<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A1 - Entry</td>
<td>A2 - Intermediate</td>
<td>A3 - Senior</td>
<td>A4 - Highly Skilled</td>
<td>IC1 - Initial</td>
<td>IC2 - Developing</td>
<td>IC3 - Career (Team Lead)</td>
<td>IC4 - Advanced (Mentor)</td>
<td>IC5 - Guru (Internal Expert)</td>
</tr>
<tr>
<td>Acquires skills on the job and learns company policies and procedures to complete routine tasks.</td>
<td>Applies acquired job skills and company policies and procedures to complete assigned tasks. Limited understanding of the technical aspects of the job.</td>
<td>Applies acquired job skills and company policies and procedures to complete moderately complex tasks. Develops general and technical aspects of the job.</td>
<td>Applies acquired job skills and company policies and procedures to complete complex tasks. Develops general and technical aspects of the job.</td>
<td>Applies acquired job skills and company policies and procedures to complete moderate to complex tasks. Develops general and technical aspects of the job.</td>
<td>Applies acquired job skills and company policies and procedures to complete complex tasks. Develops general and technical aspects of the job.</td>
<td>Applies acquired job skills and company policies and procedures to complete very complex tasks. Develops general and technical aspects of the job.</td>
<td>Applies acquired job skills and company policies and procedures to complete major projects. Develops general and technical aspects of the job.</td>
<td>Applies acquired job skills and company policies and procedures to complete major projects. Develops general and technical aspects of the job.</td>
</tr>
<tr>
<td>IC2 - Developing</td>
<td>IC3 - Career (Team Lead)</td>
<td>IC4 - Advanced (Mentor)</td>
<td>IC5 - Guru (Internal Expert)</td>
<td>IC6 - Architect (Internal/External Expert)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Failure to accomplish goals can normally be overcome without a significant effect on the organization.</td>
<td>Failure to achieve goals or erroneous judgments or recommendations may result in the allocation of additional resources to correct and/or achieve project goals.</td>
<td>Failure to achieve goals or erroneous judgments or recommendations would normally result in the inability to reach critical organizational objectives and may have a prolonged effect affecting the image of the organization.</td>
<td>Failure to achieve goals or erroneous judgments or recommendations would normally result in the inability to reach critical organizational objectives and may have a prolonged effect affecting the image of the organization.</td>
<td>Failure to achieve goals or erroneous judgments or recommendations may result in the allocation of additional resources to correct and/or achieve project goals.</td>
<td>Failure to achieve goals or erroneous judgments or recommendations would normally result in the inability to reach critical organizational objectives and may have a prolonged effect affecting the image of the organization.</td>
<td>Failure to achieve goals or erroneous judgments or recommendations would normally result in the inability to reach critical organizational objectives and may have a prolonged effect affecting the image of the organization.</td>
<td>Failure to achieve goals or erroneous judgments or recommendations may result in the allocation of additional resources to correct and/or achieve project goals.</td>
<td>Failure to achieve goals or erroneous judgments or recommendations would normally result in the inability to reach critical organizational objectives and may have a prolonged effect affecting the image of the organization.</td>
</tr>
<tr>
<td>2-4 years</td>
<td>Typically 2-3 years</td>
<td>Typically 5-6 years</td>
<td>Typically 5-6 years</td>
<td>Typically 8 years of related experience.</td>
<td>Typically 9-10 years of related experience.</td>
<td>Typically 10 years of related experience.</td>
<td>Typically 10 years of related experience.</td>
<td>Typically 10 years of related experience.</td>
</tr>
<tr>
<td>3% - 15%</td>
<td>20% - 35%</td>
<td>25% - 35%</td>
<td>30% - 40%</td>
<td>30% - 40%</td>
<td>25% - 35%</td>
<td>25% - 35%</td>
<td>25% - 35%</td>
<td>25% - 35%</td>
</tr>
<tr>
<td>Radford Actual Distribution</td>
<td>Radford Actual Distribution</td>
<td>Radford Actual Distribution</td>
<td>Radford Actual Distribution</td>
<td>Radford Actual Distribution</td>
<td>Radford Actual Distribution</td>
<td>Radford Actual Distribution</td>
<td>Radford Actual Distribution</td>
<td>Radford Actual Distribution</td>
</tr>
<tr>
<td>19.0%</td>
<td>27.0%</td>
<td>28.3%</td>
<td>18.6%</td>
<td>6.2%</td>
<td>20.2%</td>
<td>35.1%</td>
<td>26.7%</td>
<td>10.1%</td>
</tr>
<tr>
<td>Title Definitions</td>
<td>What it means</td>
<td>Example</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>------------</td>
<td>--------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplement within a single function or work group.</td>
<td>First line manager with operational focus within a single function or work group.</td>
<td>Specialized area may have diverse functional elements.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vice President</td>
<td>Second line manager of two to three multi-functional areas, departments or work groups.</td>
<td>Supervises lower level ICs who are typically hourly. Does not have hire/fire authority.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manager</td>
<td>First line manager with operational focus within a single department or work group.</td>
<td>Provides tactical direction to staff and executes against stated objectives.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Manager/mid</td>
<td>Senior-level manager with designated revenue targets below VP level.</td>
<td>Responsible for tactical direction of staff including IC’s, high-level contributors.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CEO</td>
<td>Executive responsible for multiple functions, departments, and/or diverse geographic marketplaces.</td>
<td>Manages a team of directors and/or high-level individual contributors.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Decision-Making Impact**

