

# FactSet Research Systems

## Quality Assurance - Hyderabad

### Career Progression Plan

The primary goal of the Systems Engineering Department's Career Progression Plan is to help employees grow their careers in a manner that maximizes value to the firm, the department, and the individual.

#### I. What Makes an Employee Most Valuable?

**Business Knowledge:** Understanding FactSet's clients, products, business and strategy

**Technical Proficiency:** Continually gaining knowledge of protocol and technique in one's field of technical expertise, and ability to practically apply that knowledge to engineer, implement and support solutions

**Communication:** Effectively exchanging ideas, requirements and project status with your manager, peers, and members of other departments

**Leadership:** Constructively influencing others to work towards a common goal

**Professionalism:** Demonstrating dependability, dedication, a constructive attitude, punctuality, adherence to company/departmental policies, maturity, open-mindedness

**Project Contribution:** Timely completion, results attained, potential achieved

**Project Quality:** Leveraging best practices, soliciting and incorporating feedback, delivering sustainable, maintainable, supportable and well documented work

**Resourcefulness and Independence:** Contributing to and ensuring the quality of projects with appropriate oversight. This includes seeking out help when appropriate

**Client Focus:** Accurate and timely response to needs of internal and/or external clients – ability to efficiently and effectively troubleshoot issues

#### II. Functional Role

**Quality Assurance:** Responsible for design, implementation and execution of tests required to assure the quality of FactSet applications.

### III. Functional Progressions

The progression of each employee's individual development and impact on the department share some common themes.

**Qualification & Individual Development:** For each functional role, certain education, skills or experience may be required to begin your career at FactSet. For many employees, their immediate focus is developing these skills and individual contribution.

**Independence:** The first significant milestone in an employee's career at FactSet is the recognition of functional independence, often designated with a "Senior" title. Functional expertise and consistent contribution are hallmarks of this achievement.

**Leadership & Impact:** After demonstrating independence, employees continue to progress by contributing to the development of coworkers, the organization and/or introducing new processes that enhance FactSet's products, processes or ability to deliver them.

### IV. Becoming More Valuable (Progression Methodologies)

Moving through levels in one's career is generally a continuous process, but all employees should expect an assessment of progress at least annually during FactSet's review period.

Managers will work with employees to identify goals that will help those employees demonstrate progression. Once those goals have been attained and the prerequisites for the target level have been satisfied, progression to the target level is at the discretion of the candidate's manager and departmental director. Progressions up through the levels of Independence are approved by the department director. Progressions to levels of Leadership and Impact are formally presented to department management to ensure consistency, with the Director, Systems Engineering making the final decision.

## Quality Assurance

Below are the prerequisites to move from one career level to another. Note that each level's title includes a single modifier describing the focus for that level.

### Career Progression Plan & Org structure (Regression)

#### I. QA Associate I – Qualification and Learning

Prerequisites:

- Has a degree in finance/science/relevant field
- Undergo and get thru all the stages of App QA hiring process
- Undergo App QA new hire training program and clear the post-training certification test

Responsibilities:

- Perform regression testing of FactSet applications by executing predefined test case scenarios with an objective of uncovering bugs/exceptions at the DEVEL/QA/LIVE stages and help FactSet deliver high quality software applications to the clients
- Get familiar with assigned applications/test plans and demonstrate satisfactory ramp up in a prescribed time frame
- File any exceptions/bugs/questions/clarifications to the PD/software engineering through the RPD system by following the predefined guidelines and do the appropriate follow up as per RPD updates and status changes
- Question/seek help from QA leads/team leads/experienced colleagues as on when appropriate to effectively deal with various realtime scenarios
- Ensure that assigned test plans are clean and all test cases are up to date. If not, write to concerned QA leads.
- Review new/existing test case scenarios and suggest corrections to the QA leads in a timely fashion to ensure that the test plans are in congruence with the applications
- Is expected to progress to next level

