

# **职级政策**

# **Job Grade Policy**

RCCAC-HRS-POL-008

Rev. 1.0

**Rockwell Collins CETC Avionics Co., Ltd.**

## Approval

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## 1 目的 Purpose

本政策旨在建立职级管理的科学体系，为员工提供清晰的职业发展路径指引，明确岗位间相对关系，为人员招聘、薪酬管理、能力建设、绩效管理等提供标准依据。

To establish a systematic job grade management system, which provides employees clear career development path, establish the relative relation between positions and serving as benchmarks for recruiting and compensation management, competence development as well as performance management etc.

## 2 范围 Scope

适用于中电科柯林斯航空电子有限公司全体员工，不包含高管。

It is applied to all the employees of Rockwell Collins CETC Avionics Co., Ltd, leadership team excluded.

## 3 职责 Responsibility

### 3.1

直线经理：根据岗位要求、部门人员实际情况及公司职级政策，提出人员职级建议及职级调整申请；向其直线下属沟通职级相关信息的主要管理角色；

Line Manager: Based on job requirement, the employee's actual profile as well as Job Grade Policy, to propose a specific job grade and adjustment request; The main management role to communicate job grade related information to his/her direct reports;

### 3.2

人事行政经理：发起年度职级评估流程；为直线经理及员工提供关于公司职级政策的答疑和咨询；对于直线经理提出的职级建议，进行评估；确保公司职级政策的良好执行，结合业务需求及执行反馈，适时启动该政策的更新调整；对于职级相关书面文件的归档保存；

HRA Manager: To initiate annual job grade review; To provide answers and consulting to Line Managers and employees on Job Grade Policy related; To review line managers' job grade proposals; To ensure Job Grade Policy is well executed and initiate its update efficiently according to business needs and execution feedback; To archive job grade management related document.

### 3.3

公司高管（即财务总监、技术总监、副总经理及总经理）：对新员工初始职级和在职员工职级调整进行最终审批。

Leadership Team (i.e. CFO, CTO, DGM and GM): To final approve the job grade for new hires and the adjustment of veteran employee.

## 4 职级体系的设置 Job Grade System Structure

### 4.1

职位类别：根据岗位工作内容性质，职位类别分为支持人员、专业人员和管理人员。

Job Category: Jobs are categorized into Support, Professional and Managers according to the responsibility nature of a position.

### **4.1.1**

支持人员：独立贡献者，重点是完成特定的任务或活动，以支持工作实施和管理，职位要求普通的教育背景，另外需要有口头及在职培训。支持人员分为行政和技术工人两个次级序列。

Support: Individual contributor, focus is on completing specific tasks or activities supporting implementation and administration. Role requires skill gained through vocational or on-the-job training work experience. Support consists of two sub-categories of Administrative and Technicians.

### **4.1.2**

专业人员：独立贡献者，独立工作，在日常工作的安排上，通常具有一定灵活性和自主性。负责具有创造性、创新性的职责、要求其具有较好的决策技能。接受过高等、正规教育，通常需要有本科或以上的教育背景和经历。专业人员分为工程人员和非工程专业人员两个次级职位类别；

Professional: Individual contributor, works independently, typically has flexibility and authority over daily work priorities. Creative, innovative responsibilities requiring advanced decision-making skills. Generally requires a university degree or its equivalent in education and experience. Professional consists of two sub-categories of Engineering and (Non-Engineering) Professional.

### **4.1.3**

管理人员：在高管层之下并负责人员和工作的管理。参与绩效评估及薪酬评估，可能也参与雇佣和解雇决策的制定。其目标是通过其直线下属的绩效表现来实现。某些情况下，经理可能负责某个职能领域但是没有向其直线汇报的下属。

Management: Below leadership level and responsible for managing activities of people. Participates performance evaluation and pay reviews. May also be responsible for hiring/termination decisions. The goals include those achieved by the performance of the subordinates. May be responsible for a functional area and may not have direct reports.

