



	Contributes through FOLLOWING DIRECTIONS: Activity with guidance and problem solving with assistance.				Contributes through FOLLOWING DIRECTIONS: Activity with guidance and problem solving with assistance.	Contributes INDEPENDENTLY: Completes own role largely independently with some assistance and guidance.	Contributes through EXPERTISE: Duties and tasks are varied and are complex requiring independent judgment.	Contributes through OTHERS: Leading contributor providing direction and mentoring to others.	Contributes through LEADERSHIP: Manages and plans implementation of company policy for achieving business goals.	Contributes through STRATEGY: Develops and advises on company policy, contributing through strategy definition and implementation.
	A1 - Entry	A2 - Intermediate	A3 - Senior	A4 - Highly Skilled	IC1 - Learning	IC2 - Developing	IC3 - Career (Team Lead)	IC4 - Advanced (Mentor)	IC5 - Guru (Internal Expert)	IC6 - Architect (Internal/External Expert)
<b>KNOWLEDGE &amp; SKILLS</b>	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 assigned tasks. Limited understanding of the technical aspects of the job.	Has substantial understanding of the job and applies knowledge and skills to complete a wide range of tasks. Complete understanding of the general and technical aspects of the job.	As a skilled specialist, completes tasks in resourceful and effective ways. Comprehensive understanding of general and technical aspects of the job.	Learns to use professional concepts. Applies company policies and procedures to resolve routine issues.	Developing professional expertise, applies company policies and procedures to resolve a variety of issues.	A seasoned, experienced professional with a full understanding of area of specialization; resolves a wide range of issues in creative ways. This job is the fully qualified, career oriented, journey-level position.	Having wide-ranging experience, uses professional concepts and company objectives to resolve complex issues in creative and effective ways. Some barriers to entry exist at this level (i.e., dept/peer review). Level at which career may plateau.	Having broad expertise or unique knowledge, uses skills to contribute to development of company objectives and principles and to achieve goals in creative and effective ways. Barriers to entry such as technical committee review exist at this level.	As an expert in the field, uses professional concepts in developing resolution to critical issues and broad design matters. Significant barriers to entry (i.e., top management review, approval) exist at this level.
<b>JOB COMPLEXITY/ SCOPE</b>	Clerical - Routine Requires Limited Judgment Projects assigned require minimal problem resolution.	Clerical - Semi-Routine Recognizes need for occasional deviation from accepted practice. Assignments require some basic problem resolution.	Clerical - Moderately Difficult Requires some judgment Substantial understanding of job. Projects assigned require ordinary problem resolution using standard policies and procedures and practical application of the general and technical aspects of the job.	Clerical - Creative Works on assignments that require considerable judgment and initiative. Projects include complex problem resolution applying policies and procedures and practical application of the general and specific technical aspects of the job.	Works on problems of limited scope. Follows standard practices and procedures in analyzing situations or data from which answers can be readily obtained. Builds stable working relationships internally.	Works on problems of moderate scope where analysis of situations or data requires a review of a variety of factors. Exercises judgment within defined procedures and practices to determine appropriate action. Builds productive working relationships internally and externally.	Works on problems of diverse scope where analysis of data requires evaluation of identifiable factors. Demonstrates good judgment in selecting methods and techniques for obtaining solutions. Networks with senior internal and external personnel in own area of expertise.	Works on complex issues where analysis of situations or data requires an in-depth evaluation of variable factors. Exercises judgment in selecting methods, techniques and evaluation criteria for obtaining results. Networks with key contacts outside own area of expertise.	Works on significant and unique issues where analysis of situations or data requires an evaluation of intangibles. Exercises independent judgment in methods, techniques and evaluation criteria for obtaining results. Creates formal networks involving coordination among groups.	Works on issues that impact design/selling success or address future concepts, products or technologies. Creates formal networks with key decision makers and serves as external spokesperson for the organization.
<b>IMPACT</b>					Failure to accomplish results can normally be overcome without a significant effect on the organization.	Failure to achieve results or erroneous judgments or recommendations may require the allocation of additional resources to correct and/or achieve project goals.	Failure to achieve results or erroneous judgments or recommendations would normally have serious results and may require substantial expenditure of resources to correct and/or achieve project goals.	Erroneous decisions or recommendations would normally result in the inability to reach crucial organizational objectives and may have a prolonged effect, as well as result in the expenditure of substantial resources.	Erroneous decisions or recommendations would normally result in failure to reach goals crucial to significant organizational objectives and would profoundly affect the image of the organization.	Erroneous decisions or recommendations would profoundly impact global objectives and would affect the image of the organization, both nationally and internationally.
<b>SUPERVISION</b>	Receives Detailed Instruction on All Work. Works under close supervision	Follows established procedures on routine work. Receives detailed instructions only on new assignments. Works under general supervision.	Receives little instructions on daily work. Receives general instructions on new assignments. Works under limited supervision.	Determines methods and procedures for new assignments. Works under limited supervision.	Normally receives detailed instructions on all work.	Normally receives general instructions on routine work, detailed instructions on new projects or assignments.	Normally receives little instruction on day-to-day work, general instructions on new assignments.	Determines methods and procedures on new assignments and may coordinate activities of other personnel (Team Lead).	Acts independently to determine methods and procedures on new or special assignments. May supervise the activities of others.	Exercises wide latitude in determining objectives and approaches to critical assignments.
<b>PREFERRED EXPERIENCE</b>	0-1 year	1-2 years	2-4 years	4-6 years	Typically 0-2 years	Typically 2 years of related experience.	Typically 5 years of related experience.	Typically 8 years of related experience. At this level, post-graduate coursework may be desirable.	Typically 12+ years of related experience. At this level, post-graduate coursework may be expected.	Typically 15+ years of related experience. At this level, a post-graduate degree may be expected.
<b>GUIDELINE DISTRIBUTION</b>	0% - 15%	20% - 35%	25% - 35%	15% - 25%	0% - 15%	20% - 30%	30% - 40%	15% - 25%	5% - 10%	2% - 3%
<b>Radford Actual Distribution</b>	19.0%	27.0%	28.3%	18.8%	6.2%	20.2%	35.1%	26.7%	10.1%	1.7%