## II. QA Associate II – Learning and Growth

### Prerequisites:

- Has successfully tenured as a QA Associate I
- Has demonstrated thorough understanding of App QA workflow and the successful implementation it
- Has demonstrated consistency in performance
- Has demonstrated thorough understanding of SDLC at FactSet and consistently follows the process
- Has demonstrated good understanding of FactSet's business and impact of QA in delivering high quality products to the clientele
- Has demonstrated the ability to be able to independently tackle day to day regression testing functions
- Has consistently demonstrated professional behavior

### Responsibilities:

- Independently perform regression testing of FactSet applications by executing predefined test case scenarios with an objective of uncovering bugs/exceptions at the DEVEL/QA/LIVE stages and help FactSet deliver high quality software applications to the clients
- Demonstrate good understanding of assigned applications/test plans and ability to independently deal with various realtime scenarios during testing
- With the additional experience of regression testing, demonstrate increased productivity and efficiency from the level of App QA Associate I
- Effectively use various internal tools to keep oneself abreast with latest updates on the company and product sides
- Identify any inconsistencies in test cases and proactively work with the QA leads to keep test plans up to date
- Consistently score high on App QA competency tests administered
- Is expected to progress to next level

## III. QA Associate III – Growth and Independence

### Prerequisites:

- Has successfully tenured as an App QA Associate II
- Has consistently demonstrated knowledge, skill and analytical ability to be able to assist less experienced colleagues in day to day functions
- Has demonstrated maturity and soft skills to be able to manage, mentor and coach a group of QA Associates
- Has demonstrated ability to assign daily tasks, track status and keep the stakeholders informed of the status quo, review performance of assigned QA Associates and provide constructive feedback for improvement
- Has gained thorough understanding of a large scale product, associated functionality and use cases
- Has proactively identified new functionality that's not covered in test plans and get test cases created to expand the breadth of tests suite
- Has consistently demonstrated professional behavior

Responsibilities:

- Mentor one or more QA Associates
- Independently handle day to day testing functions with increased productivity and efficiency from the level of App QA Associate II
- Assist less experienced team members with providing technical and product knowledge support
- Help team leads with assignment of daily testing tasks
- Regularly track progress of project progress and keep all the stakeholders up-to-date with status quo
- Ensure consistency in practices across the team
- Review performance of assigned QA Associates, provide regular feedback and track performance progress
- Proactively identify persisting systems issues, observe patterns and promptly report to the concerned support functions to get efficient and timely support and solutions
- Share best practices with colleagues and help improve productivity and overall efficiency

#### IV. Senior QA Associate – Independence

Prerequisites:

- Has successfully tenured as a QA Associate III
- Has consistently demonstrated knowledge, skill and analytical ability to be able to assist less experienced colleagues in day to day functions
- Has demonstrated maturity and soft skills to be able to manage, mentor and coach a group of QA Associates
- Has demonstrated ability to assign daily tasks, track status and keep the stakeholders informed of the status quo, review performance of assigned QA Associates and provide constructive feedback for improvement
- Has gained thorough understanding of a few large scale products, associated functionality and use cases
- Has proactively identified new functionality that's not covered in test plans and get test cases created to expand the breadth of tests suite
- Has consistently demonstrated professional behavior

Responsibilities:

- Lead one more QA Associates
- Independently handle day to day testing functions with increased productivity and efficiency from the level of App QA Associate III
- Mentor QA Associates on new applications and managing projects
- Help team leads with assignment of daily testing tasks
- Regularly track progress of project progress and keep all the stakeholders up to date with status quo
- Ensure consistency in practices across the team
- Review performance of assigned QA Associates, provide regular feedback and track performance progress
- Proactively identify persisting systems issues, observe patterns and promptly report to the concerned support functions to get efficient and timely support and solutions
- Assist Automation team with updating small changes needed for automation test plan updates
- Share best practices with colleagues and help improve productivity and overall efficiency