## **4.2**

职位级别：

同一职位类别根据不同的工作责任、复杂性、挑战难度、资历背景及能力水平的不同要求，分为不同的职位级别。结合公司现阶段业务及团队情况：

Jobs under the same job category are differentiated by job grades in the light of job responsibilities, complexity and challenge level as well as different requirement of qualification and competency.

Based on current company business and team status:

支持人员一共 4 个垂直晋升级别；

Support category consists of four vertically advancing grades;

专业人员一共 6 个垂直晋升级别；

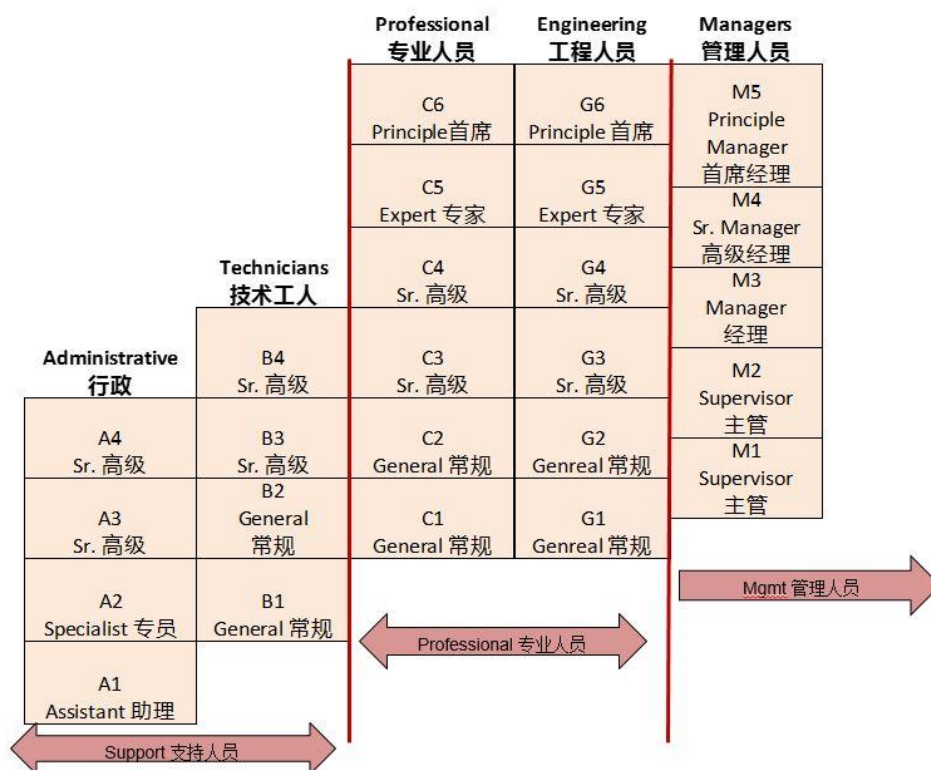
Professional category consists of six vertically advancing grades;

管理人员一共 5 个垂直晋升级别。

Managers category consists of five vertically advancing grades.

整体职级体系结构如图-1 所示：

The overall job grade system structure as shown in Picture-1:



Picture - 1 图 - 1

## 5 职级体系的应用 Application of Job Grade System

### 5.1 职级评定 Job Grade Definition

#### 5.1.1 评定时间 When to Evaluate

- 新员工：每位员工在加入公司时按审批流程确定初始职级；  
New hires: Every new hire is defined with an entrance job grade as per approval process;
- 在职员工：在职员工的职级调整时间为以下三种情况：  
Veteran employees: job grade review/adjustment could takes place one of the three times:
  - 年度调薪：年度调薪时同时启动年度职级评估，通常为每年 04 月份；  
Annual Merit Pay: Annual job grade review is initiated together with annual merit pay, which is usually around very April;
  - 岗位调整：发生岗位调整时，如有必要，将根据新岗位重新评估调整职级；  
Position Change: Job grade will be reviewed and redefined if applicable when a position is changed;
  - 即时审批：根据业务需要，年度职级调整之外的特别审批。  
Instant Approval: Instant review and approval upon off-annual-cycle request as per business needs.

