<table>
<thead>
<tr>
<th>A1 - Entry</th>
<th>A2 - Intermediate</th>
<th>A3 - Senior</th>
<th>A4 - Highly Skilled</th>
<th>IC1 - Learning</th>
<th>IC2 - Developing</th>
<th>IC3 - Career (Team Lead)</th>
<th>IC4 - Advanced (Mentor)</th>
<th>IC5 - Guru (Internal Expert)</th>
<th>IC6 - Archon (Internal/External Expert)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Text</td>
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</table>

**KNOCK LEDGE AND SKILLS**

- Acquires skills on the job and learns company policies and procedures to complete routine tasks.
- Applies acquired job skills and company policies and procedures to complete a wider range of tasks.
- Limited understanding of the technical aspects of the job.
- General understanding of the job and applies skills to complete a wider range of tasks.
- Comprehensive understanding of general and technical aspects of the job.
- Extensive experience, expertise, and ability to apply professional concepts and procedures to resolve a variety of issues.

**JOB COMPLEXITY: SCOPE**

- Clerical: Routine
- Clerical: Semi-Routine
- Clerical: Moderately Difficult
- Clerical: Creative

- Requires limited judgment.
- Requires some judgment.
- Requires substantial judgment.
- Requires wide latitude.

- Receives little instructions.
- Receives detailed instructions.
- Receives general instructions.
- Receives detailed instructions.

- Projects require some basic problem resolution.
- Projects require some judgment.
- Projects require complex problem resolution.
- Projects require wide latitude.

**SUPERVISION**

- Works under close supervision.
- Works under general supervision.

**PREFERRED EXPERIENCE**

- Typically 0-2 years.
- Typically 2-4 years.
- Typically 4-6 years.

**GUIDELINE DISTRIBUTION**

<table>
<thead>
<tr>
<th>Distribution</th>
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</thead>
<tbody>
<tr>
<td>2% - 15%</td>
<td>10% - 20%</td>
<td>18% - 23%</td>
<td>8% - 15%</td>
<td>20% - 30%</td>
</tr>
</tbody>
</table>

**DIRECTIONS:** Activity with guidance and problem solving with assistance.

**CONFIDENCE:** Activity with guidance and problem solving with assistance.

**INDEPENDENCY:** Completes own role largely independently with some assistance.

**EXPERTISE:** Duties and tasks are varied and are complex requiring independent judgment.

**LEADERSHIP:** Manages and plans implementation of company policy for achieving business goals.

**CHAPTERS:**

- DIRECTIONS: Activity with guidance and problem solving with assistance.
- CONFIDENCE: Activity with guidance and problem solving with assistance.
- INDEPENDENCY: Completes own role largely independently with some assistance.
- EXPERTISE: Duties and tasks are varied and are complex requiring independent judgment.
- LEADERSHIP: Manages and plans implementation of company policy for achieving business goals.
SUPERVISOR
SENIOR DIRECTOR
DIRECTOR
MANAGER

Decision-Making Impact

- Emoruous decisions or failure to achieve results will cause delays in schedules.
  Makes decisions that impact achieving business plans, targets, schedules, or operations. Emoruous decisions or failure to achieve results would typically result in significant expenditure of additional time, human resources and funds.

- Makes decisions that impact BU goals and/or exceeding BU goals or direction. Decisions will have both short and long-term impact on BU and/or company’s success.

Responsibilities

- Higher level management reviews work to measure meeting of objectives.
  Typically responsible for a significant portion of revenue and/or margin, large customer projects(s), or multiple varied product deliverables.

- Works on issues where analysis of situation or data requires review of relevant factors. Exercises judgment within defined procedures and policies to determine appropriate action.

- Provides tactical direction to staff and executes against stated objectives. Responsible for tactical direction of staff including IC’s, high-level contributors.

- Provides direction to employees according to established policies and management guidance. Coordinates the daily activities of a group and sets priorities to ensure task completion.

- Develops and directs work schedules and mentors workforce to achieve established goals and objectives.
  Negotiates resources, manages subordinates and workloads, and sets schedules. Participates in developing and recommending strategic plans. Sets schedules. Contributes to development of strategic plans. Manages ICs. Supervisors, and first level people managers. Has hire/fire authority. Manages primarily through first line managers. Reports to Sni Director or higher. Manages primarily through Directors. Reports to VP or higher.

- Manages first line supervisor within a single function or work group.
  First line supervisor within a single function or work group.

- Establishes goals, measures meeting of objectives, hiring and firing employees. Manages first line of people. Manages personnel issues. Has hire/fire authority. Manages ICs, Supervisors, and/or first line level people managers. Has hire/fire authority. Manages primarily through first line managers. Reports to Sni Director or higher. Manages primarily through Directors. Reports to VP or higher.