V. **Senior QA Associate II – Independence**

Prerequisites:

- Has successfully tenured as an Senior QA Associate
- Has consistently demonstrated knowledge, skill and analytical ability to be able to assist less experienced colleagues in day to day functions
- Able to manage, mentor and coach a group of QA Associates
- Has demonstrated ability to assign daily tasks, track status and keep the stakeholders informed of the status quo, review performance of assigned QA Associates and provide constructive feedback for improvement
- Handles projects to help improve the regression process with TLs and others
- Has proactively identified new functionality that's not covered in test plans and get test cases created to expand the breadth of tests suite
- Has consistently demonstrated professional behavior

Responsibilities:

- Lead a group of QA Associates or a Senior Associate
- Independently handle day to day testing functions with increased productivity and efficiency from the level of Senior Associate
- Mentor Senior Associates on managing projects and peoples time
- Help team leads with assignment of daily testing tasks
- Regularly track progress of project progress and keep all the stakeholders up to date with status quo
- Assist Automation team with updating small changes needed for automation test plan updates
- Review performance of assigned QA Associates, provide regular feedback and track performance progress
- Proactively identify persisting systems issues, observe patterns and promptly report to the concerned support functions to get efficient and timely support and solutions
- Handles large projects to help improve the regression process with TLs and others

**VI. Team Lead – Leadership \* (as needed)**

Prerequisites:

- Has demonstrated all the prerequisites to be a Sr QA Associate
- Has demonstrated excellent integrity and proved to be a trusted resource
- Demonstrated maturity, ability and leadership to effectively manage a group of regression testers
- Has proactively encouraged/helped colleagues to achieve their goals
- Has demonstrated solid understanding of department goals
- Has proactively proposed/suggested enhancements to improve process and productivity of the team
- Has consistently showed interest and proactive participation in tracking projects status vs. due dates and keep key stakeholders updated with the status quo

Responsibilities:

- Allocate daily testing tasks
- Ensure the project deadlines are consistently met
- Ensure project backup
- Tackle day to day operational activities
- Midyear and annual performance reviews for team members
- Define metrics to measure performance of team members
- Regularly track and report projects stats, such as test execution time, QA reported bugs Vs. bugs reported by entities other than App QA and implement appropriate measures to uphold high quality deliverables
- Guide team members to understand team goals, and help them achieve individual goals
- Regularly track performance of team members at individual level, provide feedback, guidance for improvement

- Regularly review and ensure maintenance of clean and up to date test plans
- Ensure that all department standard procedures are understood by team members and consistently adhered
- Organize knowledge refresher sessions

## VII. **Senior Team Lead – Leadership \* (as needed)**

### Prerequisites:

- Has demonstrated all the prerequisites to be a Team Lead
- Has demonstrated excellent integrity and proved to be a trusted resource across the team
- Demonstrated ability to manage fairly big/multiple regression teams that span across different release cycles
- Has proactively encouraged/helped colleagues to achieve their goals
- Has demonstrated solid understanding of department goals
- Has proactively proposed/suggested enhancements to improve process and productivity of the team
- Has consistently proactively participation in tracking projects status Vs. due dates and keep key stakeholders updated with the status quo
- Initiate projects to help improve test plans and the team's ability to function efficiently

### Responsibilities:

- Improve the process of allocating daily testing tasks
- Ensure the project deadlines are consistently met
- Manage one more regression teams that span across different release cycles
- Mentor potential TL pool
- Ensure training material is current for regression teams
- Midyear and annual performance reviews to team members
- Define metrics to measure performance of teams
- Regularly track and report projects stats, such as test execution time, QA reported bugs Vs. bugs reported by entities other than App QA and implement appropriate measures to uphold high quality deliverables
- Guide teams to understand department goals, and help them achieve team goals
- Regularly track performance of team members at individual level, provide feedback, guidance for improvement
- Create ways to improve the way test plans are reviewed to insure QA Leads are retiring test plans
- Ensure that all department standard procedures are understood by team members and consistently adhered
- Create new ways to train the team



