

PRES

In employer branding

CAREER PATH

2020



CROSSJOIN

Perform to Perfection



WHY A CAREER PATH

A career path refers to the growth of the employee in an organization. It shows how the employee moves from a position to another gradually, as he grows in the organization.

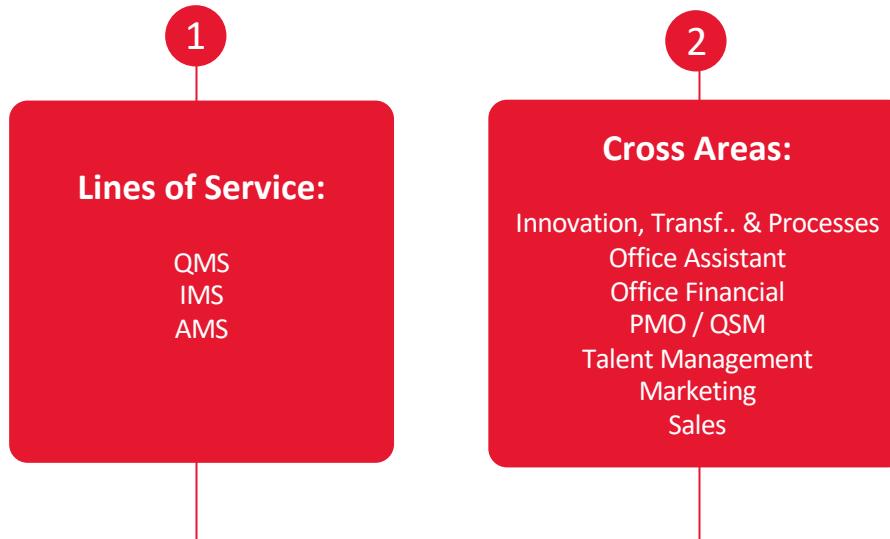
We have defined a career path to clarify:

- 01 **Where are you?**
- 02 **Where do you want to go?**
- 03 **When?**
- 04 **How?**

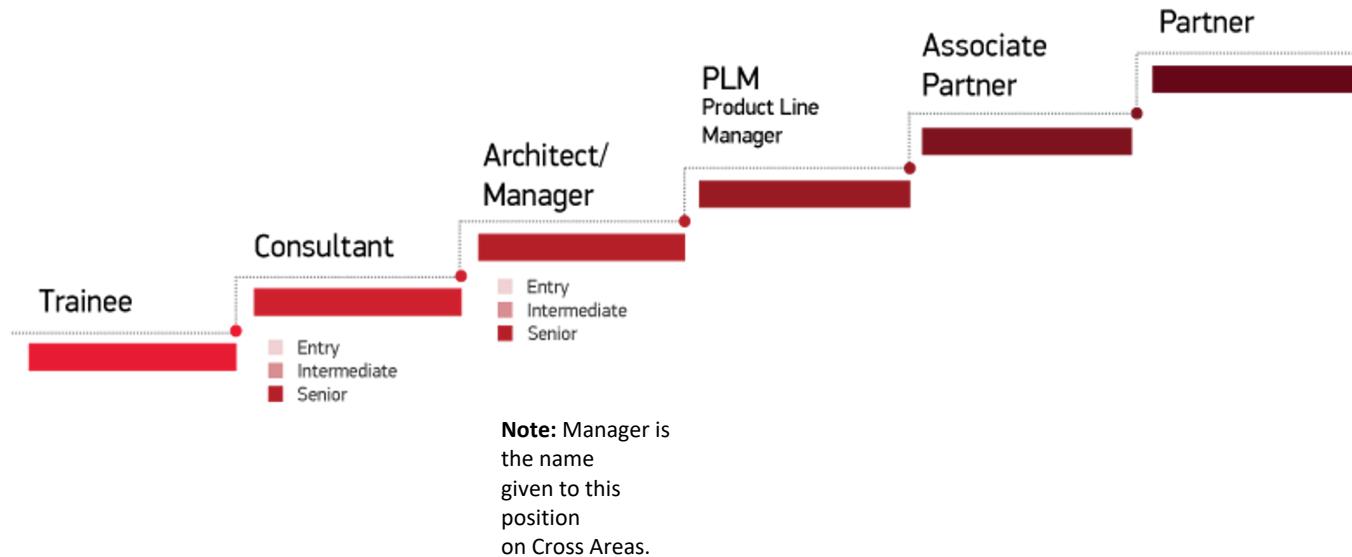
With these information we believe that you can better **plan your future, set career goals and feel more motivated and confident to face new challenges.**

A SINGLE CAREER PATH

There is just only one career path for all lines of service/areas of Crossjoin.



