# HR Career Level Reference - IC Levels

This chart is meant to be a general guide for leveling purposes.

<table>
<thead>
<tr>
<th>Career Level</th>
<th>Typical Yrs Relevant Exp</th>
<th>Breadth of Experience</th>
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</table>
| IC1          | 0-2                      | - Follows standard practices and procedures in analyzing situations or data from which answers can be readily obtained.  
- Builds stable working relationships internally.  
- Contributes through FOLLOWING DIRECTIONS: Activity with guidance and problem solving with assistance. |
| IC2          | 2+                       | - Exercises judgment within defined procedures and practices to determine appropriate action.  
- Builds productive working relationships internally and externally.  
- Contributes INDEPENDENTLY: Completes own role largely independently with some assistance and guidance. |
| IC3          | 5+                       | - Demonstrates good judgment in selecting methods and techniques for obtaining solutions.  
- Networks with senior internal and external personnel in own area of expertise.  
- Contributes through EXPERTISE: Duties and tasks are varied and are complex requiring independent judgment. |
| IC4          | 8+                       | - Exercises judgment in selecting methods, techniques and evaluation criteria for obtaining results.  
- Networks with key contacts outside own area of expertise.  
- Contributes through OTHERS: Leading contributor providing direction and mentoring to others. |
| IC5          | 12+                      | - Exercises independent judgment in methods, techniques and evaluation criteria for obtaining results.  
- Creates formal networks involving coordination among groups.  
- Contributes through LEADERSHIP: Manages and plans implementation of company policy for achieving business goals. |
| IC6          | 15+                      | - 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.  
- Contributes through STRATEGY: Develops and advises on company policy, contributing through strategy definition and implementation. |