## VIII. Assistant Manager – Leadership and Operations Management

### Prerequisites:

- Has successfully tenured as a Team Leader
- Has demonstrated skill to be able to manage a group of team leads
- Has demonstrated maturity and skill to be able to take part in major operational responsibilities such as hiring, PAs and PIPs
- Is trusted because of his/her commitment, integrity and abilities for high quality delivery of tasks

### Responsibilities:

- Lead, manage and guide a group of Team Leads for assigned project (s)
- Impart technical and process knowledge to team leads
- Take active part in major operational responsibilities such as hiring, performance tracking, review, at team level and implementation of appropriate action plans.
- Review and redefine standard execution times for various tasks as per the variables in consideration
- Uphold and enhance appropriate measures to ensure efficiency and meeting of project deadlines.
- Uphold consistency in adherence to department standard operating procedures across the teams
- Does the administrative work in managing the team including attendance, discipline and performance management.
- Track and review key productivity and QA stats from time to time for assigned projects, suggest enhancements
- Review performance at team level, identify training requirements, get the requirements converted into material/modules to be incorporated into new hire/refresher trainings
- Performs other duties from time to time that may be assigned by Management.

## **IX. Manager – Leadership and Operations Management**

### **Prerequisites:**

- Has successfully tenured as an assistant manager
- Has a proven track record as an operations leader
- Demonstrated skill, maturity and generated to be able to lead multiple teams of QA processes
- Proven multi-tasking abilities
- Trusted for his/her ability to set, maintain high standards and timely deliver
- Understands company goals and the ability to identify goals for various QA processes to align with org goals

### **Responsibilities:**

- Lead and manage a group of team leaders and Assistant managers
- Efficiently deal with multiple QA processes
- Collaborate with various stakeholders at FactSet to identify QA opportunities and setup QA process for internal products
- Define logical structures to the team and dependencies between various QA process
- Periodically review load Vs. capacity with team leads/Assistant manager(s) for various projects and suggest solutions
- Responsible for hiring human resources and their development
- Formulate, execute, monitor, assess and recalibrate motivation plans for enhanced employee morale and appropriate reward systems
- Inculcate QA culture, strong work ethic into the team
- Organize midyear and annual performance appraisals
- Regularly review team attrition and implement control measures
- Partner up with local support functions to ensure smooth operations

## **X. Senior Manager – Leadership and Operations Management**

### **Prerequisites:**

- Has a proven track record as a Manager
- Demonstrated skill, maturity and ability to build leaders to handle multiple teams
- Proven abilities to delegate work to the appropriate people and get the expected results
- Trusted for their ability to set, maintain high standards and timely deliver
- Understands company goals and the ability to identify goals for various QA processes to align with org goals

## Responsibilities:

- Lead and manage a group of Assistant Managers and Managers
- Build strong leaders that can promote the QA process
- Collaborate with different departments to help the team grow in line with the company
- Define the structure of the team to help align growth and goals of the company
- Work with Human Resources to refine the team's hiring practices and HR's knowledge of how QA functions
- Analyze the team's suggestions on improvements and organize them so their implementation is effective
- Design and propose the team's plans to enhance employee morale and appropriate reward systems to management and HR
- Ensure Assistant Managers and Managers are instilling good work practices and sharing finding to help other teams grow and develop
- Regularly review team attrition and implement control measures
- Ensure the managers are partnered up with support functions to ensure smooth operations

## Level transition timeline guidelines

As mentioned previously, consistency plays an important role in a QA person's progress. Since it requires time to demonstrate consistency, testers can expect to hone their skills within each of the levels for the following (approximate) time periods:

QA Associate I:	18 months *
QA Associate II:	12 to 18 months *
QA Associate III:	2 years or more at this level *
Senior QA Associate:	2 years or more at this level *
Team Lead:	2 years or more at this level *
Senior Team Lead:	2 years or more at this level *
Assistant Manager:	2 years or more at this level *
Manager:	2 years or more at this level *
Senior Manager:	2 years or more at this level *

These timelines are approximations and could be adjusted for several reasons, including faster movement for exceptional performance, movement necessary because of structural changes within the department, and slower movement for underperformance.