#### 5.1.2 评定标准 Evaluation Criteria

- 支持人员：从技能、工作复杂性、监督管理及经验要求四个维度进行评估；

Support: the four dimensions of skills, job complexity, supervision and experience requirement would be evaluated;

- b) 专业人员: 从知识、工作复杂性、监督管理及经验要求四个维度进行评估;

Professional: the four dimensions of knowledge, job complexity, supervision and experience requirement would be evaluated;

- c) 管理人员: 从职能范围、工作复杂性、决策影响度、沟通、监督管理五个维度进行评估。

Managers: the five dimensions of responsibility scope, job complexity, decision impact, communication and supervision would be evaluated.

详细职级评定标准说明, 见附件 A。

Detailed job grade evaluation criteria, see Annex A.

### **5.1.3 评定流程 Evaluation Process**

- a) 新员工 New Hires

1. 用人经理提交招聘需求审批时, 在填写 RCCAC-HRS-P-003 《员工需求申请表》时需根据该岗位用人要求明确职位级别信息;

The hiring manager shall specify the job grade as per the hiring needs while filling out RCCAC-HRS-P-003 Employee Requisition Form for hiring request approval;

2. 招聘面试流程结束, 确定对具体候选人雇佣意向后, 结合拟录用人员相关背景进行定薪审批时正式确定该员工初始职位级别。

When the hiring process ends with a particular candidate identified to offer, an entrance job grade needs to be finalized for the new hire with consideration to his/her profile.

- b) 在职员工 Veteran Employees

1. 调整原则 Adjustment Principles

- a. 工作年限: 在当前工作职级已工作 2 至 4 年;

Service Year: have been working with current job grade for two to four years;

- b. 绩效考评: 当前职级工作期间, 没有“2-基本达标”或以下等级, 且至少有一次“4-表现优秀”或以上等级的绩效考评;

Performance Rating: During service with current job grade, no ‘2-Basic Contributor’ or lower grade gotten and at least one ‘4-High Contributor’ or above performance rating achieved;

2. 提前晋升 Fast Track Promotion:

连续两年绩效考评达到“4-表现优秀”及（或）以上等级, 经直线经理申请, 可提交评估提前晋升。

Performance rating of ‘4-High Contributor’ and/or above achieved in two consecutive years, upon Line Manager’s application, fast track promotion evaluation could be considered.

- c) 职级调整书面程序 Job Grade Change Formality

任何员工的职位级别调整, 需由其直线经理发起填写附件 B 《员工变动审批表》履行书面审批。

Any job grade change shall go through written approval initiated by his/her line manager by filling out Annex B Staff Movement Approval Form.

## **5.2 职级审批职责 Job Grade Approval Roles and Responsibility**

- a) 直线经理: 基于岗位要求、公司职级政策及具体人员的工作职责、胜任力综合评估, 提出职级建议;

Line Manager: With joint consideration of position requirement, company Job Grade Policy and the employee's specific job responsibilities as well as competency, to provide job grade proposal;

- b) 人事行政经理: 根据职级政策, 协助直线经理及高管评估员工职级, 给予建议;

HRA Manager: Referring to Job Grade Policy, to assist and advise line managers and leadership team on job grade definition;

- c) 公司高管: 职位级别的正式确定需通过公司高管, 即财务总监、技术总监、副总经理及总经理的集体研究后审批。

Leadership Team: Any final approval on a job grade shall complete leadership team approval chain, i.e. by CFO, CTO, DGM and GM.

## **6 补充说明 Supplementary Information**

本规定自 2017 年 06 月 01 日起生效, 由人事行政部负责解释。公司有权在认为适当时不时修改、补充或废除规定并通知员工。本规定以中、英文书写。若两种版本存在不一致, 以中文为准。

This policy shall take effect from June 1st, 2017 and be explained by HRA department. Company reserves the right to revise, supplement or rescind the policy from time to time as it deems appropriate in accordance with law. Employees will be notified of such changes as they occur. This regulation is written in both Chinese and English. In case of any discrepancy, the Chinese version shall prevail.