	Contributes INDEPENDENTLY	Contributes through OTHERS		Contributes through LEADERSHIP		Contributes through STRATEGY
FACTOR	SUPERVISOR	MANAGER	SENIOR MANAGER	DIRECTOR	SENIOR DIRECTOR	VICE PRESIDENT
<b>Title Definitions</b>	First line supervisor 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 within a single department or work group; or second line manager of two to three multi-functional areas, departments or work groups.	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.
	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.	Provides tactical direction to staff and executes against stated objectives.	Responsible for tactical direction of staff including IC's, high-level contributors.	Responsible for maintaining strategic direction and goal attainment of staff. Responsible for a team of managers/high level contributors who manage teams/departments.	Responsible for a team of managers/senior managers/directors and/or high level contributors who manage teams/departments	Manages a team of directors and/or high-level individual contributors.
	Develops and directs work schedules and monitors workflow to achieve established goals and objectives.	Negotiates resources, manages subordinates and workloads, and sets schedules.	Negotiates resources, manages subordinates and workloads and sets schedules. Contributes to development of strategic plans.	Participates in developing and recommending strategic plans. Sets goals and ensures objectives are achieved.	Develops and recommends strategic plans and sets business and fiscal objectives. Gives input to VP regarding direction and resource allocation	Sets vision, direction and owns resource allocation for a significant organization or business unit.
	Supervises lower level ICs who are typically hourly. Does not have hire/fire authority.	First level of people management. Manages ICs and/or Supervisors. Has hire/fire authority.	Manages ICs, Supervisors, and/or first level people managers. Has hire/fire authority.	Manages primarily through first line managers. Reports to Snr Director or higher.	Manages primarily through Directors. Reports to VP or higher.	Manages primarily through Directors/Snr Directors. Reports to SVP or higher.
<b>Overall Scope of Responsibilities</b>	Administers company policies that directly affect subordinate employees.	Ensures that operational policies are followed. Responsible for delivery of agreed service standards/levels.	Modifies and executes company policies that affect immediate operation(s) and may also have company-wide effect.	Negotiates resources and quality control standards across departments.	Negotiates resources and quality control standards across departments.	Develops and ensures the implementation of strategic plans and objectives.
	Through supervision of activities, impacts budgets, costs & schedules.	Understands and ensures goals are met within the group or department.	Understands and ensures goals are met within groups or departments. Responsible for some resource allocation.	Develops short/medium and long term plans to successfully implement operational policies and achieve strategic objectives/results.	Develops corporate and/or organizational policies and authorizes their implementation.	Works with executives on process improvements that have company wide impact. May be seen as an industry and/or functional leader outside of the company.
	Higher level management reviews work to measure meeting of objectives.	Typically responsible for a small portion of revenue and/or margin, segments of a large customer projects(s), or product deliverables.	Typically responsible for portion of revenue and/or margin, small customer projects, or segments of large customer projects or product deliverables.	Typically responsible for a significant portion of revenue and/or margin, medium size customer projects(s), or multiple varied product deliverables.	Typically responsible for significant portion of revenue and/or margin, large size customer projects or multiple varied product deliverables	Typically responsible for a significant portion of revenue and/or margin, multiple, large customer project(s), or diverse and complex product deliverables.
<b>Job Complexity</b>	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.	Works on job-related issues specific to the role that has minimal impact to overall Business Unit results. Problem resolution requires minimal supervision and authority.	Works on job related issues specific to group or department role that have some impact on overall Business Unit results. Problem resolution requires analysis and in-depth knowledge of departmental functions and organizational objectives.	Works on multiple and complex issues that can impact Business Unit results. Problem resolution requires analysis and in-depth knowledge of several functional areas, as well as customer and competitor knowledge.	Works on multiple and complex issues that can impact Business Unit results. Responsible for input as well as implementation of vision or direction and management of change. Requires in-depth knowledge of functional area, business strategies and the company's goals.	Works on broad business issues that determine Business Unit direction. Anticipates and plans for future market changes that will impact the business and create competitive advantage for the business. Creates the next "vision" and leads the change efforts.
<b>Decision-Making Impact</b>	Erroneous decisions or failure to achieve results will cause delays in schedules.	Makes decisions that impact achieving tasks, business targets, schedules or operations. Erroneous decisions or failure to achieve results would typically result in significant expenditure of additional time, human resources & funds.	Makes decisions that impact BU goals or direction. Erroneous decisions will result in critical delay(s) in schedules and/or unit operations and may jeopardize overall business operations.	Makes decisions that result in achieving and/or exceeding BU goals or direction.	Makes decisions that result in achieving and/or exceeding BU goals or direction. Decisions will have both short and long term impact on BU and/or company's success.	Makes decisions that have both short and long-term impact on BU and/or company's success.
						Anticipates consequences of decisions and creates alternative plans or strategies for the BU.