## **Career Progression Plan & Org Structure - QA Analyst vertical (Functional)**

### **QA Analyst I - Skill & Learning**

Prerequisites:

- Successful tenure as a QA Associate II\*
- Demonstrated analytical, organizational and communication skills to be a QA Analyst
- Strong performance and proven track record
- Demonstrated great commitment and character to consistently deliver the best quality output

Responsibilities:

- Review and organize existing test plans
- Write test cases for newly added features in applications
- Perform functional and regression testing for the assigned apps
- Interpret Business, User Requirement Specifications and gather use cases
- Design, develop and maintain test cases and test plans
- Use department standard tools for bug reporting, status tracking and retesting
- Collaborate with stakeholders to\*
  - Solicit and interpret application functional specifications from product teams
  - Develop, and keep current, expertise in the use of the product/program
  - Build and maintain test plans against application functionality
  - Continuously align test plan priorities with product team criteria for importance
  - Create a Feature matrix to identify and eliminate test redundancy and obsolescence, while also identifying and filling coverage gaps
  - Solicit product team acceptance of test plans

Note: bullet item that has a \* at the end implies that it is adjustable for several reasons such as scope of business requirement/ timing/skill-set availability

### **QA Analyst II – Learning & Growth**

Prerequisites:

- Successful tenure as a QA Analyst I
- Strong performance and proven track record in the previous role
- Demonstrated ability to independently handle QA responsibilities for assigned project(s)
- Demonstrated performance, skill, knowledge and generated confidence to be a QA Analyst II

#### Responsibilities:

- Independently handle QA responsibilities for assigned products
- Collaborate with stakeholders to get thorough understanding of products, business requirements and release commitments
- Independently deal with time management to accommodate more than 1 product for testing
- Consistently meet project deadlines
- Collaborate with operations teams to understand user experience in production world, identify issues encountered in production environment, reproduce the same and report to the engineering, thus help the operations be more productive\*
- Review, user requirement specs, analyze and offer suggestions to operations and engineering to enhance usability of the product\*
- Understand and consistently adhere to department standard policies with respect to requirement specs documentation, testing environment, code freeze policy and reporting format

Note: bullet item that has a \* at the end implies that it is adjustable for several reasons such as scope of business requirement/ timing/skill-set availability

### QA Analyst III/Team Lead – Growth & Independence

#### Prerequisites:

- Successful tenure as a QA Analyst II
- Strong performance and proven track record in the previous role
- Successfully minimized client/user reported bugs for the assigned product(s) over a period of time
- Acquired solid understanding of various QA methodologies, implementation for the best quality output
- Demonstrated ability to handle/manage QA responsibilities for large product(s)

#### Responsibilities:

- Lead, guide and manage a 2 or more QA Analysts (I or II)
- Responsible for Quality Assurance of multiple products areas assigned
- Collaborate with stakeholders to
  - Continuously align test plan priorities with product team criteria for importance
- Leverage existing or propose new automation tools, techniques, and methodologies in order to provide deeper, faster, and more consistent testing
- Work with assigned group of QA Analysts to implement and maintain predefined department standard QA process for new projects
- Impart technical and product knowledge to less experienced team members to enhance the Quality Assurance process.

