

Methodology

Job Matching Methodology

The Willis Towers Watson survey methodology is an integrated process combining elements from each of our two proprietary leveling methodologies, Career Map and the Global Grading System (GGS). The combination yields a unique and systematic approach to matching jobs that encompasses the concept of career progression through Career Levels with differentiated job size as determined by Global Grades. See the Career Bands and Career Levels section for further details.

- **Career Map** - The Willis Towers Watson Career Level methodology is based on a series of Career Bands, each with a number of distinct Career Levels. Career Bands enable companies to structure work and jobs based on progressive levels of expected contribution. Career Levels represent discernible broad steps in a career progression, which are consistent across organizations. They reflect the normal market progression of jobs requiring higher levels of competence and knowledge as people advance in their careers.
- **Global Grading System** - The Willis Towers Watson Global Grading System (GGS) measures the relative internal value of distinct jobs within a company according to specific dimensions and aligns those values with quantifiable differences in pay levels in the external marketplace. Global Grades, which are linked to organization size, reflect the impact of size on job scope at higher levels, thus enhancing data comparability across organizations of varied size. Global Grades create a single top-to-bottom framework to facilitate leveling and drive consistency across Career Bands, Functions and Disciplines. They provide the foundation, or underpinning, for both Executive Benchmarks and the broad-based Career Levels and define the start and end points of a career progression.

For purposes of Willis Towers Watson surveys, multiple Career Bands have been identified. Within each of the Career Bands there are four to six Career Levels, which span six to eleven Global Grades. The following General Alignment Map of Global Grades to Career Levels provides an overview of how Global Grades align with Career Levels, without reflecting the impact of organization size.

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Job Matching Methodology (continued)

| GENERAL ALIGNMENT OF GLOBAL GRADES TO CAREER LEVELS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--------------|-------------|---------------|----------------|-----------------|---|---|---|----|----|----|----|----|----|--|-----|-----|------|------|-------|-------|-----|------|----|----|----|----|----|-------|--------------|---------|---------------|------------|----------------|------------|-----------------|
| Revenue (USD) | | | | | | | | | | | | | | | Executive/Senior Management (EX) | | | | | | | | | | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | | | | | | | | | | | | |
| FTE (Full Time Equivalent) Employees | | | | | | | | | | | | | | | 90 | 240 | 620 | 1.6K | 4.1K | 10.6K | 27.5K | 75K | 200K | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | Supervisory/Management (M) | | | | | | | | | | | | | | | | | | | | | |
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| M1 | M2 | M3 | M4 | M5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Supervisor | Manager | Sr. Manager | Group Mgr. | Sr. Group Mgr. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | Professional (P) | | | | | | | | | | | | | | | | | | | | | |
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| | | | | | | | | | | | | | | | Customer/Client Management and Sales (S) | | | | | | | | | | | | | | | | | | | | | |
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| Entry | Interm. | Career | Expert | Sr. Expert | Elite Expert | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | Technical Support (T) | | | | | | | | | | | | | | | | | | | | | |
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| Entry | Interm. | Senior | Lead/Advanced | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | Business Support (U) | | | | | | | | | | | | | | | | | | | | | |
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| | | | | | | | | | | | | | | | Production/Manual Labor (W) | | | | | | | | | | | | | | | | | | | | | |
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| Entry | Intermediate | Senior | Lead/Advanced | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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

Matching Top Management Jobs

In the CSR Top Management Compensation Survey, positions are matched through benchmark titles and descriptions. The benchmark positions at the executive and senior management levels allow you to match your organization’s executives to a specific set of responsibilities, and then to differentiate between corporate and business unit responsibilities.

Matching Nonexecutive Jobs

The job matching process for nonexecutive jobs uses Functions (job families) and Disciplines (areas of specialization) combined with Career Levels to replace traditional survey benchmark jobs.

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Job Matching Methodology (continued)

Job Matching Overview

- **Two-Step Job Matching Process** describes how to match your organization's jobs to the survey Functions, Disciplines and Career Levels.
- **Guidelines for Determining a Career Band** provide tools to align your internal hierarchy to the Career Band structure.
- **Global Grade Alignment** provides details on the relationship between Global Grades and Career Levels for the benefit of international survey participants and Global Grading System (GGS) clients.

Two-Step Job Matching Process

The job matching process for nonexecutive jobs uses Functions (job families) and Disciplines (areas of specialization) combined with Career Levels to replace traditional survey benchmark jobs.

Step 1. Match your organization's jobs to Functions and Disciplines.

- Review all descriptions before matching your jobs.
- Identify the Function and select the Discipline that corresponds to the area of specialization.
- Match jobs based on content, not titles. A good match would typically represent 80% of the survey description.
- Function and Discipline descriptions are in the Report Resources section of our online data delivery software.

| Sample Functions and Disciplines | | | |
|----------------------------------|---|---|---|
| Function | Accounting | Human Resources | IT Development |
| Discipline | <ul style="list-style-type: none"> ● Accounts Payable ● General Accounting ● Payroll | <ul style="list-style-type: none"> ● Benefits ● Compensation ● Recruitment | <ul style="list-style-type: none"> ● Applications Development ● Business Systems Analysis ● IT Architecture (Systems Design) |

Step 2. Match your organization's jobs to the appropriate Career Bands and Career Levels.

- Identify the Career Band that applies to each matched job. Refer to the Career Bands and Career Levels section.
- Assign the Career Level that matches your job's level of responsibility.
- Career Band and Career Level descriptions are in the Career Bands and Career Levels section.

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Job Matching Methodology (continued)

Review your Career Level matches to ensure they are consistent within and across Functions.

| Career Bands | Supervisory/ Management (M) | Professional (P) | Customer/Client Management and Sales (S) | Technical Support (T) | Business Support (U) | Production/ Manual Labor (W) |
|----------------------|-----------------------------------|------------------------------|---|-----------------------------|-----------------------------|------------------------------------|
| Career Levels | M5 Senior Group Manager | P6 Renowned Expert | S6 Elite Expert | T4 Lead/ Advanced | U4 Lead/ Advanced | W4 Lead/ Advanced |
| | M4 Group Manager | P5 Master | S5 Senior Expert | T3 Senior | U3 Senior | W3 Senior |
| | M3 Senior Manager | P4 Specialist | S4 Expert | T2 Intermediate | U2 Intermediate | W2 Intermediate |
| | M2 Manager | P3 Career | S3 Career | T1 Entry | U1 Entry | W1 Entry |
| | M1 Supervisor | P2 Intermediate | S2 Intermediate | | | |
| | | P1 Entry | S1 Entry | | | |

Sample Job Match: Public Relations Representative

| Step 1: Match your job to the survey Function and Discipline. | Step 2: Match your job to a survey Career Level. |
|---|---|
| Function: Corporate Affairs/Communications Discipline: ACA010 Public Relations | Career Band: Professional (P) Career Level: P3 Career |
| <ul style="list-style-type: none"> Coordinates media relations and prepares external communications Plans, prepares and relays information concerning the organization to the press and the wider community to gain understanding and acceptance for the organization Develops and maintains lines of communication with media contacts and other external audience groups | <ul style="list-style-type: none"> Requires in-depth knowledge of position or related experience Solves complex problems; takes a new perspective using existing solutions Works independently; receives minimal guidance Acts as a resource for colleagues with less experience The level at which career may stabilize for many years or even until retirement |

Matching Guidelines

- Each Function has a **Generalist/Multidiscipline** code (Discipline suffix "000"), and some Functions have additional Generalist/Multidiscipline codes that apply to a subgroup of Disciplines within a Function. Use the Generalist/Multidiscipline code if incumbents perform or manage more than one of the specialized Disciplines in the Function.
- Each Function has a **No Applicable Discipline** code (Discipline suffix "999"). Match jobs to this code if the incumbents' specialization cannot be matched to any of the defined Disciplines.
- Align your internal structure or jobs with multiple levels to the **Career Levels**.
 - If your organization has more levels than the number of Career Levels, collapse more than one of your levels into one Career Level.
 - If your organization has fewer levels than the number of Career Levels, there is no requirement to match jobs at all Career Levels.
- Exclude contract and temporary staff not paid on the same terms as permanent, full-time staff.
- For additional support matching jobs in your organization, contact Client Care at +1 800 645 5771 or email wtwusdata@willistowerswatson.com.