## **7 附件 Annex**

- A. 《职级评定标准》      Job Grade Evaluation Criteria  
B. 《员工变动审批表》      Employee Movement Approval Form

## **8 引用 Reference**

RCCAC-HRS-P-003 《员工需求申请表》 Employee Requisition Form



## 附件 A:《职级评定标准》

### Annex A: Job Grade Evaluation Criteria

#### 1 支持人员 Support

级别	级别 1	级别 2	级别 3	级别 4
技能	掌握工作技巧、学习公司政策和流程以完成日常工作。	应用已掌握的工作技巧和公司政策程序，完成指定任务。	对工作有充分了解，应用知识技能完成范围广泛的任務。	作为一位熟练的专业人员，能够机智高效地完成任务。
工作复杂性	处理常规任务，过程中很少需要个人判断。几乎不参与决策。	处理半常规任务，但是需要在特殊情况下偏离习惯做法。	处理中等难度的任务，在解决问题和提出建议时需要判断力。	处理需要较强判断力和主动性的任务。理解工作的影响并为解决问题提供建议。
监督管理	通常接受对于所有工作的详尽指导。在严密监督下进行工作。	通常依照已有程序完成常规工作，只针对新任务接受指导。	一般情况下很少接受针对日常工作的指导，但需接受针对新任务的一般指导。	制定完成新任务的方法和规程。可能作为团队的非正式领导者。
经验要求	一般要求有一年以下相关工作经验。	一般要求有最少一至两年相关工作经验。	一般要求有最少两至四年相关工作经验。	一般要求有最少四至六年相关工作经验。

Level	Level 1	Level 2	Level 3	Level 4
Skill	Acquires job skills and learns company policies and procedures to complete routine tasks.	Applies acquired job skills and company policies and procedures to complete assigned tasks.	Has substantial understanding of the job and applies knowledge and skills to complete a wide range of tasks.	As a skilled specialist, completes tasks in resourceful and effective ways.
Job Complexity	Works on assignments that are routine in nature, requiring limited judgment. Has little or no role in decision-making.	Works on assignments that are semi-routine in nature but recognizes the need for occasional deviation from accepted practice.	Works on assignments that are moderately difficult, requiring judgment in resolving issues or in making recommendations.	Works on assignments requiring considerable judgment and initiative. Understands implications of work and makes recommendations for solutions.
Supervision	Normally receives detailed instructions on all work. Works under close supervision.	Normally follows established procedures on routine work, requires instructions only on new assignments.	Normally receives little instruction on daily work, general instructions on newly introduced assignments.	Determines methods and procedures on new assignments. May be informal team leader.
Experience	Typically requires less than 1 year of related experience.	Typically requires a minimum of 1 - 2 years of related experience.	Typically requires a minimum of 2 - 4 years of related experience.	Typically requires a minimum of 4 - 6 years of related experience.