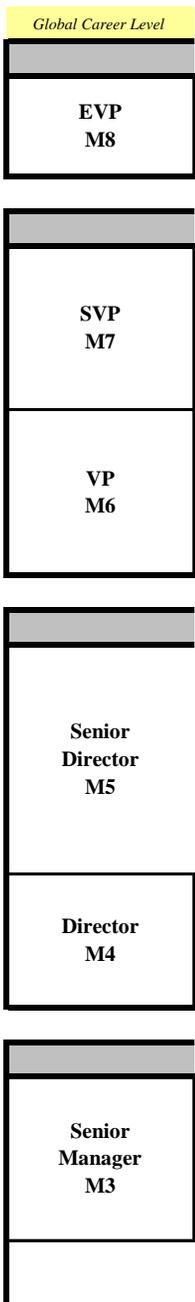
FACTOR	SUPERVISOR	MANAGER	SENIOR MANAGER	DIRECTOR	SENIOR DIRECTOR	VICE PRESIDENT
Financial Accountability		Has revenue targets/ sales goals/ billable services, expense control, or other financial accountability only for own work group or department.	Has revenue targets/sales goals/billable services, expense control or other financial accountability for multiple work groups or departments.	Has revenue/ budget accountability across work groups or departments. Manages control of costs to meet budgets.	Has revenue/budget accountability across work groups or departments. Manages control of costs for multiple departments.	Financial accountability for all departments within the Business Unit national and/or international.
						Directs the execution of financial plans, creates expense controls, and oversees expense management.
Span of Control	Provides direct supervision to professional individual contributors and/or skilled, support individual contributors.	Manages employees who perform similar tasks within a <b>single function</b> , BU/dept, product or technical discipline.	Manages employees who perform similar tasks across <b>multiple</b> work groups or departments.	Manages multiple first-line managers with <b>different</b> accountabilities, and/or functional experts.	Manages first-line managers and directors with <b>different</b> accountabilities, and/or functional experts across <b>multiple</b> departments.	Manages the Business Unit via Managers and/or Directors across varied departments and functional expertise.
	<b>Typical Scope:</b> Org: at least 2 to 5 employees	<b>Typical Scope:</b> Org: at least 2 to 5 employees	<b>Typical Scope:</b> Org: at least 2 to 6 employees	<b>Typical Scope:</b> Org: at least 2 to 8 employees	<b>Typical Scope:</b> Org: at least 2 to 15 employees	<b>Typical Scope:</b> Org: at least 2 to 50 employees
Communication & Customer Interface	Majority of interaction is with subordinates and functional peer groups.	Majority of interaction is within the same BU or function.	Primary interaction is within the same BU or function. Also involves some interaction with customers on specific issues.	Influences the development of relationships with customers. Regularly interacts with customers or executives.	Establishes and maintains influential relationships at all levels of internal and external customers/prospects. Regularly interacts with customers or executives at a senior level.	Able to influence and persuade most difficult or high profile customers/prospects. Articulates the vision and direction of BU. Creates continuous dialog within the BU to generate new ideas and seize business opportunities.
		May be responsible as first level of management interaction on customer issues.	May be responsible as either first or second level of management interaction on customer issues	Frequently drives customer negotiations to influence closing the deals.	Manages small to medium customer relationships. Drives customer negotiations to influence closing deals.	Manages large customer relationships. Strengthens and creates new strategic relationship.
				Influences across functions to shape ideas of executives or customers.	Influences across functions to shape ideas of senior executives or customers.	Able to shape agendas, ideas and win acceptance for business changes and direction.
				May represent the company on important marketing, sales events and/or PR matters. Delivers poised, and high-impact presentations to large audiences.	Regularly represents the company on important marketing, sales events and/or PR matters. Delivers poised and high impact presentations to large audiences.	Represents the company at external events. Delivers poised, and high-impact presentations to large audiences.
GUIDELINE DISTRIBUTION						
Radford Actual Distribution	18.2%	34.2%	25.2%	16.7%	5.7%	NA