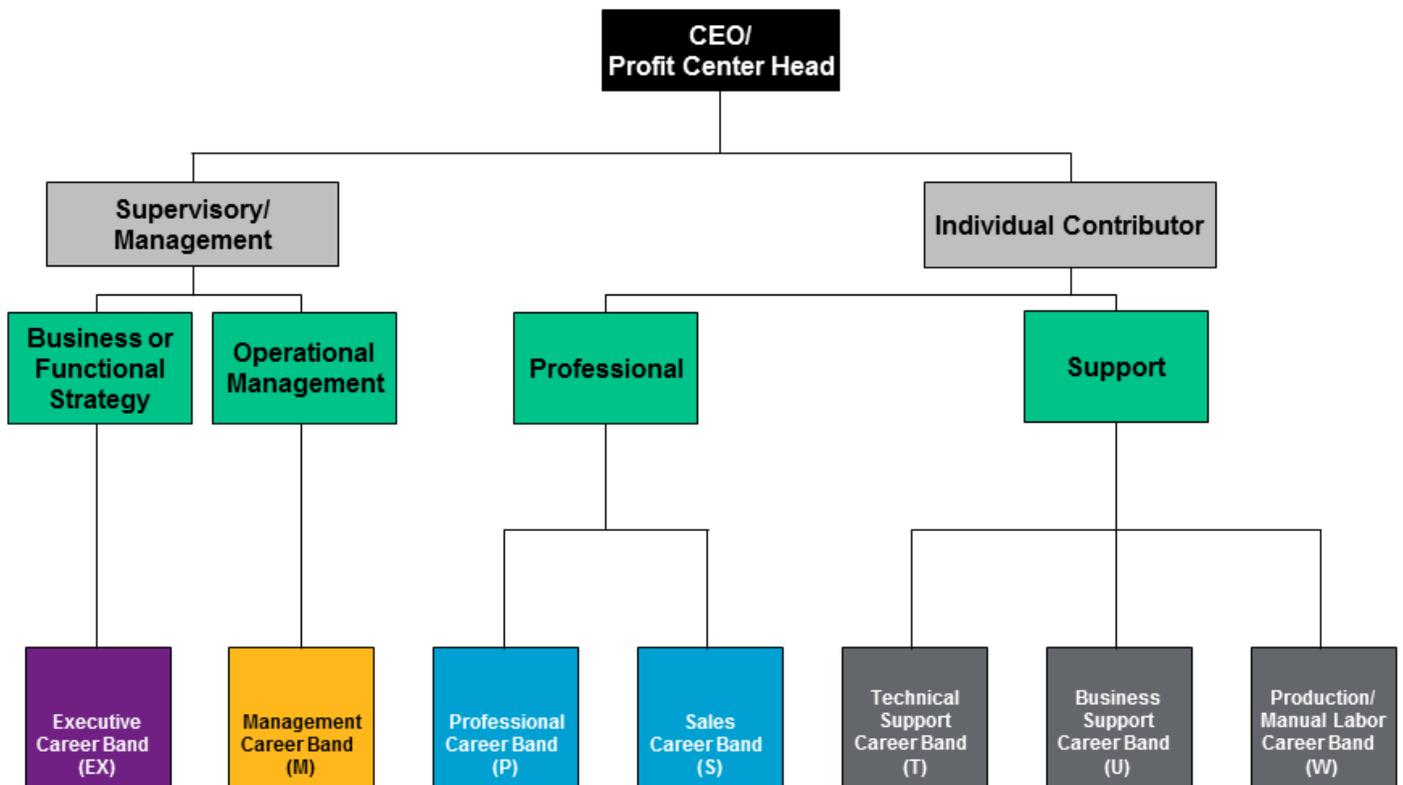
Methodology

Job Matching Methodology (continued)

To select the Career Band, determine if the job in your organization is:

- Supervisor/manager or individual contributor
- Professional or support
- Technical support, business support or production/manual labor

The following decision tree illustrates the process for identifying the appropriate Career Band. Career Band Summary Descriptions are included in the Career Bands and Career Levels section.



Assign Career Levels

General profiles for each Career Level within a Career Band can be found in Career Bands and Career Levels, section. The indicative Global Grade alignment is also noted. For those Career Levels aligned with two Global Grades, brief language is provided to highlight the key differences between each of the Global Grades.

North America survey participants need only match to Career Levels since individual Global Grades are not collected; therefore, the Global Grade differentiators are shaded.

Methodology

Job Matching Methodology (continued)

If your organization does not have an established internal structure, skip the next subsection and match specific jobs to the Career Bands and Career Levels.

Distinguish Executives and Managers

Distinguish whether incumbents should be matched to the Executive Career Band in the CSR General Industry Top Management Compensation Survey or the Supervisory/Management Career Band in the CSR General Industry Compensation Survey (Excluding Top Management) using the guidelines in the following table.

| | Executive (EX) | Supervisory/Management (M) |
|---------------------------|--|--|
| Organization Strategy | <ul style="list-style-type: none"> Primarily involved in the development, evolution and approval of the long-term vision across a market function, division, region or country (depending on scope of organization) or a Function Establishes strategies for area of responsibility (i.e. corporate, regional, subsidiary) Leads development of country or function strategies May be a board or executive committee member or will have a comparable level of influence | <ul style="list-style-type: none"> Implements organization strategies through the effective direction and management of resources Sets Discipline or area strategy consistent with established organization strategies Focuses mainly on the management and implementation of operational objectives that help achieve long-term organization strategy Accountable for business, functional, operational processes and/or program management |
| Functional Responsibility | <ul style="list-style-type: none"> Most senior level within a major Function for a business unit | <ul style="list-style-type: none"> Responsible for part of a Function for a business segment |
| Impact on Organization | <ul style="list-style-type: none"> Impacts broader organization performance directly | <ul style="list-style-type: none"> Impacts broader organization performance indirectly Impact limited to own Discipline or area |
| Compensation Program | <ul style="list-style-type: none"> Covered by executive compensation programs (e.g., executive long-term plans, executives bonus plans) | <ul style="list-style-type: none"> Not covered by executive compensation programs |

Methodology

Job Matching Methodology (continued)

Distinguish Managers and Individual Contributors

Jobs below the executive level can be matched as either Managers or Individual Contributors. These jobs are differentiated on the basis of the types of work activities and staff they manage. To distinguish whether incumbents should be matched to the Supervisory/Management Career Band or the Professional (Individual Contributor) Career Band use the guidelines in the following table.

| | Manager | Professional/Individual Contributor |
|---|--|---|
| Job "manages" projects or programs through teams of individuals who may not report directly to them | <ul style="list-style-type: none"> At higher levels of project management, individuals in these roles may be managing large, sustained projects or programs, with dedicated teams to support them. | <ul style="list-style-type: none"> Project management is a body of skills and expertise; project managers achieve work objectives by applying these skills and expertise to guide a team. At lower levels of project management, the focus is on professional project management skills, and individuals in these roles may manage multiple projects and/or projects with shorter duration. |
| Job "manages" a body of work within the organization that is large enough to constitute an organizational function or sub-function. | <ul style="list-style-type: none"> Jobs that provide organization-wide functional or sub-functional leadership, for the body of work. This will not be necessarily through direct reports, but through dotted-line reports. The 'weight' of dotted-line reporting can be assessed through factors such as frequency and nature of the communication, the coordination processes and the area of influence. | <ul style="list-style-type: none"> Jobs that focus on "managing" a body of work or a process are applying individual expertise. Such jobs require that a job holder has a specific level of knowledge or skills in a particular subject of critical value to the organization's business strategy. There is no requirement on the job to provide wider leadership beyond acting as the "custodian" of the knowledge |
| Job "manages" long-term vendors and/or contractors. | <ul style="list-style-type: none"> A job is achieving results through others if: <ul style="list-style-type: none"> Work/role of the vendor/contractor is enduring Similar roles elsewhere within the organization accomplish similar work through internally-employed individuals Work includes monitoring the performance and directing the work of individual contributors who are not managed by a person on the vendor/contract side Work includes coaching and developing others for task completion, performance or career growth | <ul style="list-style-type: none"> A job is achieving results through application of individual expertise if: <ul style="list-style-type: none"> Work is focused on managing the parameters (e.g., service levels, compliance, policy interpretation) of the contract/vendor relationship (i.e., work is not focused on managing the vendor's employees) The vendor/contract management role/work is short-term in nature, intended to fill a temporary staffing gap, peak volume period or conduct work on a specific short-term project |