## 2. 专业人员 Professional

级别:	级别 1	级别 2	级别 3	级别 4	级别 5	级别 6
知识	学习使用专业概念, 应用公司政策和程序解决常规问题。	发展专业技能, 应用公司政策和程序解决各种问题。	熟练的、有经验的专业人员, 对专业领域有全面的理解; 用具有创造性的方法解决许多不同种类的问题。本级别是完全合格的、符合职业标准和职业发展途径的职位级别。	具有广泛经验, 能够运用专业概念和公司目标的理解创造性、高效率地解决复杂问题。此级别存在进入壁垒 (如部门同事评审)。此阶段可能进入职业较高级别平稳期。	拥有广泛或独特的专业知识, 应用专业技术推动公司目标和政策的发展。创造性、高效率地完成目标。此级别存在进入壁垒 (如技术委员会评审)。	作为该领域的专家, 应用专业视角解决重大问题、完成各类设计问题的解决方案, 此级别存在高度的进入壁垒 (如最高管理层评审、批准)。
工作复杂性	在有限范围内处理工作事项, 在分析情境和数据时能从标准操作和流程中得到正确答案。构建稳定的内部工作关系。	在一定的范围内处理工作事项, 在分析情境和数据的时候, 需要对多因素进行综合分析。需要对既定的工作流程和政策进行判断以决定最合适的行动。构建富有成效的内部/外部工作关系。	处理种类繁多的问题, 在分析情境和数据时需要可对识别要素进行评价。在解决问题过程中展现良好的判断力, 正确选择工作方法和技术。在本人技术专长领域, 与内部和外部高级别人员建立联系。	处理错综复杂的问题。在分析情境和数据时需要可对可变要素进行深入评估。需要对工作方法、技术和标准评估进行判断以取得预期结果。在本人技术专长领域外, 与关键联系人建立联系。	处理重大和罕见的问题。在分析情境和数据时需要对无形因素进行正确评估。根据对工作方法、技术和标准评估进行独立判断以达到预期结果。通过协调群组间关系以建立正式关系网络。	处理和影响设计销售成果或发布未来概念产品或技术的问题。与关键决策制定者建立正式关系, 并担任组织对外发言人的角色。
监督管理	通常接受所有工作的具体指导。	通常接受关于日常工作任务的指导性指导和关于新项目/工作任务的具体指导。	一般情况下很少接受针对日常工作的指导, 但需接受关于新任务的一般性指导。	制定完成新任务的方法和程序, 可能同时协调其他人员的工作 (领导团队)。	独立制定完成新的或特别任务的方法和程序, 可能同时监督其他人员的活动。	在制定目标和重大任务完成方法时实行广泛的自由决策。
经验要求	通常不需要以往的专业经验。	通常需要学士学位和两年相关工作经验; 或更高学位无工作经验; 或同等岗位工作经验。	通常需要学士学位及五年相关工作经验; 或硕士学位及三年工作经验; 或博士学位无工作经验; 或同等岗位工作经验。	通常需要学士学位及八年的相关工作经验; 或硕士学位及六年相关工作经验; 或博士学位及三年工作经验; 或同等岗位工作经验。	通常需要学士学位及十二年相关工作经验; 或硕士学位八年工作经验; 或博士学位五年工作经验; 或同等岗位工作经验。	通常需要学士学位及十五年的相关工作经验; 或硕士学位十二年工作经验; 或博士学位八年工作经验; 或同等岗位工作经验。

Level	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
<b>Knowledge</b>	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 (e.g., dept/peer review).	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 (e.g., top management review, approval) exist at this level.
<b>Job Complexity</b>	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 internal/external working relationships.	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.

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**Effective Date: 06/01/2017**

<b>Supervision</b>	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>Experience</b>	Typically requires no previous professional experience.	Typically requires a Bachelor's degree and a minimum of 2 years of related experience; or an advanced degree without experience; or equivalent work experience.	Typically requires a minimum of 5 years of related experience with a Bachelor's degree; or 3 years and a Master's degree; or a PhD without experience; or equivalent work experience.	Typically requires a minimum of 8 years of related experience with a Bachelor's degree; or 6 years and a Master's degree; or a PhD with 3 years experience; or equivalent experience.	Typically requires a minimum of 12 years of related experience with a Bachelor's degree; or 8 years and a Master's degree; or a PhD with 5 years experience; or equivalent experience.	Typically requires a minimum of 15 years of related experience with a Bachelor's degree; or 12 years and a Master's degree; or a PhD with 8 years experience; or equivalent experience.

### 3. 管理人员 Managers

级别	级别 1	级别 2	级别 3	级别 4	级别 5
职能范围	接受预先设定的、需要中等程度控制和审查的工作任务。带领下属员工按照既定的指导方针、流程和政策完成任务。	接受以目标为导向的工作任务和已完成目标为目的的工作流程。依照既定政策和管理方针指导员工。管理对下属有直接影响的公司政策。对所在业务单元及下属部分的政策提供改进建议。需要对目标完成情况进行评估和衡量。	接受以笼统宗旨形式表述的工作任务，自主决定如何使用资源以完成日程安排和工作目标。在现有公司政策范围内对下属工作提供指导。对相关组织的政策和工作流程提供改进建议。	制定可操作的目标和工作计划，向下属委派工作任务。审查目标完成情况以决定运营是否成功。参与那些对运营有即时影响或对公司有影响的公司政策的制定、改进和执行。	与其他高级经理一道建立战略计划和目标。对行政管理和运营的问题做最终决策，并保证运营有效以达成工作目标。