- First line manager within a single function or work group.
  First line manager with operational focus within a single function or work group. Specialized area may have diverse functional elements.

- First line manager with operational focus within a single function or work group.
  First line manager with operational focus within a single function or work group. Specialized area may have diverse functional elements.

- Senior-level manager with designated revenue targets below line VP level.
  Senior-level manager with designated revenue targets greater than Director, but below VP level. Manages first line managers, senior managers and directors.

- Executive responsible for multiple functions, departments, and/or diverse geographic marketplaces.
<table>
<thead>
<tr>
<th>FACTOR</th>
<th>SUPERVISOR</th>
<th>MANAGER</th>
<th>SENIOR MANAGER</th>
<th>DIRECTOR</th>
<th>SENIOR DIRECTOR</th>
<th>VICE PRESIDENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Accountability</td>
<td>Has revenue targets/sales goals/billable services, expense control, or other financial accountability only for own work group or department.</td>
<td>Has revenue targets/sales goals/billable services, expense control, or other financial accountability for multiple work groups or departments.</td>
<td>Has revenue/budget accountability across work groups or departments. Manages control of costs to meet budgets.</td>
<td>Has revenue/budget accountability across work groups or departments. Manages control of costs for multiple departments.</td>
<td>Financial accountability for all departments within the Business Unit national and/or international.</td>
<td></td>
</tr>
<tr>
<td>Span of Control</td>
<td>Provides direct supervision to professional individual contributors and/or skilled, support individual contributors.</td>
<td>Manages employees who perform similar tasks within a single function, BU/dept, product or technical discipline.</td>
<td>Manages employees who perform similar tasks across multiple work groups or departments.</td>
<td>Manages multiple first-line managers with different accountabilities, and/or functional experts.</td>
<td>Manages first-line managers and directors with different accountabilities, and/or functional experts across multiple departments.</td>
<td>Manages the Business Unit via Managers and/or Directors across varied departments and functional expertise.</td>
</tr>
<tr>
<td>Typical Scope:</td>
<td>Org: at least 2 to 5 employees</td>
<td>Org: at least 2 to 5 employees</td>
<td>Org: at least 2 to 6 employees</td>
<td>Org: at least 2 to 6 employees</td>
<td>Org: at least 2 to 15 employees</td>
<td>Org: at least 2 to 50 employees</td>
</tr>
<tr>
<td>Communication &amp; Customer Interface</td>
<td>Majority of interaction is with subordinates and functional peer groups.</td>
<td>Majority of interaction is within the same BU or function. Also involves some interaction with customers on specific issues.</td>
<td>Influences the development of relationships with customers. Regularly interacts with customers or executives.</td>
<td>Establishes and maintains influential relationships at all levels of internal and external customers/prospects. Regularly interacts with customers or executives at a senior level.</td>
<td>Able to influence and persuade most difficult or high profile customers/prospects. Articulates the vision and direction of BU. Creates continuous dialogue within the BU to generate new ideas and seize business opportunities.</td>
<td>Able to shape agendas, ideas and win acceptance for business changes and direction.</td>
</tr>
<tr>
<td></td>
<td>May be responsible as first level of management interaction on customer issues.</td>
<td>May be responsible as either first or second level of management interaction on customer issues.</td>
<td>Frequently drives customer negotiations to influence closing the deals.</td>
<td>Manages small to medium customer relationships. Drives customer negotiations to influence closing deals.</td>
<td>Manages large customer relationships. Strengthens and creates new strategic relationship.</td>
<td>Represents the company at external events. Delivers poised, and high-impact presentations to large audiences.</td>
</tr>
<tr>
<td></td>
<td>Influences across functions to shape ideas of executives or customers.</td>
<td>Influences across functions to shape ideas of senior executives or customers.</td>
<td>Influences across functions to shape ideas of executives or customers.</td>
<td>Influences across functions to shape ideas of senior executives or customers.</td>
<td>Able to shape agendas, ideas and win acceptance for business changes and direction.</td>
<td>Represents the company at external events. Delivers poised, and high-impact presentations to large audiences.</td>
</tr>
<tr>
<td></td>
<td>May represent the company on important marketing, sales events and/or PR matters. Deliver poised, and high-impact presentations to large audiences.</td>
<td>Regularly represents the company on important marketing, sales events and/or PR matters. Deliver poised, and high-impact presentations to large audiences.</td>
<td>May represent the company on important marketing, sales events and/or PR matters. Deliver poised, and high-impact presentations to large audiences.</td>
<td>Represnts the company at external events. Delivers poised, and high-impact presentations to large audiences.</td>
<td></td>
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</tr>
<tr>
<td>GUIDELINE DISTRIBUTION</td>
<td>Radford Actual Distribution 18.2%</td>
<td>34.2%</td>
<td>25.2%</td>
<td>16.7%</td>
<td>5.7%</td>
<td>NA</td>
</tr>
</tbody>
</table>
Global Job Classification

Career Levels:

- Senior Manager M3
- Manager M2
- SVP M7
- VP M6
- Senior Director M5
- Director M4
- Senior Manager M3

In order to provide accurate, consistent employee information for global reporting and analysis, Oracle must classify all employees according to five standard categories: Function, Specialty Area, Career Level, Product Association, and Industry Code.