Methodology

Job Matching Methodology (continued)

Distinguish Managers and Individual Contributors (continued)

| | Manager | Professional/Individual Contributor |
|--|--|--|
| <p>Job has "matrix management" responsibilities.</p> | <ul style="list-style-type: none"> • A job is achieving results through others if: <ul style="list-style-type: none"> • There is recognition within the organization that a person has responsibility for "managing" individuals on a team • The job is specifically accountable for the output and performance of a team of individual contributors • The job has significant influence on how the individuals under management focus their time and energy • There is frequent communication to discuss expectations and provide performance feedback and coaching • There is a high degree of participation on formal management responsibilities related to hiring, firing, performance reviews, compensation decisions, etc. | <ul style="list-style-type: none"> • A job is not achieving results through others if: <ul style="list-style-type: none"> • The job does not have significant responsibilities for administrative aspects of people management (e.g., hiring, performance reviews, etc.) • The job acts as a consultant to a team of individuals focused on a particular body of work or project |

Methodology

Job Matching Methodology (continued)

Distinguish Professional, Technical Support, Business Support and Production/Manual Labor

Jobs below management can be matched to the Professional, Technical Support, Business Support or Production/Manual Labor Career Band. These jobs are differentiated on the basis of the types of duties and the education or training required to perform them.

| | Individual Contributor | | | |
|--------------------------------------|--|--|---|---|
| | Professional (P) | Support | | |
| | | Technical Support (T) | Business Support (U) | Production/ Manual Labor (W) |
| Entry Level Education/Training | <ul style="list-style-type: none"> Has conceptual knowledge of theories, practices and procedures typically acquired through a college or university degree or equivalent work experience | <ul style="list-style-type: none"> Requires vocational training or equivalent experience and may require external certification, but typically does not require a university degree | <ul style="list-style-type: none"> May require vocational training or equivalent work experience, but does not require a university degree | <ul style="list-style-type: none"> Typically does not require vocational training or a university degree |
| Types of Duties and Responsibilities | <ul style="list-style-type: none"> Performs work in a specialized area of expertise that requires knowledge of fundamental themes, principles and concepts | <ul style="list-style-type: none"> Performs specialized technical tasks or skilled craft work | <ul style="list-style-type: none"> Performs clerical, administrative or specialized support tasks in an office or field setting | <ul style="list-style-type: none"> Performs unskilled or semi-skilled work |

Global Grades are not collected in North America. Match to Career Levels only.

In regions outside of North America, Global Grades are used to measure the relative internal values of all jobs in an organization and align them to quantifiable differences in market pay. Although Global Grades are not collected in North America, the associated Global Grade alignment to Career Levels is noted and brief language is provided to highlight the key differences between each of the Global Grades.

All of the references to Global Grades are included in these materials for the benefit of global participants and Global Grading System (GGS) clients.

The following General Alignment Map provides an overview of how Career Bands, Career Levels and Global Grades are aligned.

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Job Matching Methodology (continued)

General Alignment Map of Global Grades to Career Levels

| GENERAL ALIGNMENT OF GLOBAL GRADES TO CAREER LEVELS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--------------|-------------|---------------|----------------|-----------------|---|---|---|----|----|----|----|----|----|--|---------|---------|--------|--------|--------|---------|---------|----------|----|----|----|----|----|-------|--------------|---------|---------------|------------|----------------|------------|-----------------|
| Revenue (USD) | | | | | | | | | | | | | | | FTE (Full Time Equivalent) Employees | | | | | | | | | | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | USD75m | USD150m | USD500m | USD1bn | USD2bn | USD5bn | USD10bn | USD50bn | USD100bn | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | | | | | | | | | | | | |
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| | | | | | | | | | | | | | | | <table border="1"> <tr> <td>U1</td><td>U2</td><td>U3</td><td>U4</td> </tr> <tr> <td>Entry</td><td>Intern.</td><td>Senior</td><td>Lead/Advanced</td> </tr> </table> | | | | | | | | | | U1 | U2 | U3 | U4 | Entry | Intern. | Senior | Lead/Advanced | | | | |
| U1 | U2 | U3 | U4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Entry | Intern. | Senior | Lead/Advanced | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | Production/Manual Labor (W) | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | <table border="1"> <tr> <td>W1</td><td>W2</td><td>W3</td><td>W4</td> </tr> <tr> <td>Entry</td><td>Intermediate</td><td>Senior</td><td>Lead/Advanced</td> </tr> </table> | | | | | | | | | | W1 | W2 | W3 | W4 | Entry | Intermediate | Senior | Lead/Advanced | | | | |
| W1 | W2 | W3 | W4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Entry | Intermediate | Senior | Lead/Advanced | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Methodology

Job Matching Methodology (continued)

Career Bands and Career Levels

This section provides the documentation and tools needed to match your jobs to the survey levels. As described in the Job Matching Methodology section, the level-based approach to job matching involves assigning a Career Band and Career Level to your jobs. The tools listed below are provided to help match your jobs to the appropriate survey levels.

- **Career Band Summary Descriptions** present descriptions for each of the six Career Bands:
 - Supervisory/Management (M)
 - Professional (P)
 - Customer/Client Management and Sales (S)
 - Technical Support (T)
 - Business Support (U)
 - Production/Manual Labor (W)
- **Career Level General Profiles** provide definitions for the Career Levels within each Career Band.
- **The Global Grade(s) aligned with each level also are noted. Global Grade differentiators are shaded, since North America survey participants need only match to Career Levels. Individual Global Grades are not collected in North America.**

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

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

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

Methodology

Job Matching Methodology (continued)

Career Band Summary Descriptions

Supervisory/Management Career Band (M)

2017 CSR General Industry Supervisory and Middle Management Compensation Survey - U.S.

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

Professional Career Band (P)

2017 CSR General Industry Professional (Administrative and Sales) Compensation Survey - U.S. 2017 CSR General Industry Accounting and Finance Compensation Survey - U.S.

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

Customer/Client Management and Sales Career Band (S)

2017 CSR General Industry Professional (Administrative and Sales) Compensation Survey - U.S.

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

Technical Support Career Band (T)

2017 CSR General Industry Technical Support and Production Compensation Survey - U.S.

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

Business Support Career Band (U)

2017 CSR General Industry Office and Business Support Compensation Survey - U.S.

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

Production/Manual Labor Career Band (W)

2017 CSR General Industry Technical Support and Production Compensation Survey - U.S.

- Performs operational or manual tasks, primarily in manufacturing, supply chain or operational environments
- Typically performs unskilled or semi-skilled work
- Typically does not require vocational training or a university degree

Methodology

Job Matching Methodology (continued)

Career Level General Profiles

Supervisory/Management Career Band (M)

M5 Senior Group Manager (aligns with Global Grade 17)

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

M4 Group Manager (aligns with Global Grade 16)

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

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

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

Global Grade 15 Differentiators

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

Global Grade 14 Differentiators

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

Methodology

Job Matching Methodology (continued)

Career Level General Profiles (continued)

Supervisory/Management Career Band (M) (continued)

M2 Manager (aligns with Global Grades 12 and 13)

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

Global Grade 13 Differentiators

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

Global Grade 12 Differentiators

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

M1 Supervisor (aligns with Global Grades 10 and 11)