<table>
<thead>
<tr>
<th>Error</th>
<th>What it means</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Error 1</td>
<td>Errors can cause delays in schedules.</td>
<td>Errors in scheduling can result in significant expenditure of additional time, human resources and funds.</td>
</tr>
<tr>
<td>Error 2</td>
<td>Errors can result in achieving goals, business targets, schedules or operations.</td>
<td>Errors in executing plans can result in multiple product deliverables.</td>
</tr>
</tbody>
</table>

**Overall Scope of Responsibilities**

<table>
<thead>
<tr>
<th>Area</th>
<th>What it means</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Policies</td>
<td>Ensures that operational policies are followed.</td>
<td>First line manager with operational focus within a single department or work group.</td>
</tr>
<tr>
<td>Negotiations</td>
<td>Negociates resources, manages subordinate and campaigns.</td>
<td>Provides tactical direction to staff and executes against stated objectives.</td>
</tr>
<tr>
<td>影像 and Budgets</td>
<td>Manages ICs, Supervisors, and/or first level people managers. Has hire/fire authority.</td>
<td>Manages primarily through first line managers. Reports to Sr. Director or higher.</td>
</tr>
</tbody>
</table>

**Job Complexity**

<table>
<thead>
<tr>
<th>Area</th>
<th>What it means</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Related Issues</td>
<td>Works on job-related issues specific to the role that have minimal impact to overall Business Unit results.</td>
<td>Works on job-related issues specific to the role that have minimal impact to overall Business Unit results.</td>
</tr>
<tr>
<td>Work on Multiple Complex Issues</td>
<td>Works on multiple and complex issues that can impact Business Unit results.</td>
<td>Works on multiple and complex issues that can impact Business Unit results.</td>
</tr>
</tbody>
</table>

**Contributions through Leadership**

<table>
<thead>
<tr>
<th>Area</th>
<th>What it means</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Vision</td>
<td>Sets vision, direction and resource allocation for a significant organization or business unit.</td>
<td>Develops and recommends strategic plans and sets business and fiscal objectives.</td>
</tr>
</tbody>
</table>

**Contributions through Strategy**

<table>
<thead>
<tr>
<th>Area</th>
<th>What it means</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Works for Executive</td>
<td>Develops short/medium and long-term strategies and plans to successfully implement organizational policies and achieve strategic objectives/results.</td>
<td>Develops short/medium and long-term strategies and plans to successfully implement organizational policies and achieve strategic objectives/results.</td>
</tr>
</tbody>
</table>

**Job Complexity**

<table>
<thead>
<tr>
<th>Area</th>
<th>What it means</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Related Issues</td>
<td>Works on job-related issues specific to the role that have minimal impact to overall Business Unit results.</td>
<td>Works on job-related issues specific to the role that have minimal impact to overall Business Unit results.</td>
</tr>
<tr>
<td>Work on Multiple Complex Issues</td>
<td>Works on multiple and complex issues that can impact Business Unit results.</td>
<td>Works on multiple and complex issues that can impact Business Unit results.</td>
</tr>
</tbody>
</table>

**Contributions through Leadership**

<table>
<thead>
<tr>
<th>Area</th>
<th>What it means</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Vision</td>
<td>Sets vision, direction and resource allocation for a significant organization or business unit.</td>
<td>Sets vision, direction and resource allocation for a significant organization or business unit.</td>
</tr>
</tbody>
</table>

**Contributions through Strategy**

<table>
<thead>
<tr>
<th>Area</th>
<th>What it means</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Works for Executive</td>
<td>Develops short/medium and long-term strategies and plans to successfully implement organizational policies and achieve strategic objectives/results.</td>
<td>Develops short/medium and long-term strategies and plans to successfully implement organizational policies and achieve strategic objectives/results.</td>
</tr>
</tbody>
</table>