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工作复杂性	处理有限范围的工作。根据既定的操作和流程能够轻易得到情况和数据分析的结果。监督某一团队或更小范围的日常运营。需要完全熟悉要完成的自身领域职责的知识。	在分析情况和数据时需要相关的因素进行综合分析。需要对既定工作流程和政策进行判断以决定最合适的行动方案。	处理多样化的工作事项，并且对数据和情境的分析需要综合评估各种要素。包括对现有商业趋势有充分的理解。根据已有政策和操作程序，选取适当方法和技术以获取解决方案。作为下属的顾问以帮助其达成工作安排的或解决技术问题。制定并执行工作进度安排和绩效要求；可能承担预算责任。	处理工作事项是需要基于对组织宗旨的深入了解进行数据和情境的分析。在选择工作方法、技术和成果评估是执行战略政策，制定和保证遵守预算、日程、工作计划和业绩要求。	处理错综复杂的工作事项时需要基于对公司的深入了解进行数据和情境的分析。参与制定工作方法、技术和针对项目、程序或人员的评估标准。保证预算和日程安排遵循公司要求。
决策影响度	决策失误或未达成任务目标可能导致工作日程推迟。	决策失误或未达成任务目标会导致工作日程推迟。	决策失误或未达成工作目标会导致成本增加，同时可能影响组织短期目标的实现。	决策失误会导致工作进度/单位运营的严重拖后，并可能危害整体商业活动。	决策失误会严重影响职能、部门或公司运营的整体成功。
沟通	日常沟通对象通常为下属和其他职能同级的同事。沟通内容通常包括交换或者陈述事实信息。	日常沟通对象通常为下级主管和其他职能同级同事。沟通通常需要具有能够获取他人的合作的能力，能根据特定的项目或日程阐述专业信息。	日常沟通对象通常为下级主管、客户或其他职能同级团队经理。沟通通常涉及不同职能领域、公司其他部门或业务单元、客户或公司。经常需要领导一个项目团队并促成成员有效合作。	日常沟通的对象涉及高级管理层，沟通内容涵盖若干职能领域、部门或客户问题，需要具备在不伤害人际关系的基础上达成对敏感问题的改变对方想法或得到对方接纳的能力。	日常沟通的对象涉及高管和/或主要客户。沟通通常需要使用某些特殊技巧，如与客户或管理层谈判，或就组织中的重大事项对高级管理者施加影响。
监督管理	对团队及其他成员进行直接监管，分配任务，定期考察工作完成情况、维护工作进度。通常一部分时间用于完成与团队或次级团队有关的个人任务。通常管理技能熟练的员工（如装配工、操作工、记录员）。	对专业人员和或技术熟练的支持人员（如技术员、设计师、支持部门人员）进行直接监管。作为顾问指导团队或次级团队的工作，并在需要时积极参与团队工作以完成工作日程安排和解决问题。	通过对下级主管或直接对某部门或职能进行管理，对结果负有全责，管理内容包括成本、工作方法和人员安排。在某些情况下，此级别的经理可能只是负责一个职能领域或/且没有直接下属的员工。	管理两个或两个以上的部门工作。监督管理成本、工作方法和人员。在某些情况下，本级别高级经理可能有主管级别的直接下属。	通过部门经理，领导和管理跨职能领域的几个部门的工作。在工作计划、人员安排、预算、费用优先管理、建议和落实工作方式改革上有全面掌控权。