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

Global Grade 11 Differentiators

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

Global Grade 10 Differentiators

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

Methodology

Job Matching Methodology (continued)

Career Level General Profiles (continued)

Professional Career Band (P)

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

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

Global Grade 17 Differentiators

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

Global Grade 16 Differentiators

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

P5 Master (aligns with Global Grade 15)

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

Methodology

Job Matching Methodology (continued)

Career Level General Profiles (continued)

Professional Career Band (P) (continued)

P4 Specialist (aligns with Global Grades 13 and 14)

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

Global Grade 14 Differentiators

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

Global Grade 13 Differentiators

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

P3 Career (aligns with Global Grades 11 and 12)

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

Global Grade 12 Differentiators

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

Global Grade 11 Differentiators

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

Methodology

Job Matching Methodology (continued)

Career Level General Profiles (continued)

Professional Career Band (P) (continued)

P2 Intermediate (aligns with Global Grades 9 and 10)

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

Global Grade 10 Differentiators

- Typically follows prescribed guidelines or procedures to resolve problems
- Has working knowledge of basic concepts and procedures; performs a variety of routine tasks or assignments
- May train new team members and provide input to employee performance evaluations
- Works with a moderate level of guidance

Global Grade 9 Differentiators

- Has limited work experience involving basic concepts and procedures
- Develops competence by performing structured work assignments
- Uses existing procedures to solve routine or standard problems
- Works under supervision and direction from more senior level roles

P1 Entry (aligns with Global Grade 8)

- Performs routine assignments in the entry level of the Professional Career Band
- Typically requires a college or university degree or the equivalent work experience and has conceptual knowledge of fundamental theories, principles and practices
- Has no discretion to vary from established procedures by performing structured work assignments
- Uses existing procedures to solve routine or standard problems
- Receives instruction, guidance and direction from more senior level roles

Methodology

Job Matching Methodology (continued)

Career Level General Profiles (continued)

Customer/Client Management and Sales Career Band (S)

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

- Is recognized externally as a leading sales strategist and business expert, with a highly sophisticated understanding of customer needs and competitors' offerings
- Is recognized internally as a role model and leader in planning and executing successful sales strategies for the organization's largest and most complex clients or markets
- Develops and implements new and innovative approaches to the sales process, including negotiation of sales and service terms, and approaches to account management and resources utilization
- Leads projects or initiatives that extend beyond the sales organization
- Progression to this level is typically restricted on the basis of individual capabilities and business requirements

Global Grade 17 Differentiators

- Only applies to large international or global businesses
- Manages largest, most strategically important global accounts in a very large organization
- Develops market (including new market) and account sales strategies
- Is recognized as one of the top sales producers in a global organization and in the wider industry

Global Grade 16 Differentiators

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

S5 Senior Expert (aligns with Global Grade 15)

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

Methodology

Job Matching Methodology (continued)

Career Level General Profiles (continued)

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

S4 Expert (aligns with Global Grades 13 and 14)

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

Global Grade 14 Differentiators

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

Global Grade 13 Differentiators

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

S3 Career (aligns with Global Grades 11 and 12)

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

Global Grade 12 Differentiators

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

Global Grade 11 Differentiators

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

Methodology

Job Matching Methodology (continued)

Career Level General Profiles (continued)

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

S2 Intermediate (aligns with Global Grades 9 and 10)

- Continues to build knowledge of business, financials, products/services, the market or account needs
- Works with moderately complex territory/assigned accounts, products/services, sales or account management processes
- Has direct contact with clients and moderate authority/opportunity to set and negotiate product/service terms
- Is beginning to plan own territory or account approach and monitor resources

Global Grade 10 Differentiators

- Typically responsible for products/services or territories/accounts that have moderate complexity
- Works within plan dictated by manager
- Has direct contact with clients with moderate opportunity to negotiate
- May train new team members and provide input to employee performance evaluations

Global Grade 9 Differentiators

- Has structured direct contact with clients and limited authority for negotiation
- Has general knowledge of assigned products and services
- Develops competence by performing structured work assignments

S1 Entry (aligns with Global Grade 8)

- Typically requires a college or university degree or the equivalent work experience and has general awareness of business, financials, products/services and the market
- Works with territory/account, product/services or sales process with limited complexity
- Has limited direct contact with clients and no authority/opportunity to set and negotiate product/service terms
- Relies on manager to provide planning and manage resources

Methodology

Job Matching Methodology (continued)

Career Level General Profiles (continued)

Technical Support Career Band (T)

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

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

Global Grade 10 Differentiators

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

Global Grade 9 Differentiators

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

T3 Senior (aligns with Global Grades 7 and 8)

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

Global Grade 8 Differentiators

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

Global Grade 7 Differentiators

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

T2 Intermediate (aligns with Global Grade 6)

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

T1 Entry (aligns with Global Grade 5)

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

Methodology

Job Matching Methodology (continued)

Career Level General Profiles (continued)

Business Support Career Band (U)

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

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

Global Grade 9 Differentiators

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

Global Grade 8 Differentiators

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

U3 Senior (aligns with Global Grade 7)

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

U2 Intermediate (aligns with Global Grades 5 and 6)

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

Global Grade 6 Differentiators

- Has prior relevant training or related work experience
- Performs routine tasks following specific instructions or under close supervision
- Work is clearly defined and completed according to instruction

Global Grade 5 Differentiators

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

U1 Entry (aligns with Global Grade 4)

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

Methodology

Job Matching Methodology (continued)

Career Level General Profiles (continued)

Production/Manual Labor Career Band (W)

W4 Lead/Advanced (aligns with Global Grades 7 and 8)

- Has advanced skills, typically gained through a combination of job-related training and considerable work experience
- May act as a lead, coordinating the work of others, but is not a supervisor
- Works autonomously within established procedures and practices
- Has developed a specialized level of skill to perform assigned tasks

Global Grade 8 Differentiators

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

Global Grade 7 Differentiators

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

W3 Senior (aligns with Global Grade 6)

- Has proficiency through job-related training and considerable work experience
- Completes work with a limited degree of supervision; regularly provides guidance to others with less experience
- May act as an informal resource for colleagues with less experience

W2 Intermediate (aligns with Global Grades 4 and 5)

- Has skills developed through formal training or work experience
- Works within established procedures and guidelines with limited ability to modify methods and approach
- Completes assigned tasks with a moderate degree of supervision

Global Grade 5 Differentiators

- Performs the full range of established procedures, and will typically be considered skilled through work experience
- Resolves routine issues without supervisory approval

Global Grade 4 Differentiators

- Performs most established procedures and will typically be considered semi-skilled through work experience
- Resolves routine issues with senior staff or supervisory guidance and approval

Methodology

Job Matching Methodology (continued)

Career Level General Profiles (continued)

Production/Manual Labor Career Band (W) (continued)

W1 Entry (aligns with Global Grades 2 and 3)

- Has little or no prior relevant training or work experience
- Works under close supervision with little autonomy
- Works with clearly defined methods and tasks that are described in detail

Global Grade 3 Differentiators

- Has limited prior relevant training or work experience
- Contributes directly to specific unskilled tasks or processes
- Has limited discretion to vary from established procedures

Global Grade 2 Differentiators

- Has no prior relevant training or work experience
- Contributes indirectly to specific unskilled tasks or processes
- Has no discretion to vary from established procedures

