD010	Direct Sales - Durable Goods Generalist/Multidiscipline	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	X
D	CSD020	Direct Sales - Nondurable Goods Generalist/Multidiscipline	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	X
D	CSD030	Direct Sales - Services Generalist/Multidiscipline	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	X
D	CSD999	Direct Sales - No Applicable Discipline	Responsibilities are within the Direct Sales Function but are not described in other Discipline summaries	X
F	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.	X
D	CSG000	Government Sales Generalist/Multidiscipline	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	X
D	CSG010	Government Sales - Durable Goods Generalist/Multidiscipline	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	X
D	CSG020	Government Sales - Nondurable Goods Generalist/Multidiscipline	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	X
D	CSG030	Government Sales - Services Generalist/Multidiscipline	Sells a portfolio of the organization's and/or third-party services directly to government entities or subcontractors	X
D	CSG999	Government Sales - No Applicable Discipline	Responsibilities are within the Government Sales Function but are not described in other Discipline summaries	X
F	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.	X
D	CTS000	Telesales Generalist/Multidiscipline	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	X
D	CTS010	Telesales - Inbound/Inside	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	X

Benchmark/ Discipline/ Function	Code	Title	Description	GI CSR US
D	CTS020	Telesales - Outbound	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	X
D	CTS999	Telesales - No Applicable Discipline	Responsibilities are within the Telesales Function but are not described in other Discipline summaries	X
F	CUS	Sales Support and Administration	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.	X
D	CUS000	Sales Support and Administration Generalist/Multidiscipline	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	X
D	CUS010	Sales Training	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	X
D	CUS020	Product Sales Financing	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	X
D	CUS030	Sales Planning/Forecasting	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	X
D	CUS999	Sales Support and Administration - No Applicable Discipline	Responsibilities are within the Sales Support and Administration Function but are not described in other Discipline summaries	X
F	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.	X
D	CUT000	Technical Sales Support Generalist/Multidiscipline	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	X
D	CUT010	Pre-Sales Technical Support/Systems Engineering	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	X
D	CUT040	Technical/Product Training	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	X
D	CUT999	Technical Sales Support - No Applicable Discipline	Responsibilities are within the Technical Sales Support Function but are not described in other Discipline summaries	X