## Senior QA Analyst /Senior Team Lead – Independence

### Prerequisites:

- Successful tenure as a Team Lead
- Strong performance and proven track record in the previous role
- Successfully minimized client/user reported bugs for the assigned product(s) over a period of time
- Acquired solid understanding of various QA methodologies, implementation for the best quality output
- Demonstrated ability to handle/manage QA responsibilities for large products

### Responsibilities:

- Lead, guide and manage a 2 or more Senior QA Analysts
- Responsible for Quality Assurance of multiple products areas assigned
- Collaborate with stakeholders to
  - Create ways to align test plan priorities with product team criteria for importance
- Leverage existing or propose new automation tools, techniques, and methodologies in order to provide deeper, faster, and more consistent testing
- Work with assigned group of QA Analysts to implement and maintain predefined department standard QA process for new projects
- Impart technical and product knowledge to less experienced team members to enhance the Quality Assurance process.

## Lead QA Analyst – Leadership

### Prerequisites:

- Has successfully tenured as a Senior QA Analyst
- Has contributed into strategic decisions for the team
- Has displayed advanced understanding of QA process, effective implementation for various products to derive best quality output
- Has initiated significant technical or operational discussion
- Is trusted for his/her ability to successfully handle projects requiring multiple contributors

### Responsibilities:

- Manages project(s) requiring multiple contributors
- Participate in team/department level strategic discussions
- Interaction with stakeholders and display following qualities
- Peer level discussions
- Effective management of expectations
- An ability to speak for App QA team, including what projects or work the team is willing and capable of taking and what kind of timeframe

## Level transition timeline guidelines

As mentioned previously, consistency plays an important role in a QA person's progress. Since it requires time to demonstrate consistency, testers can expect to hone their skills within each of the levels for the following (approximate) time periods:

- QA Analyst I: 12 - 18 months at this level\*
- QA Analyst II: 18 - 24 months at this level\*
- QA Analyst III: 2 years or more years at this level\*
- Senior QA Analyst: 2 years or more years at this level\*
- Lead QA Analyst: N years\*

These timelines are approximations and could be adjusted for several reasons, including faster movement for exceptional performance, movement necessary because of structural changes within the department, and slower movement for underperformance.

## Automation Progression

### I. Automation Associate – Learning and Growth

Prerequisites:

- Has successfully tenure in QA Associate I or equivalent position in FactSet.
- Has an undergraduate degree or relevant experience
- Possesses a basic understanding of financial markets and/or software testing
- Knows the test cycle and understands its impact on Product releases

Responsibilities:

- Expected to learn how to write automation scripts
- Ability to maintain current scripts
- Knowledge of the different testing environments and tools and when they are used
- Meet expected deadlines for script creation
- Respond to RPD requests in a timely manner and ensure bug reporting, status tracking and retesting is done
- Is expected to become an Automation Analyst I

### II. Automation Analyst I – Learning and Growth

Prerequisites:

- Has an undergraduate degree or relevant experience
- Possesses a basic understanding of financial markets and/or software testing
- Expected to know how to write automation scripts
- Knows the test cycle and understands its impact on Product releases
- Has knowledge of the different testing environments and understands their use

Responsibilities:

- Effectively use the different environments and automation tools
- Keep up to date with all languages required to write automation
- Build functions to improve efficiency of the scripts written and promote reuse of code

- Respond to RPD requests in a timely manner and ensure bug reporting, status tracking and retesting is done
- Collaborate with stakeholders to\*
  - Solicit and interpret application functional specifications from product teams
  - Develop, and keep current, expertise in the use of the product/program
  - Is expected to become an Automation Analyst II

### **III. Automation Analyst II– Learning and Growth**

#### **Prerequisites:**

- Has met or exceeded the requirements listed in Automation Analyst I
- Applied the knowledge of the test cycle and its impact on Product releases to automation procedures and test planning
- Has Demonstrated ability to independently handle responsibilities for assigned project(s)