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing

| | | Job Function Reports | | | | |
|-------------|---|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| AAS | Administrative Services | | | | | |
| AAS000 | Administrative Services Generalist/Multidiscipline | ✓ | ✓ | | ✓ | ✓ |
| AAS010 | Office/Location/Post and Messenger Services | ✓ | | | | ✓ |
| AAS011 | Clerical | ✓ | | | | ✓ |
| AAS012 | Word Processing/Presentations | ✓ | | | | ✓ |
| AAS013 | Print Services | ✓ | | | | ✓ |
| AAS020 | Library/Information Services | ✓ | | | ✓ | ✓ |
| AAS030 | Reception/Switchboard | ✓ | | | | ✓ |
| AAS041 | Secretarial/Administrative Assistance | ✓ | | | | ✓ |
| AAS042 | Secretarial/Executive Administrative Assistance | ✓ | | | | ✓ |
| AAS043 | Secretarial/Administrative Assistance to the Chief Executive Officer | ✓ | | | | |
| AAS050 | Travel Services | ✓ | | | ✓ | ✓ |
| AAS070 | Food and Beverage Administration | ✓ | | | | ✓ |
| AAS072 | Food and Beverage Service | | ✓ | | | ✓ |
| AAS074 | Food Preparation | | ✓ | | | ✓ |
| AAS085 | Data Control | | ✓ | ✓ | | ✓ |
| AAS086 | Data Entry | | ✓ | ✓ | | ✓ |
| AAS999 | Administrative Services - No Applicable Discipline | ✓ | ✓ | | ✓ | ✓ |
| AAT | Transportation Services and Administration | | | | | |
| AAT000 | Transportation Services and Administration Generalist/Multidiscipline | ✓ | ✓ | | | ✓ |
| AAT010 | Vehicle Fleet Management | ✓ | | | | ✓ |
| AAT015 | Vehicle Maintenance | | ✓ | | | ✓ |
| AAT020 | Driver/Chauffeur | | ✓ | | | ✓ |
| AAT999 | Transportation Services and Administration - No Applicable Discipline | ✓ | ✓ | | | ✓ |
| AA Y | Security | | | | | |
| AA Y000 | Security Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| AA Y002 | Security Armed | ✓ | | | | ✓ |
| AA Y003 | Security Unarmed | ✓ | | | | ✓ |

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing (continued)

| | | Job Function Reports | | | | |
|------------|---|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| AA | Security (continued) | | | | | |
| AA010 | Business Continuation | ✓ | | | ✓ | ✓ |
| AA999 | Security - No Applicable Discipline | ✓ | | | ✓ | ✓ |
| ACA | Corporate Affairs/Communications | | | | | |
| ACA000 | Corporate Affairs/Communications Generalist/Multidiscipline | | | | ✓ | ✓ |
| ACA010 | Public Relations | | | | ✓ | ✓ |
| ACA020 | Community Affairs/Relations | | | | ✓ | ✓ |
| ACA030 | Corporate Social Responsibility | | | | ✓ | ✓ |
| ACA050 | Regulatory Affairs and Compliance | | | | ✓ | ✓ |
| ACA060 | Environmental Affairs and Compliance | | | | ✓ | ✓ |
| ACA063 | Personal Data Privacy Compliance | | | | ✓ | ✓ |
| ACA065 | Sustainability | | | | ✓ | ✓ |
| ACA070 | Government Relations | | | | ✓ | ✓ |
| ACA100 | Internal/Employee Communications | | | | ✓ | ✓ |
| ACA110 | Creative Writing Services | | | | ✓ | ✓ |
| ACA120 | Creative Design Services | | | | ✓ | ✓ |
| ACA190 | Not-For-Profit Development Generalist/Multidiscipline | | | | ✓ | ✓ |
| ACA191 | Not-For-Profit - Fundraising/Major Gifts | | | | ✓ | ✓ |
| ACA192 | Not-For-Profit - Membership Management | | | | ✓ | ✓ |
| ACA193 | Not-For-Profit - Program Management | | | | ✓ | ✓ |
| ACA999 | Corporate Affairs/Communications - No Applicable Discipline | | | | ✓ | ✓ |
| ACD | Strategic Planning/Corporate Development | | | | | |
| ACD000 | Strategic Planning/Corporate Development Generalist/Multidiscipline | | | | ✓ | ✓ |
| ACD010 | Strategic Planning | | | | ✓ | ✓ |
| ACD016 | Digital Strategy | | | | ✓ | ✓ |
| ACD020 | Corporate Development and Licensing Generalist/Multidiscipline | | | | ✓ | ✓ |
| ACD999 | Strategic Planning/Corporate Development - No Applicable Discipline | | | | ✓ | ✓ |

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing (continued)

| | | Job Function Reports | | | | |
|------------|--|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| AEM | Data Analytics/Business Intelligence and Data Science | | | | | |
| AEM000 | Data Analytics/Business Intelligence and Data Science Generalist/Multidiscipline | | | | ✓ | ✓ |
| AEM999 | Data Analytics/Business Intelligence and Data Science - No Applicable Discipline | | | | ✓ | ✓ |
| AEO | Business Operations Analysis | | | | | |
| AEO000 | Business Operations Analysis Generalist/Multidiscipline | | | | ✓ | ✓ |
| AEO999 | Business Operations Analysis - No Applicable Discipline | | | | ✓ | ✓ |
| AFB | Accounting | | | | | |
| AFB000 | Accounting Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| AFB010 | General Accounting | ✓ | | | ✓ | ✓ |
| AFB015 | Systems Accounting | ✓ | | | ✓ | ✓ |
| AFB020 | Financial Reporting | | | | ✓ | ✓ |
| AFB040 | Cost Accounting | ✓ | | | ✓ | ✓ |
| AFB050 | Bookkeeping/Account Maintenance | ✓ | | | ✓ | ✓ |
| AFB060 | Accounts Payable/Receivable | ✓ | | | ✓ | ✓ |
| AFB061 | Accounts Payable | ✓ | | | ✓ | ✓ |
| AFB062 | Accounts Receivable | ✓ | | | ✓ | ✓ |
| AFB070 | Payroll | ✓ | | | ✓ | ✓ |
| AFB999 | Accounting - No Applicable Discipline | ✓ | | | ✓ | ✓ |
| AFC | Credit and Collections | | | | | |
| AFC000 | Credit and Collections Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| AFC010 | Credit | ✓ | | | ✓ | ✓ |
| AFC020 | Collections | ✓ | | | ✓ | ✓ |
| AFC030 | Customer Contact Center Collections | ✓ | | | ✓ | ✓ |
| AFC999 | Credit and Collections - No Applicable Discipline | ✓ | | | ✓ | ✓ |
| AFT | Financial Analysis and Tax | | | | | |
| AFT000 | Financial Analysis and Tax Generalist/Multidiscipline | | | | ✓ | ✓ |
| AFT010 | Financial Analysis | | | | ✓ | ✓ |
| AFT020 | Budget Analysis | | | | ✓ | ✓ |
| AFT030 | Treasury Operations | | | | ✓ | ✓ |
| AFT040 | Corporate/Financial Planning | | | | ✓ | ✓ |

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing (continued)

| | | Job Function Reports | | | | |
|------------|--|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| AFT | Financial Analysis and Tax (continued) | | | | | |
| AFT050 | Tax Reporting and Compliance | | | | ✓ | ✓ |
| AFT060 | Tax Planning and Research | | | | ✓ | ✓ |
| AFT080 | Insurance Risk | | | | ✓ | ✓ |
| AFT999 | Financial Analysis and Tax - No Applicable Discipline | | | | ✓ | ✓ |
| AFU | Audit and Financial/Business Controls | | | | | |
| AFU000 | Audit and Financial/Business Controls Generalist/Multidiscipline | | | | ✓ | ✓ |
| AFU010 | General Audit | | | | ✓ | ✓ |
| AFU020 | IS Audit | | | | ✓ | ✓ |
| AFU030 | Business Ethics and Compliance | | | | ✓ | ✓ |
| AFU999 | Audit and Financial/Business Controls - No Applicable Discipline | | | | ✓ | ✓ |
| AFY | Risk Management | | | | | |
| AFY000 | Risk Management Generalist/Multidiscipline | | | | ✓ | ✓ |
| AFY999 | Risk Management - No Applicable Discipline | | | | ✓ | ✓ |
| AHR | Human Resources | | | | | |
| AHR000 | HR Generalist/Consultant Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| AHR010 | Compensation and Benefits Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| AHR020 | Compensation Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| AHR030 | Compensation - Executive Compensation | | | | ✓ | ✓ |
| AHR060 | Benefits | ✓ | | | ✓ | ✓ |
| AHR095 | Employee Relations | | | | ✓ | ✓ |
| AHR100 | Labor Relations | | | | ✓ | ✓ |
| AHR116 | Equal Employment Opportunity | | | | ✓ | ✓ |
| AHR120 | Organization Development | | | | ✓ | ✓ |
| AHR122 | Workforce Analytics | | | | ✓ | ✓ |
| AHR130 | Employee Development/Training Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| AHR131 | Employee Development/Talent Management | ✓ | | | ✓ | ✓ |
| AHR134 | Technical Training | ✓ | | | ✓ | ✓ |
| AHR140 | Recruitment Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing (continued)