JOB POSITIONS



DESCRIPTION & MAIN PROMOTION CRITERIA

Job Position	Description	Promotion Criteria to the Next Position (*)
Trainee	<p>Practical Experience</p> <p>Learns the methodology, tools and best practices of Crossjoin to become a entry Consultant. Project work as Assistant.</p>	At least one year of experience.
Consultant	<p>Project Work</p> <p>Collects and analyses data and executes the plan defined by Architect/Manager and supplies recommendations.</p>	High autonomy; Helps others to grow; Acting as Architect/Manager.
Architect/Manager	<p>Leadership of the entire project</p> <p>Oversees a project from beginning to end.</p>	Achieving 1 million of delivering volume. Acting as PLM.
PLM	<p>Business Unit Manager</p> <p>Accountable for business protection and grow.</p>	Achieving 2 million of Sales and delivering volume.
Associate Partner	<p>Business Manager</p> <p>Accountable for strategy alignment that drives to new businesses (Innovation).</p>	Beyond 2 million of sales and delivering volume, has the prospect and commitment to grow by 30% a year.
Partner	<p>Business Ownership</p> <p>Vision, organization and communication alignment.</p>	--

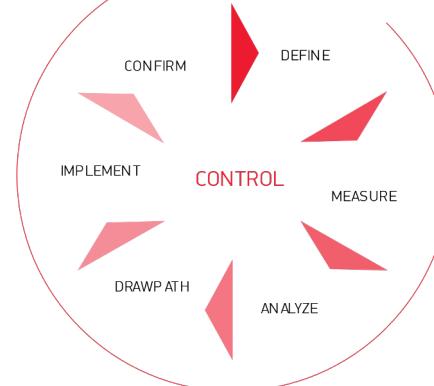
METHODOLOGY - Guide levels for career path promotion



Assessment
GOAL
GAP
PATH
PLAN

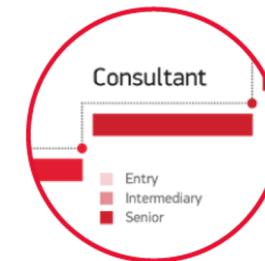


Execution



Conclusion
ACHIEVEMENTS
PRESENTATION (SUCCESS CRITERIA)
INITIATIVES
MANAGEMENT LIST
REPORTS
CASE STUDIES

LEVELS CONSULTANT - Description & Promotion Criteria



Consultant

Entry

Methodology
Accountable for “GAP” delivering.

Intermediate

Methodology
Reviews “GAP” delivering;
Accountable for “PATH” delivering;
Supports “EXECUTION” delivering.

Senior

Methodology
Reviews “GAP” and “PATH” delivering;
Accountable for “EXECUTION” delivering.

Low Autonomy

Depends on orientations and supervision;

Some autonomy

Works with some orientation and supervision;

High autonomy

Helps others to grow;
Acting as **Architect/Manager**

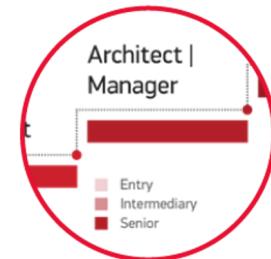
Beginners Performance

Medium Performance

High Performance

Note: Promotion must be proposed and approved by committee (more information on slide 9).
Beyond the Promotion Criteria mentioned, there are Individual Development Plans (see ahead).

LEVELS ARCHITECT/MANAGER - Description & Promotion Criteria



Architect/Manager

Entry

Intermediate

Senior

Methodology

Accountable for "PLAN" delivering

Methodology

Accountable for "GOAL" delivering
and reviewing of all Entry Level delivering.

Accountable for all delivering reviewing;
Acting as PLM

Participates on €200 thousand
of sales and delivering volume.

Accountable for €400 thousand
of sales and delivering volume.

Accountable for €1 million
of sales and delivering volume.

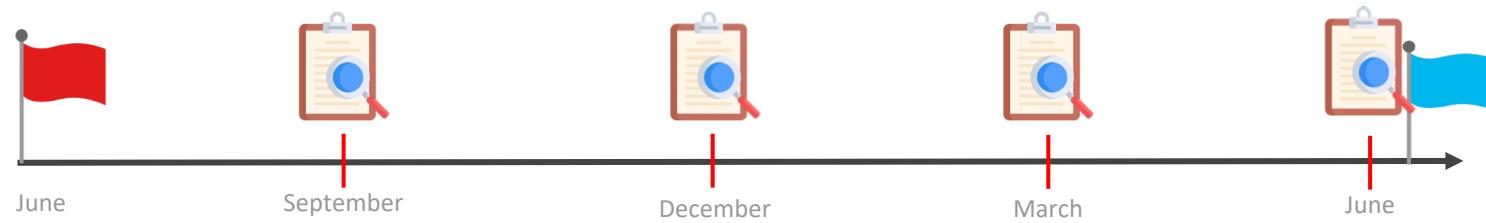


EVALUATION CAREER

Promote to:	Suggest	Approve	Decision
Trainee	Consultant	Board	Board
Entry/Intermediate/Senior Consultant	Architect/Manager	PLM	Board
Entry/Intermediate/Senior Architect/Manager	PLM	Partner	Board
PLM	Associate Partner	Partner	Board
Associate Partner	Partner	Board	Board
Partner	Board	Board	Board

CAREER PATH PROCESSES

How? You can make it happen!