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Job Level	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Scope</b>	Receives predetermined work assignments that are subject to a moderate level of control and review. Directs subordinates to complete assignments using established guidelines, procedures and policies.	Receives assignments in the form of objectives with goals and the process by which to meet goals. Provides direction to employees according to established policies and management guidance. Administers company policies that directly affect subordinate employees. Recommends changes to unit or sub-unit policies. Management reviews work to measure meeting of objectives.	Receives assignments in the form of objectives and determines how to use resources to meet schedules and goals. Provides guidance to subordinates within the latitude of established company policies. Recommends changes to policies and establishes procedures that affect immediate organization(s).	Establishes operational objectives and work plans and delegates assignments to subordinates. Senior management reviews objectives to determine success of operation. Involved in developing, modifying and executing company policies that affect immediate operations and may also have company-wide effect.	Participates with other senior managers to establish strategic plans and objectives. Makes final decisions on administrative or operational matters and ensures operations effective achievement of objectives.
<b>Complexity</b>	Works on issues of limited scope. Follows established practices and procedures in analyzing situations or data from which answers can be readily obtained. Monitors daily operations of a unit or sub-unit. Requires full knowledge of own area of functional responsibility.	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 issues of diverse scope where analysis of situation or data requires evaluation of a variety of factors, including an understanding of current business trends. Follows processes and operational policies in selecting methods and techniques for obtaining solutions. Acts as advisor to subordinate(s) to meet schedules and/or resolve technical problems. Develops and administers schedules, performance requirements; may	Works on issues where analysis of situations or data requires an in-depth knowledge of organizational objectives. Implements strategic policies when selecting methods, techniques, and evaluation criteria for obtaining results. Establishes and assures adherence to budgets, schedules, work plans, and performance requirements.	Works on complex issues where analysis of situations or data requires an in-depth knowledge of the company. Participates in corporate development of methods, techniques and evaluation criteria for projects, programs, and people. Ensures budgets and schedules meet corporate requirements.

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			have budget responsibilities.		
<b>Discretion</b>	Erroneous decisions or failure to achieve results may cause delays in schedules.	Erroneous decisions or failure to achieve results will cause delays in schedules.	Erroneous decisions or failure to achieve results will add to costs and may impact the short-term goals of the organization.	Erroneous decisions will result in critical delay(s) in schedules and/or unit operations and may jeopardize overall business activities.	Erroneous decisions will have a serious impact on the overall success of functional, division, or company operations.
<b>Interaction</b>	Interacts daily with subordinates and/or functional peer groups. Interaction normally involves exchange or presentation of factual information.	Frequently interacts with subordinate supervisors and functional peer groups. Interaction normally requires the ability to gain cooperation of others, conducting presentations of technical information concerning specific projects or schedules.	Frequently interacts with subordinate supervisors, customers, and/or functional peer group managers, normally involving matters between functional areas, other company divisions or units, or customers and the company. Often must lead a cooperative effort among members of a project team.	Regularly interacts with senior management or executive levels on matters concerning several functional areas, divisions, and/or customers. Requires the ability to change the thinking of, or gain acceptance from, others in sensitive situations, without damage to the relationship.	Regularly interacts with executives and/or major customers. Interactions frequently involve special skills, such as negotiating with customers or management or attempting to influence senior level leaders regarding matters of significance to the organization.

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<b>Supervision</b>	Provides immediate supervision to a unit or group of employees, assigning tasks, checking work at frequent intervals, and maintaining schedules. A portion of time is normally spent performing individual tasks related to the unit or sub-unit. Generally supervises semi-skilled employees (e.g., assemblers, operators, clerical).	Provides direct supervision to professional individual contributors and/or skilled, support individual contributors (e.g., technicians, designers, support personnel). Acts as advisor to unit or sub-units and may become actively involved, as required, to meet schedules and resolve problems.	Manages, perhaps through subordinate supervisors, the coordination of the activities of a section or department with responsibility for results, including costs, methods and staffing. In some instances this manager may be responsible for a functional area and not have any subordinate employees.	Manages activities of two or more sections or departments. Exercises supervision in terms of costs, methods, and staffing. In some instances this manager may have subordinate supervisors.	Directs and controls the activities of a broad functional area through several department managers within the company. Has overall control of planning, staffing, budgeting, managing expense priorities, and recommending and implementing changes to methods.
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