| | | Job Function Reports | | | | |
|------------|--|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| AHR | Human Resources (continued) | | | | | |
| AHR142 | Recruitment - Management | | | | ✓ | ✓ |
| AHR144 | Recruitment - Professional/Technical | | | | ✓ | ✓ |
| AHR148 | Recruitment - Support/Hourly | | | | ✓ | ✓ |
| AHR150 | Human Resources Information Systems | ✓ | | | ✓ | ✓ |
| AHR160 | HR Service Center | ✓ | | | ✓ | ✓ |
| AHR999 | Human Resources - No Applicable Discipline | ✓ | | | ✓ | ✓ |
| AHS | Environmental Health and Safety | | | | | |
| AHS000 | Environmental Health and Safety Generalist/Multidiscipline | | ✓ | | ✓ | ✓ |
| AHS010 | Environmental Science | | ✓ | | ✓ | ✓ |
| AHS030 | Health and Safety | | ✓ | | ✓ | ✓ |
| AHS040 | Industrial Hygiene | | ✓ | | ✓ | ✓ |
| AHS050 | Safety | | ✓ | | ✓ | ✓ |
| AHS070 | Workers' Compensation Case Management | | ✓ | | ✓ | ✓ |
| AHS090 | Medical Services - Nursing | | ✓ | | ✓ | ✓ |
| AHS999 | Environmental Health and Safety - No Applicable Discipline | | ✓ | | ✓ | ✓ |
| AID | IT Development | | | | | |
| AID000 | IT Development Generalist/Multidiscipline | | ✓ | ✓ | | ✓ |
| AID010 | Application Development | | ✓ | ✓ | | ✓ |
| AID015 | Internet/Web Application Development | | ✓ | ✓ | | ✓ |
| AID020 | Business Systems Analysis | | ✓ | ✓ | | ✓ |
| AID030 | IT Architecture (Systems Design) | | ✓ | ✓ | | ✓ |
| AID040 | Systems Software Development | | | ✓ | | ✓ |
| AID050 | Software Quality Assurance and Testing | | ✓ | ✓ | | ✓ |
| AID055 | Application Development Support | | ✓ | ✓ | | ✓ |
| AID060 | Database Design and Analysis | | | ✓ | | ✓ |
| AID070 | Database Warehousing/Mining | | | ✓ | | ✓ |
| AID080 | Network Architecture Design | | | ✓ | | ✓ |
| AID090 | Network Planning and Implementation | | ✓ | ✓ | | ✓ |

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing (continued)

| | | Job Function Reports | | | | |
|------------|--|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| AID | IT Development (continued) | | | | | |
| AID100 | Enterprise Resource Planning | | ✓ | ✓ | | ✓ |
| AID110 | IS and Cyber Security Development | | ✓ | ✓ | | ✓ |
| AID999 | IT Development - No Applicable Discipline | | ✓ | ✓ | | ✓ |
| AIT | IT Administration | | | | | |
| AIT000 | IT Administration Generalist/Multidiscipline | | ✓ | ✓ | | ✓ |
| AIT010 | Computer Systems Administration | | ✓ | ✓ | | ✓ |
| AIT015 | Website Administration | | ✓ | ✓ | | ✓ |
| AIT020 | IT Help Desk Support | | ✓ | ✓ | | ✓ |
| AIT025 | IT On-Site Support | | ✓ | ✓ | | ✓ |
| AIT030 | Database Administration | | ✓ | ✓ | | ✓ |
| AIT040 | Network Control/Administration | | ✓ | ✓ | | ✓ |
| AIT050 | Email Administration | | | ✓ | | ✓ |
| AIT060 | IS Disaster Recovery/Business Continuation | | ✓ | ✓ | | ✓ |
| AIT070 | IS and Cyber Security | | ✓ | ✓ | | ✓ |
| AIT080 | IT Training/Documentation | | ✓ | ✓ | | ✓ |
| AIT090 | Voice Communications | | ✓ | ✓ | | ✓ |
| AIT999 | IT Administration - No Applicable Discipline | | ✓ | ✓ | | ✓ |
| ALG | Legal | | | | | |
| ALG000 | Legal Generalist/Multidiscipline | | | | ✓ | ✓ |
| ALG010 | Contract Law | | | | ✓ | ✓ |
| ALG020 | Employment Law | | | | ✓ | ✓ |
| ALG065 | Corporate Governance | | | | ✓ | ✓ |
| ALG072 | Food Law | | | | ✓ | ✓ |
| ALG080 | Tax Law | | | | ✓ | ✓ |
| ALG100 | IS and Cyber Security Law | | | | ✓ | ✓ |
| ALG999 | Legal - No Applicable Discipline | | | | ✓ | ✓ |
| ALS | Legal Support | | | | | |
| ALS000 | Legal Support Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| ALS010 | Paralegal | | | | ✓ | |

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing (continued)

| | | Job Function Reports | | | | |
|------------|--|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| ALS | Legal Support (continued) | | | | | |
| ALS020 | Contract Administration | ✓ | | | ✓ | ✓ |
| ALS040 | Legal Secretarial/Administrative Assistance | ✓ | | | ✓ | ✓ |
| ALS999 | Legal Support - No Applicable Discipline | ✓ | | | ✓ | ✓ |
| AMK | Marketing | | | | | |
| AMK000 | Marketing Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| AMK010 | Channel/Partnership/Co-Branded Marketing | ✓ | | | ✓ | ✓ |
| AMK020 | Advertising/Marketing Communications | ✓ | | | ✓ | ✓ |
| AMK025 | Advertising | ✓ | | | ✓ | ✓ |
| AMK026 | Marketing Promotions | ✓ | | | ✓ | ✓ |
| AMK030 | Market/Segment Development | ✓ | | | ✓ | ✓ |
| AMK040 | Market Research/Intelligence | ✓ | | | ✓ | ✓ |
| AMK041 | Customer Insight and Research Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| AMK042 | Customer Data Management | ✓ | | | ✓ | ✓ |
| AMK043 | Customer Research Analytics and Modeling | ✓ | | | ✓ | ✓ |
| AMK050 | Product Management | ✓ | | | ✓ | ✓ |
| AMK060 | Direct Marketing | ✓ | | | ✓ | ✓ |
| AMK070 | Brand Marketing | ✓ | | | ✓ | ✓ |
| AMK080 | Pricing | ✓ | | | ✓ | ✓ |
| AMK100 | Trade Shows/Events | ✓ | | | ✓ | ✓ |
| AMK110 | Digital Marketing Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| AMK111 | Internet Search Optimization | ✓ | | | ✓ | ✓ |
| AMK112 | Social Media Marketing | ✓ | | | ✓ | ✓ |
| AMK113 | Online Community Management | ✓ | | | ✓ | ✓ |
| AMK120 | Digital Content Management/Production | ✓ | | | ✓ | ✓ |
| AMK130 | Digital Graphic/Visual Design | ✓ | | | ✓ | ✓ |
| AMK150 | Digital Creative Writing | ✓ | | | ✓ | ✓ |
| AMK999 | Marketing - No Applicable Discipline | ✓ | | | ✓ | ✓ |