#### **Responsibilities:**

- Collaborate with stakeholders to get thorough understanding of products, business requirements and release commitments
  - Offer suggestions to operations and engineering to enhance usability of the product
- Independently handle more than 1 product for testing and review ways to make code reusable across projects where possible
- Consistently meet project deadlines
- Collaborate with operations teams to understand user experience in production world, identify issues encountered in production environment, report the issue and define how to improve the overall process
- Keep up to date on latest automation practices
- Mentor and assist Analyst I and Associate members of the team
- Is expected to become an Senior Automation Analyst

### **IV. Senior Automation Analyst – Independence**

#### **Prerequisites:**

- Has met or exceeded the requirements listed in Automation Analyst II
- Has demonstrated ability to describe FactSet's business and client base
- Has participated regularly in engineering/product discussions
- Has effectively communicated with others about projects
- Has demonstrated consistent professional behavior
- Has demonstrated consistent success
- Has demonstrated good testing practices and self-reliance

#### **Responsibilities:**

- Be the point person for technical discussions for functional managers
- Guide/assist less experienced team members with technical knowledge and solutions
  - Create training and opportunities for growth



- Suggest new tools for test automation and ability to implement them for improving efficiency
- Review current automation process for weakness and provide ways to strengthen the process and transition to new ways without a large impact on the team
- Ensure all tools are integrated to prevent duplication of effort

## V. Lead Automation Analyst – Local Leadership

### Prerequisites:

- Has met or exceeded the requirements listed in Senior Automation Analyst
- Has demonstrated solid product specific business knowledge
- Has proactively communicated with product stakeholders
- Has become responsible for significant projects spanning technical or operational boundaries and demonstrated success
- Has encouraged/helped individuals achieve their potential

### Responsibilities:

- Incorporating latest technologies into the process for enhancing efficiency
- Implement consistent coding standards across the automation team and others using our tools and infrastructure
- Organize programming topical as required to enhance programming abilities and technical expertise of automation team members
- Review current processes and ensure they are up to data and evolving
- Reach out to Engineering and PD and ensure automation is integrated into their workflows and ours

## Level transition timeline guidelines

As mentioned previously, consistency plays an important role in a QA person's progress. Since it requires time to demonstrate consistency, Analyst can expect to hone their skills within each of the levels for the following (approximate) time periods:

- Automation Associate: 12 - 18 months at this level\*
- Automation Analyst I: 12 - 18 months at this level\*
- Automation Analyst II: 18 - 24 months at this level\*
- Senior Automation Analyst: 2 years or more years at this level\*
- Lead Automation Analyst: N years\*

\*These are guidelines and can be adjusted according to each individual's abilities.

## V. Frequently Asked Questions

### 1. Why isn't my position/function described in this document?

- a. Each employee, with the assistance of his/her manager, is responsible for their own career progression. This document is intended to serve as a framework for managing this progression.
- b. Where possible, generalizations about common or mature business functions have been provided as objective career milestones.
- c. Where this document lacks detail, employees and managers are encouraged to use ideas and language from the existing progressions and section III (Functional Progressions).

### 2. How do the functional progressions relate to one another?

- a. Each functional progression is an independent framework for employees to track their progress in demonstrating their capabilities.
- b. Each progression shares the common elements of individual development, independence, and impact.
- c. Progressions may differ in number of levels, specific prerequisites or titles based on functional definitions, department size, scope of responsibilities and department/corporate needs.

### 3. Can I move to another functional progression?

- a. Your job function determines the functional progression that you and your manager will use to track your career.
- b. If you change job functions sufficiently, it may be appropriate to use a different functional progression.
- c. Your level in a new functional progression will be established with your new manager and should reflect the extent to which you have demonstrated achievement of the appropriate prerequisites.