To facilitate this job classification process, Oracle uses a jobcode structure. Each employee is assigned a jobcode. Each jobcode has one function, one specialty area, and one career level combination associated with it. This means that every employee assigned to jobcode 11111 has the same function, specialty area, and career level combination. If required, a product and industry code may also be added.

The career levels are a standard set of broad, hierarchical categories related to the level at which a job is performed. The career level structure has two tracks: Management and Individual Contributor. Management is defined as one who is directly responsible for the practice or process of managing two or more employees (with hire/fire authority). Individual contributor is defined as a single incumbent with no management responsibility. In some cases, however, an individual contributor may operate as a team leader or manage one employee.
Global Career Level

Contributes through OTHERS: Leading contributor providing direction and mentoring to others.

Senior Professional
IC4

Contributes through EXPERTISE: Duties and tasks are varied and are complex requiring independent judgment.

Staff Professional
IC3

Contributes INDEPENDENTLY: Completes own role largely independently with some assistance and guidance.

Intermediate Professional
IC2

Contributes through STRATEGY: Develops and advises on company policy, contributing through strategy definition and

Fellow IC7

Contributes through LEADERSHIP: Manages and plans implementation of company policy for achieving business goals.

Guru IC5

Manager
M2

Supervisor
M1

Architect IC6

Senior Professional
IC4

Staff Professional
IC3

Intermediate Professional
IC2
Contributes through FOLLOWING DIRECTIONS: Activity with guidance and problem solving with assistance.

Associate Professional
ICI

Clerical
IC0
# Classification


In order to provide accurate, consistent employee information for global reporting and analysis, Oracle must classify all employees according to five standard categories: Function, Specialty Area, Career Level, Product Association, and Industry Code. To facilitate this job classification process, Oracle uses a jobcode structure. Each employee is assigned a jobcode. Each jobcode has one function, one specialty area, and one career level combination associated with it. This means that every employee assigned to jobcode 11111 has the same function, specialty area, and career level combination. It is a standard set of broad, hierarchical categories related to the level at which a job is performed. The career levels are a standard set of broad, hierarchical categories related to the level at which a job is performed. The career level structure has two tracks: Management and Individual Contributor. Management is defined as one who is directly responsible for the practice or process (with hire/fire authority). Individual contributor is defined as a single incumbent with no management responsibility. Individual contributors may operate as a team leader or manage one employee.

## MANAGEMENT

**Contributes through VISION**

- Establishes the Corporate vision.
- Provides strategic direction to execute the Corporate vision within a major operating unit (e.g. Division/Worldwide Function/Line of Business).
- Has profit and loss responsibility to shareholders.

**Contributes through STRATEGY**

- Contributes to the corporate vision by providing strategic direction to a region / global LOB.
- Responds for the operation and profit-and-loss of a division, region, or global LOB.
- Establishes relationships with external partners to create and respond to future business needs.
- Leverages global relationships to create a business advantage.
- Evaluates and manages Corporate risks and opportunities.
- Assists in the creation of country, regional, or LOB strategy and creates a business plan to ensure growth and financial success.
- Develops and advises on company policy.
- May have profit and loss responsibility for a product line, vertical market, or business line.
- Develops and maintains relationships with business partners.
- Identifies and manages business risks and opportunities.

**Contributes through LEADERSHIP**

- Creates operational policies to ensure timely and appropriate delivery of the business plan/strategy.
- May participate in strategy development for corporate function.
- Requires functional expertise and broad company knowledge.
- Responsible for cultivating cross functional communication.
- Interacts with executive levels both internal and external regarding matters that influence policies and strategies.
- Assesses and manages business risk in pursuit of overall business goals.
- Actively develops new approaches and opportunities for expanding business base.
- Develops short/medium and long term plans to successfully implement operational policies and achieve business plan / strategic objectives.
- Manages highly complex/technical areas requiring a high degree of business knowledge or a major contributor to revenue stream.
- Ensures current and evolving needs of internal and external customers are met while maintaining strategic direction and goal attainment.
- Manages business operations/resources in a manner that fulfills business goals, meets budgets, and maintains strategic direction.