**Job Complexity**

<table>
<thead>
<tr>
<th>Area</th>
<th>What it means</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Related Issues</td>
<td>Works on job-related issues specific to the role that have minimal impact to overall Business Unit results.</td>
<td>Works on job-related issues specific to the role that have minimal impact to overall Business Unit results.</td>
</tr>
<tr>
<td>Work on Multiple Complex Issues</td>
<td>Works on multiple and complex issues that can impact Business Unit results.</td>
<td>Works on multiple and complex issues that can impact Business Unit results.</td>
</tr>
</tbody>
</table>

**Contributions through Leadership**

<table>
<thead>
<tr>
<th>Area</th>
<th>What it means</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Vision</td>
<td>Sets vision, direction and resource allocation for a significant organization or business unit.</td>
<td>Sets vision, direction and resource allocation for a significant organization or business unit.</td>
</tr>
</tbody>
</table>

**Contributions through Strategy**

<table>
<thead>
<tr>
<th>Area</th>
<th>What it means</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Works for Executive</td>
<td>Develops short/medium and long-term strategies and plans to successfully implement organizational policies and achieve strategic objectives/results.</td>
<td>Develops short/medium and long-term strategies and plans to successfully implement organizational policies and achieve strategic objectives/results.</td>
</tr>
<tr>
<td>FACTOR</td>
<td>SUPERVISOR</td>
<td>MANAGER</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<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>
</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>
</tr>
<tr>
<td>Typical Scope:</td>
<td>Org: at least 2 to 5 employees</td>
<td>Org: at least 2 to 6 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.</td>
</tr>
<tr>
<td>Typical Scope:</td>
<td>Org: at least 2 to 5 employees</td>
<td>Primary interaction is within the same BU or function. Also involves some interaction with customers on specific issues.</td>
</tr>
<tr>
<td>GUIDELINE: DISTRIBUTION</td>
<td>Radford Actual: 18.2%</td>
<td>34.2%</td>
</tr>
<tr>
<td></td>
<td>Distribution:</td>
<td>Radford Actual:</td>
</tr>
</tbody>
</table>
Global Job

Career Levels

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.

The career levels are:

- Senior Manager (M3)
- Manager (M2)
- SVP (M7)
- VP (M6)
- Senior Director (M5)
- Director (M4)
- EVP (M8)

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 be added to provide additional information.
<table>
<thead>
<tr>
<th>Global Career Level</th>
<th>Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Senior Professional</strong> IC4</td>
<td>Contributes through EXPERTISE: Duties and tasks are varied and are complex requiring independent judgment.</td>
</tr>
<tr>
<td><strong>Manager</strong> M2</td>
<td></td>
</tr>
<tr>
<td><strong>Fellow IC7</strong></td>
<td>Contributes through LEADERSHIP: Manages and plans implementation of company policy for achieving business goals.</td>
</tr>
<tr>
<td><strong>Supervisor</strong> M1</td>
<td></td>
</tr>
<tr>
<td><strong>Architect IC6</strong></td>
<td>Contributes INDEPENDENTLY: Completes own role largely independently with some assistance and guidance.</td>
</tr>
<tr>
<td><strong>Guru IC5</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Intermediate Professional IC2</strong></td>
<td>Contributes through STRATEGY: Develops and advises on company policy, contributing through strategy definition and</td>
</tr>
<tr>
<td><strong>Staff Professional IC3</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Individual Contributor</strong></td>
<td></td>
</tr>
</tbody>
</table>
Contributes through FOLLOWING DIRECTIONS: Activity with guidance and problem solving with assistance.

IC2

Intermediate Professional IC2

Associate Professional IC1

Clerical IC0
Classification


<table>
<thead>
<tr>
<th>Contributes through VISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishes the Corporate vision.</td>
</tr>
<tr>
<td>Provides strategic direction to execute the Corporate vision within a major operating unit (e.g. Division/Worldwide Function/Line of Business).</td>
</tr>
<tr>
<td>Has profit and loss responsibility to shareholders.</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Contributes through OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensures that operational policies are followed and that business objectives are achieved.</td>
</tr>
<tr>
<td>Manages and controls activities in multi-functional areas or sections.</td>
</tr>
<tr>
<td>Manages a number of projects varying in complexity requiring technical/business expertise.</td>
</tr>
<tr>
<td>Focus on best practices and process improvements ensuring effective execution of operational plan while meeting Corporate requirements.</td>
</tr>
<tr>
<td>Plans, implements, and maintains budget for functional areas or sections.</td>
</tr>
<tr>
<td>Ensures that operational policies are followed.</td>
</tr>
<tr>
<td>Leads a specialized area which may have diverse functional elements.</td>
</tr>
</tbody>
</table>
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.

<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.

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

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.