### 4. What's the difference between a title and a level?

- a. A level implies that certain prerequisites have been met and is a measure of an employee's capabilities and value to the company. Titles, on the other hand, may also signify an engineer's functional role within the department.
- b. Current levels are described in each of the preceding sections.
- c. By default, an employee's title is her/his level (without numeric designations), along with any corporate or functional titles. Corporate and functional titles other than the above include Vice President, Assoc. Director and Director.
- d. Based on opportunities, a new title may be conferred that does not necessarily coincide with a level transition.
- e. Titles appear on business cards

### 5. Is "Lead" equivalent in all progressions?

- a. Progressions are independent of each other, and this document does not establish any metrics that describe equivalence across progressions.

- b. “Lead” has been used in existing progressions to describe a level in which an employee has demonstrated positive impact on the performance of others.

6. Are employees’ levels public information?

- a. Yes, except for those differentiated numerically, each of which carry the base title.
- b. Progression may also be published in the Uptick or otherwise publicly announced, depending on the scope of the progression.
- c. The titles of all employees in the department will be published in a freely accessible location such as the corporate directory.

7. How can I demonstrate business knowledge?

- a. By describing FactSet to recruits during interviews or career fairs
- b. By explaining the business-oriented aspects and value of your project during presentations and/or group discussions
- c. By offering appropriate business-related information in group forums and/or individual discussions

8. How often should I expect to discuss my progression through the career plan?

- a. At least once a year (during the annual review) with your manager. The individual can bring up the topic with his/her manager at any time.

9. Why is person X at level Y?

- a. Only the employee and her/his manager(s) know the full context concerning a particular progression.
- b. It’s most valuable to the department for each employee to be focused on her/his own progression and that of her/his reports.
- c. However, if you perceive an inconsistency between a co-worker’s actions and the guidelines provided by this document, the appropriate action is to forward your comments to your co-worker’s manager.

10. What course of action can I take if I think I should progress to the next level, but my manager doesn’t agree?

- a. Speak with your manager’s manager and explain your perspective in a professional, tactful manner.

11. What if an individual joins from industry?

- a. Industry hires will be evaluated on the same prerequisites as described above (with respect to equivalent achievements outside of FactSet), and positioned at the appropriate level.

12. Is there a correlation between career levels and salary?

- a. Yes, but it is not a causal relationship. They are both reflections of your value to the company. Progression does not trigger a raise, nor does one’s salary dictate one’s level.

13. Do I have to meet all the prerequisites to be eligible for progression to the next level?

- a. Yes.

14. Can I “go backwards”?

- a. Yes, if performance falls below the prerequisites and expectations for one’s current level.

15. What happens as I approach the top of my functional progression?

- a. You may be called upon for departmental decisions such as make hiring decisions by facilitating post interview wrap ups.
- b. It is not the end of your career development. At this point in one’s career at FactSet, the ability for one career progression plan to meet the needs of every individual is nearly impossible. The CPP is an excellent guide for setting up expectations for how to grow in one’s career. Once a highly senior level has been attained, the career development needs to be customized for the individual. This can include further progression in the CPP, functional roles and responsibilities (both within the department and outside), more advanced training, etc.

16. At what level can I become a personnel manager?

- a. An employee’s assignment to a personnel management position is independent of their CPP level.
- b. This document does not establish a minimum level required to serve as a personnel manager.

17. Where do Directors and Asst. Directors fit into the career progression plan?

- a. Directorship is a functional role that does not directly relate to a level in the Career Progression Plan.
- b. Functional roles are, in general, largely based on departmental need and are opportunity-driven.
- c. The Director, Systems Engineering appoints directors.

18. How does one become a Vice President?

- a. Employees are nominated by the Director, Systems Engineering based on the attainment of certain levels of responsibility or progression.
- b. The Director, Systems will present nominations to FactSet’s Board of Directors for approval.

19. Why does the Career Progression Plan change or evolve?

- a. To incorporate feedback from departmental surveys
- b. To better describe how employees are valued and progress
- c. To better describe the difference between career levels, functional roles and corporate titles
- d. To meet the needs of our dynamic and changing business environment
- e. To provide consistency across a broader population of employees