**Contributes through OTHERS**

- Ensures that operational policies are followed and that business objectives are achieved.
- Manages and controls activities in multi-functional areas or sections.
- Manages a number of projects varying in complexity requiring technical/business expertise.
- Focuses on best practices and process improvements ensuring effective execution of operational plan while meeting Corporate requirements.
- Plans, implements, and maintains budget for functional areas or sections.
- Ensures that operational policies are followed.
- Leads a specialized area which may have diverse functional elements.
Responsible for business results, costs, and people management.
Manages tasks and projects, as defined by senior management, to meet business targets.
Manages subordinates to meet business targets and ‘best practice’ solutions as set by higher management.
Responsible for the delivery of a service to agreed standards or service levels.

<table>
<thead>
<tr>
<th><strong>Contributes INDEPENDENTLY</strong></th>
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<tbody>
<tr>
<td>Primarily a resource/allocation role, co-ordinating the daily activities of a work group and setting priorities to ensure task completion.</td>
</tr>
<tr>
<td>Supervises within prescribed procedures with management review and approval.</td>
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<tr>
<td>Maintains orderly work processes by coordinating work flow and work quality.</td>
</tr>
<tr>
<td>Provides technical/functional leadership, as well as first line supervision, but does not have hire/fire authority.</td>
</tr>
<tr>
<td>Uses individual knowledge and skills to develop team members.</td>
</tr>
</tbody>
</table>

**INDIVIDUAL CONTRIBUTOR**

| **Contributes through STRATEGY:**  Develops and advises on company policy, contributing through strategy definition and execution. |
| **(To be defined)** |
| Acknowledged expert within company and/or industry nationally and internationally. |
| Provides leadership in the development and strategic direction of new products, processes, techniques. |
| Acts as primary consultant on large projects that effect the organization’s long term objectives/strategy. |

| **Contributes through LEADERSHIP:**  Manages and plans implementation of company policy for achieving business goals. |
| Acknowledged authority within the Corporation, having a position of Technical/Professional influence. |
| Recommends, justifies, and implements major changes to existing products/services/processes. |
| Provides technical/product/professional leadership and expertise to management in the development of new products/services/processes. |
| Frequently operating at the leading edge of technology. |
| Exercises creativity and independent judgment in developing methods, techniques, and evaluation criteria. |

| **Contributes through OTHERS:**  Leading contributor providing direction and mentoring to others. |
| Recognized authority and leading contributor in immediate business area/function. |
| Work is non-routine and very complex, involving the application of advanced technical/business skills. |
| Exercises judgment and business acumen in selecting methods and techniques for obtaining solution. |
| Decisions and solutions may impact current/future design and strategy of products, technologies and/or business. |
| Leading contributor individually and as a team member, providing direction/mentoring to others. |
| Prefer 8 years experience; 7 years for Development. |

| **Contributes through EXPERTISE:**  Duties and tasks are varied and are complex requiring independent judgment. |
| Fully competent in own area of expertise - anticipates problems and develops contingency plans. |
| Duties and tasks are varied and complex requiring independent judgment. |
| Uses professional concepts, company policies/procedures & creativity to solve a wide range of problems. |
| Contributes to moderately complex aspects of a project or assignment. |
| Failure to obtain results would have serious consequences and require expenditure of resources. |
| Contacts are within the organization and with external customers. |
| May assist other staff with aspects of their role; may have project lead role. |
| Prefer 5 years of experience; 4 years for Development. |

| **Contributes INDEPENDENTLY:**  Completes own role largely independently with some assistance and guidance. |
| Displays an understanding of role, processes, and procedures. |
| Duties and tasks are standard with some variation. |
| Standard assignments are accomplished without assistance by exerting judgment within defined policies and processes to determine the appropriate action. |
Performs moderately complex problem solving with some assistance and guidance. 

Prefer 2 years experience; 1 year for Development.

<table>
<thead>
<tr>
<th>Ributes through FOLLOWING DIRECTIONS: Activity with guidance and problem solving with assistance.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides support in a variety of professional/technical settings.</td>
</tr>
<tr>
<td>Gaining competence in own area and acquiring a higher level understanding of role.</td>
</tr>
<tr>
<td>Follows standard practices and procedures in analyzing situations or data.</td>
</tr>
<tr>
<td>Work involves some problem solving with assistance and guidance in understanding and applying company policies and processes.</td>
</tr>
<tr>
<td>May be working towards relevant professional qualification.</td>
</tr>
<tr>
<td>Typically graduate or equivalent with limited work experience.</td>
</tr>
<tr>
<td>0-2 years experience</td>
</tr>
</tbody>
</table>

Provides support in a variety of administrative settings. 

Works within defined procedures and routines with limited autonomy.

Problem solving involves basic research and verification only.

Accountable for achieving objectives for self and contributing to the work of others.

Includes new graduate entrant, trainees, and interns with no professional experience.
In order to provide accurate, consistent, employee information for global reporting and analysis, Oracle must classify all employees according to five standard categories: Function, Specialty Area, Career Level, Product Association, and Industry Code.

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