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing (continued)

| | | Job Function Reports | | | | |
|------------|--|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| AMS | Customer Support/Operations | | | | | |
| AMS000 | Customer Support/Operations Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| AMS010 | Customer Service | ✓ | | | ✓ | ✓ |
| AMS020 | Customer Contact Center Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| AMS022 | Customer Contact Center - Complaints Escalation | | | | ✓ | ✓ |
| AMS024 | Customer Contact Center Planning and Monitoring | ✓ | | | ✓ | ✓ |
| AMS026 | Customer Contact Center Process Improvement | ✓ | | | ✓ | ✓ |
| AMS999 | Customer Support/Operations - No Applicable Discipline | ✓ | | | ✓ | ✓ |
| AMT | Technical Customer Support | | | | | |
| AMT000 | Technical Customer Support Generalist/Multidiscipline | | ✓ | ✓ | | ✓ |
| AMT010 | Technical Customer Support - Remote/Help Desk | | ✓ | ✓ | | ✓ |
| AMT020 | Technical Customer Support - Customer Site | | ✓ | ✓ | | ✓ |
| AMT999 | Technical Customer Support - No Applicable Discipline | | ✓ | ✓ | | ✓ |
| AOM | Manufacturing/Operations | | | | | |
| AOM000 | Manufacturing/Operations Generalist/Multidiscipline | | ✓ | ✓ | | ✓ |
| AOM010 | Production Planning and Control | | ✓ | ✓ | | ✓ |
| AOM015 | Production/Process Equipment Operations | | ✓ | | | ✓ |
| AOM020 | Production Assembly | | ✓ | | | ✓ |
| AOM050 | Packaging Operations | | ✓ | | | ✓ |
| AOM999 | Manufacturing/Operations - No Applicable Discipline | | ✓ | ✓ | | ✓ |
| APM | Project/Program Management | | | | | |
| APM000 | Project/Program Management Generalist/Multidiscipline | | | | ✓ | ✓ |
| APM010 | Information Technology Project Management | | | | ✓ | ✓ |
| APM020 | Facilities Construction Project Management | | | | ✓ | ✓ |
| APM030 | Engineering Project Management | | | | ✓ | ✓ |
| APM050 | Product Development Project/Program Management | | | | ✓ | ✓ |
| APM060 | Resource Management | | | | ✓ | ✓ |
| APM999 | Project/Program Management - No Applicable Discipline | | | | ✓ | ✓ |

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing (continued)

| | | Job Function Reports | | | | |
|------------|--|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| AQY | Quality Assurance Methods | | | | | |
| AQY000 | Quality Assurance Methods Generalist/Multidiscipline | ✓ | | ✓ | | ✓ |
| AQY020 | Business Process Improvement | | | ✓ | | ✓ |
| AQY030 | Six Sigma Process | | | ✓ | | ✓ |
| AQY040 | Supplier Quality Assurance | | | ✓ | | ✓ |
| AQY050 | Food Safety | | | ✓ | | ✓ |
| AQY999 | Quality Assurance Methods - No Applicable Discipline | | | ✓ | | ✓ |
| ARE | Real Estate and Facilities | | | | | |
| ARE000 | Real Estate and Facilities Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| ARE010 | Real Estate/Property Management | ✓ | | | ✓ | ✓ |
| ARE020 | Facilities Management | ✓ | | | ✓ | ✓ |
| ARE999 | Real Estate and Facilities - No Applicable Discipline | ✓ | | | ✓ | ✓ |
| ARP | Product Development | | | | | |
| ARP000 | Product Development Generalist/Multidiscipline | | | ✓ | | ✓ |
| ARP010 | Product Development - Physical Science | | | ✓ | | ✓ |
| ARP020 | Product Development - Health Science | | | ✓ | | ✓ |
| ARP030 | Product Development - Life Science | | | ✓ | | ✓ |
| ARP035 | Food Science/Technology | | | ✓ | | ✓ |
| ARP040 | Product Development - Mathematics, Statistics and Computer Science | | | ✓ | | ✓ |
| ARP050 | Product Development - Engineering | | | ✓ | | ✓ |
| ARP080 | Product Development - Creative Design/Industrial Design | | | ✓ | | ✓ |
| ARP999 | Product Development - No Applicable Discipline | | | ✓ | | ✓ |
| ARR | Product Development Support | | | | | |
| ARR000 | Product Development Support Generalist/Multidiscipline | | ✓ | ✓ | | ✓ |
| ARR010 | Product Development Support - Physical Science | | ✓ | ✓ | | ✓ |
| ARR020 | Product Development Support - Health Science | | ✓ | ✓ | | ✓ |
| ARR030 | Product Development Support - Life Science | | ✓ | ✓ | | ✓ |
| ARR040 | Product Development Support - Mathematics, Statistics and Computer Science | | ✓ | ✓ | | ✓ |
| ARR060 | Product Development Technical Writing | | ✓ | ✓ | | ✓ |

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing (continued)

| | | Job Function Reports | | | | |
|------------|---|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| ARR | Product Development Support (continued) | | | | | |
| ARR070 | Product Development Library/Knowledge Management | | ✓ | ✓ | | ✓ |
| ARR999 | Product Development Support - No Applicable Discipline | | ✓ | ✓ | | ✓ |
| ARS | Research Science | | | | | |
| ARS000 | Research Science Generalist/Multidiscipline | | | | ✓ | ✓ |
| ARS010 | Research Science - Physical Science | | | | ✓ | ✓ |
| ARS999 | Research Science - No Applicable Discipline | | | | ✓ | ✓ |
| ASC | Supply Chain and Logistics | | | | | |
| ASC000 | Supply Chain and Logistics Generalist/Multidiscipline | ✓ | ✓ | ✓ | | ✓ |
| ASC010 | Supply Chain Development and Optimization | ✓ | ✓ | ✓ | | ✓ |
| ASC012 | Supplier Development | ✓ | | ✓ | | ✓ |
| ASC015 | Materials Planning/Scheduling | ✓ | | ✓ | | ✓ |
| ASC020 | Materials Management | ✓ | | ✓ | | ✓ |
| ASC022 | Forklift Operations | | ✓ | | | ✓ |
| ASC025 | Inventory Control | ✓ | | ✓ | | ✓ |
| ASC030 | Logistics | ✓ | | ✓ | | ✓ |
| ASC035 | Import/Export | ✓ | | ✓ | | ✓ |
| ASC040 | Warehousing | | ✓ | | | ✓ |
| ASC045 | Fulfillment | | ✓ | ✓ | | ✓ |
| ASC050 | Transportation | | ✓ | ✓ | | ✓ |
| ASC052 | Transportation - Delivery Vehicle Operations Generalist/Multidiscipline | | ✓ | | | |
| ASC053 | Transportation - Light Delivery Vehicle Operations | | ✓ | | | ✓ |
| ASC054 | Transportation - Heavy Delivery Vehicle Operations | | ✓ | | | ✓ |
| ASC055 | Transportation - Tractor Trailer Delivery Vehicle Operations | | ✓ | | | ✓ |
| ASC060 | Purchasing Generalist/Multidiscipline | ✓ | | ✓ | | ✓ |
| ASC070 | Goods Purchasing | | | ✓ | | ✓ |
| ASC080 | Services Purchasing | | | ✓ | | ✓ |
| ASC090 | Technical Purchasing | | | ✓ | | ✓ |