# Global Job

Area, Career Level,  
combination associ

## Career Level

The career level tracks: Manager  
more employee:  
however, an ind



**Manager  
M2**

**Supervisor  
M1**

*Global Career Level*

**Contribu**

**Fellow IC7**

**Architect IC6**

**Contribu**

**Guru  
IC5**

**Senior  
Professional  
IC4**

**Contr**

**Staff  
Professional  
IC3**

**Cont**

**Intermediate  
Professional  
IC2**

**IC2**

**Cont**

**Associate  
Professional  
IC1**

**Clerical  
IC0**

## Classification

Product Association, and Industry Code.

ated with it. This means that every employee assigned to jobcode 11111 has the same function, specialty area, and career level combination. It

**els:** (updated on September 1, 2005)

ls are a standard set of broad, hierarchical categories related to the level at which a job is performed. The career level and Individual Contributor. Management is defined as one who is directly responsible for the practice or processes (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.  
Responsible 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.  
Focus 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.

### **Contributes INDEPENDENTLY**

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

## **INDIVIDUAL CONTRIBUTOR**

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

(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 exercising 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.

**ributes through FOLLOWING DIRECTIONS: Activity with guidance and problem solving with assistance.**

Provides support in a variety of professional / technical settings

Gaining competence in own area and acquiring a higher level understanding of role.

Follows standard practices and procedures in analyzing situations or data.

Work involves some problem solving with assistance and guidance in understanding and applying company policies and processes

May be working towards relevant professional qualification

Typically graduate or equivalent with limited work experience

0-2 years experience

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.

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s of managing two or  
In some cases,