IDP/Set year expectation

In June, all Crossers receive information about their careers, define annual/project expectation and create or update the **IDP - Individual Development Plan**.



Self Appraisal/ DM Apprasail and IDP Update

3 in 3 months, all Crosser should fill out the Self Appraisals, ask feedback and review their IDP. The Talent Management receives and stores the documents in a Career Path Support Repository.



Year Evaluation

Annually **PLM/Area responsible/Board** makes an evaluation/examination of promotion, using the Career Path Support Repository, and sends the suggestions report to **Talent Management**. “Yearly Promotions Evaluation Board Meeting” takes place.

CAREER PATH PROCESSES – Support Documents

- **IDP - Individual Development Plan Form:**

All Crossers will have a development plan. This will be prepared between Crosser and PLM/Client Management or Buddy/Talent Management/Board.

- **ISA - Individual Self Appraisal & DM Appraisal:**

3 in 3 months the Talent Management sends all Crossers the Self Appraisal spreadsheet to fill out. Then the PLM/Client Management or Buddy writes your feedback on the same spreadsheet. All Crossers should also have the initiative to request feedback informally.

- **Career Path Support Repository spreadsheet:**

- Repository of all Individual Self Appraisal & DM Appraisal forms (excel lines):
- Talent Management consolidates all information and provides it to all Evaluators (in general PLMs) for them to study and generate appropriated promotion suggestions. These suggestions will be discussed and approved (or not) in the “Yearly Promotions Evaluation Board Meeting”.
- The approved promotions will be communicated on One to One meeting by the Crossjoin People Evaluators and published on a specific yearly NewsLetter by Talent Management.

EMAIL SIGNATURES

Standard

<Name of Employee>
<Lines of Service/Area>
<Job Position or Role>

Examples:

1.

Vítor Anselmo
QMS
Architect

2.

Andreia Vieira
Marketing
Content Manager (Role)

3.

André Simões
AMS
PLM

4.

Ana Adão
Talent Management
Manager

Frequently Asked Questions – FAQ 1/3

1. When does this Career Plan come into effect?

A: In June 2020. We expect that by June everyone will have been relocated to positions according to the new career plan, as well as all Crossers having their IDP prepared.

2. What happens if, after one year, the Trainee is not able to progress to Consultant?

A: What is expected is that, after one year, the trainee will almost automatically progress to the entry consultant level, but may not be able to progress. In this case, there are two ways:

Rescue plan: A rescue plan is initiated when it is found that although the trainee is not able to progress to the level above, it is worth "rescuing" him, giving him another challenge.

The exit: In case the trainee has not been up to the required standards and has not acquired the expected skills.

3. Is the " rescue " only about the trainee or all levels?

A: The rescue applies to all career levels and happens when the performance is not the expected in the current position. At this point, we look for a function that fits the profile.

4. Is the rescue only done at the time of evaluation?

A: No. Whenever the PLM identifies that the performance is not the expected.

Frequently Asked Questions – FAQ 2/3

5. Is there any additional remuneration when performing certain functions, namely DM, CM, TSM?

A: No. Throughout your career, everyone is supposed to perform various functions, it's a sign of trust and responsibility and it's part of your evolution as a professional. All your performance, skills and functions will be analysed and included in the Individual Development.

6. As far as progression is concerned:

a) Who ensures that the process happens? Talent Management.

b) Who suggests the promotions and when? The level above the position to be evaluated. PLM sends the suggestion to the financial/rh area. for approval. This suggestion should happen in the evaluation timetable.

c) Who reports the progress? It's the Talent Management.

7. I have some questions about the career plan in general and my position, who should I contact?

A: You should contact the Talent Management.

8. Previously I signed as SPA (Specialist Performance Architect) and now?

A: In this new career plan there is no longer the "Specialist" Position, we understand that we are all specialists. As for the functions, we leave as an option to put on the signature or not.

Frequently Asked Questions – FAQ 3/3

9. I used to be an analyst, now what?

A: We no longer have the Analyst position. The role that the market perceives of an analyst is that of a person who is not yet sufficiently prepared to deliver and at Crossjoin that role is played by the Trainee for about 1 year. When you gain experience and are sufficiently prepared to perform the phases of Crossjoin's methodology, you should be a Consultant.
You will probably be a Consultant now, but confirm the information with the Talent Management.

10. Is this career plan transversal to all Crossjoin Areas?

A: Yes, this career plan is transversal to all areas.

11. The back office areas will follow the same Career Path and will therefore use the same Job Positions (Trainee, Consultant...), and the same wages?

A: Yes. This is a career plan across Crossjoin.

12. How do we know where we stand?

You will receive this information as soon as possible through Talent Management and PPlan



Career Path

Thank You