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing (continued)

| | | Job Function Reports | | | | |
|------------|---|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| ASC | Supply Chain and Logistics (continued) | | | | | |
| | ASC095 Commodity Purchasing | | | ✓ | | ✓ |
| | ASC999 Supply Chain and Logistics - No Applicable Discipline | ✓ | ✓ | ✓ | | ✓ |
| AZE | Engineering | | | | | |
| | AZE000 Engineering Generalist/Multidiscipline | | | ✓ | | ✓ |
| | AZE010 Chemical Engineering | | | ✓ | | ✓ |
| | AZE030 Quality Assurance Engineering | | | ✓ | | ✓ |
| | AZE040 Civil Engineering | | | ✓ | | ✓ |
| | AZE050 Electrical Equipment Engineering | | | ✓ | | ✓ |
| | AZE060 Process Engineering | | | ✓ | | ✓ |
| | AZE070 Industrial Engineering | | | ✓ | | ✓ |
| | AZE080 Manufacturing Engineering | | | ✓ | | ✓ |
| | AZE090 Tool and Design Engineering | | | ✓ | | ✓ |
| | AZE110 Mechanical Engineering | | | ✓ | | ✓ |
| | AZE120 Environmental Engineering | | | ✓ | | ✓ |
| | AZE130 Computer Control Systems Electronics Engineering | | | ✓ | | ✓ |
| | AZE140 Electronic Engineering | | | ✓ | | ✓ |
| | AZE150 Packaging Engineering | | | ✓ | | ✓ |
| | AZE160 Safety Engineering | | | ✓ | | ✓ |
| | AZE165 Welding Engineering | | | ✓ | | ✓ |
| | AZE170 Structural/Facilities Engineering | | | ✓ | | ✓ |
| | AZE999 Engineering - No Applicable Discipline | | | ✓ | | ✓ |
| AZT | Technical Specialty/Skilled Trade | | | | | |
| | AZT000 Technical Specialty/Skilled Trade Generalist/Multidiscipline | | ✓ | ✓ | | ✓ |
| | AZT010 Equipment Maintenance Technical Specialty | | ✓ | ✓ | | ✓ |
| | AZT015 Civil Engineering Technical Specialty | | ✓ | ✓ | | ✓ |
| | AZT020 Calibration Technical Specialty | | ✓ | ✓ | | ✓ |
| | AZT030 Product Test/Debug Technical Specialty | | ✓ | ✓ | | ✓ |
| | AZT040 Facilities Technical Specialty | | ✓ | ✓ | | ✓ |

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing (continued)

| | | Job Function Reports | | | | |
|------------|--|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| AZT | Technical Specialty/Skilled Trade (continued) | | | | | |
| AZT050 | Process Technical Specialty | | ✓ | ✓ | | ✓ |
| AZT060 | Quality Control/Inspection Technical Specialty | | ✓ | ✓ | | ✓ |
| AZT070 | Test Equipment Technical Specialty | | ✓ | ✓ | | ✓ |
| AZT080 | CAD/CAE Drafting Technical Specialty | | ✓ | ✓ | | ✓ |
| AZT085 | Design and Drafting | | ✓ | ✓ | | ✓ |
| AZT090 | Production/Operations Laboratory Technical Specialty | | ✓ | ✓ | | ✓ |
| AZT100 | Biology Technical Specialty | | ✓ | ✓ | | ✓ |
| AZT110 | Chemistry Technical Specialty | | ✓ | ✓ | | ✓ |
| AZT120 | Stationary Engineering Technical Specialty | | ✓ | ✓ | | ✓ |
| AZT130 | Technical Documentation Control | | ✓ | ✓ | | ✓ |
| AZT140 | Skilled Trade Generalist/Multidiscipline | | ✓ | | | ✓ |
| AZT150 | Electrical Skilled Trade | | ✓ | | | ✓ |
| AZT160 | Welding Skilled Trade | | ✓ | | | ✓ |
| AZT170 | Mechanical Skilled Trade | | ✓ | | | ✓ |
| AZT180 | Machinery/Millwright Skilled Trade | | ✓ | | | ✓ |
| AZT190 | Finishing/Coating/Painting | | ✓ | | | ✓ |
| AZT191 | Carpentry | | ✓ | | | ✓ |
| AZT192 | Masonry | | ✓ | | | ✓ |
| AZT999 | Technical Specialty/Skilled Trade - No Applicable Discipline | | ✓ | ✓ | | ✓ |
| AZU | Manual/Unskilled Labor | | | | | |
| AZU000 | Manual/Unskilled Labor Generalist/Multidiscipline | | ✓ | | | ✓ |
| AZU999 | Manual/Unskilled Labor - No Applicable Discipline | | ✓ | | | ✓ |
| CAM | Account/Relationship Management | | | | | |
| CAM000 | Account/Relationship Management Generalist/Multidiscipline | | | | ✓ | ✓ |
| CAM005 | Small/Non-Strategic Account/Relationship Management Single Country | | | | ✓ | ✓ |
| CAM010 | Major/Strategic Account/Relationship Management Single Country | | | | ✓ | ✓ |
| CAM020 | Major/Strategic Account/Relationship Management Global | | | | ✓ | ✓ |
| CAM999 | Account/Relationship Management - No Applicable Discipline | | | | ✓ | ✓ |

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing (continued)

| | | Job Function Reports | | | | |
|------------|--|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| CDM | Client Service Delivery Management | | | | | |
| CDM000 | Client Service Delivery Management Generalist/Multidiscipline | | | | ✓ | ✓ |
| CDM999 | Client Service Delivery Management - No Applicable Discipline | | | | ✓ | ✓ |
| CSC | Channel Sales | | | | | |
| CSC000 | Channel Sales Generalist/Multidiscipline | | | | ✓ | ✓ |
| CSC010 | Channel Sales - Durable Goods Generalist/Multidiscipline | | | | ✓ | ✓ |
| CSC020 | Channel Sales - Nondurable Goods Generalist/Multidiscipline | | | | ✓ | ✓ |
| CSC999 | Channel Sales - No Applicable Discipline | | | | ✓ | ✓ |
| CSD | Direct Sales | | | | | |
| CSD000 | Direct Sales Generalist/Multidiscipline | | | | ✓ | ✓ |
| CSD010 | Direct Sales - Durable Goods Generalist/Multidiscipline | | | | ✓ | ✓ |
| CSD020 | Direct Sales - Nondurable Goods Generalist/Multidiscipline | | | | ✓ | ✓ |
| CSD030 | Direct Sales - Services Generalist/Multidiscipline | | | | ✓ | ✓ |
| CSD999 | Direct Sales - No Applicable Discipline | | | | ✓ | ✓ |
| CSG | Government Sales | | | | | |
| CSG000 | Government Sales Generalist/Multidiscipline | | | | ✓ | ✓ |
| CSG010 | Government Sales - Durable Goods Generalist/Multidiscipline | | | | ✓ | ✓ |
| CSG020 | Government Sales - Nondurable Goods Generalist/Multidiscipline | | | | ✓ | ✓ |
| CSG030 | Government Sales - Services Generalist/Multidiscipline | | | | ✓ | ✓ |
| CSG999 | Government Sales - No Applicable Discipline | | | | ✓ | ✓ |
| CTS | Telesales | | | | | |
| CTS000 | Telesales Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| CTS010 | Telesales - Inbound/Inside | ✓ | | | ✓ | ✓ |
| CTS020 | Telesales - Outbound | ✓ | | | ✓ | ✓ |
| CTS999 | Telesales - No Applicable Discipline | ✓ | | | ✓ | ✓ |
| CUS | Sales Support and Administration | | | | | |
| CUS000 | Sales Support and Administration Generalist/Multidiscipline | ✓ | | | ✓ | ✓ |
| CUS010 | Sales Training | ✓ | | | ✓ | ✓ |
| CUS020 | Product Sales Financing | ✓ | | | ✓ | ✓ |

Methodology

Job Matching Methodology (continued)

Functions and Disciplines Listing (continued)

| | | Job Function Reports | | | | |
|------------|---|-----------------------------|----------------------------------|---|---|-----------------------------------|
| | | Office and Business Support | Technical Support and Production | Professional (Technical and Operations) | Professional (Administrative and Sales) | Supervisory and Middle Management |
| CUS | Sales Support and Administration (continued) | | | | | |
| CUS030 | Sales Planning/Forecasting | ✓ | | | ✓ | ✓ |
| CUS999 | Sales Support and Administration - No Applicable Discipline | ✓ | | | ✓ | ✓ |
| CUT | Technical Sales Support | | | | | |
| CUT000 | Technical Sales Support Generalist/Multidiscipline | | ✓ | | ✓ | ✓ |
| CUT010 | Pre-Sales Technical Support/Systems Engineering | | ✓ | | ✓ | ✓ |
| CUT040 | Technical/Product Training | | ✓ | | ✓ | ✓ |
| CUT999 | Technical Sales Support - No Applicable Discipline | | ✓ | | ✓ | ✓ |