



# Global Career Framework

## *Leveling Criteria*

# Global Career Framework Overview

- The Career Framework is made up of multiple components, starting with **Career Paths**:
  - Management
  - Individual Contributor
- Within the 2 paths, there are **5 Career Bands**: Business Support, Technical Support, Professional, People Management and Executive.
- Within the 5 Career Bands, there are **Career Levels** that show the positioning of the job within each Band.

Organizational Level	10	11	12	13	14	15	16	17	18	19	20	21	CEO
Management													
Individual Contributor													

**Organizational Level:** This universal level applies across the organization.

## Career Paths:

The framework is divided into Management roles and Individual Contributor roles.

## Career Bands:

The framework is made up of a number of career bands providing logical career progression tracks.

## Career Levels:

Each career band is split into a number of career levels showing the 'positioning' of the job within the Band. Levels reflect increasing degrees of authority, responsibility and scope.

**Leveling Criteria:** There are 6 common leveling criteria that reflect knowledge and skills that are expected of a job across career paths and career bands.



# Management Band Leveling Criteria (1/2)

People Management Band					
	M1	M2	M3	M4	M5
<ul style="list-style-type: none"> <li>Work is primarily achieved through others, with direct accountability for setting direction, deploying resources, and managing people (including hire/ fire, pay, performance, and goal setting discussions)</li> <li>Requires management skill, business knowledge, and a strong technical foundation</li> <li>Accountable for business, functional or operational processes as well as for project and/or department budgets and the results of other people</li> <li>Typically directs a team of 3+ people</li> </ul>					
<b>General Profile</b>	<ul style="list-style-type: none"> <li>Working team leader; spends a portion of time performing the work supervised</li> <li>Analyzes information to solve on-going problems and implements procedures and approaches to complete work</li> <li>Responsible for results of the team</li> <li>Provides direction to team using extensive knowledge of established precedents and practices</li> </ul>	<ul style="list-style-type: none"> <li>Supervises the daily activities of team members</li> <li>Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors</li> <li>Problem solving is guided by policies and procedures; receives guidance and oversight from manager</li> </ul>	<ul style="list-style-type: none"> <li>Manages professional employees and/or Team Leads</li> <li>Has accountability for the performance and results of a team within own area of specialty</li> <li>Adapts departmental plans and priorities to address resource and operational challenges</li> <li>Decisions and problem solving are guided by policies, procedures and department plan; receives guidance from manager</li> <li>Provides technical guidance to employees, colleagues and/or customers</li> </ul>	<ul style="list-style-type: none"> <li>Provides leadership to managers and or multiple teams of professionals</li> <li>Is accountable for the performance and results of multiple related teams</li> <li>Develops departmental plans, including business, production and/or organizational priorities</li> <li>Decisions are guided by resource availability and organizational objectives</li> </ul>	<ul style="list-style-type: none"> <li>Provides leadership and direction through Directors, and Team Leads</li> <li>Is accountable for the performance and results of a large department major part of a function and/or multiple domains</li> <li>Develops and executes business plans/strategy to achieve key business objectives and contributes to the development of functional strategy</li> <li>Decisions are guided by functional or major operational segment strategy and priorities</li> </ul>
<b>Business Acumen</b>	Uses insights into how the team integrates with other teams to coordinate efforts and resources to achieve shared and individual objectives	Applies operational business practices and coordinates with others closely related areas to improve efficiency	Applies understanding of the business and how own area integrates with others to achieve departmental objectives ( <i>direct team activity</i> )	Applies knowledge of key business drivers and the factors that maximize department performance	Applies broad industry knowledge and commercial awareness to develop strategic business plans and drive financial performance for a major segment of the organization



# Management Band Leveling Criteria (2/2)

People Management Band					
	M1	M2	M3	M4	M5
<b>Leadership</b>	<ul style="list-style-type: none"> <li>Provides day-to-day supervision to a team including coaching on performance, coordinating activities, checking on quality and work progress</li> </ul>	<ul style="list-style-type: none"> <li>Has formal supervisory responsibilities; coordinates resources and sets daily priorities to meet operational objectives</li> </ul>	<ul style="list-style-type: none"> <li>Manages <i>and coaches</i> one or more generally homogeneous teams; adapts department plans and priorities to meet short-term service and/or operational objectives</li> </ul>	<ul style="list-style-type: none"> <li>Manages <i>and coaches</i> multiple related teams, sets departmental priorities and allocates resources to align with business objectives and annual plan</li> </ul>	<ul style="list-style-type: none"> <li>Leads a major area within a function through subordinate managers; contributes to the development of functional/operational long-term strategy and develops and executes strategy for area of responsibility</li> </ul>
<b>Problem Solving</b>	<ul style="list-style-type: none"> <li>Resolves problems, identifies the most appropriate solution and may establish new techniques to ensure the team is able to meet its objectives</li> </ul>	<ul style="list-style-type: none"> <li>Uses judgment to identify, troubleshoot and resolve day-to-day technical and operational problems</li> </ul>	<ul style="list-style-type: none"> <li>Identifies and solves technical and operational problems; understands and recognizes broader impact across the department</li> </ul>	<ul style="list-style-type: none"> <li>Identifies and solves complex (<i>leads the resolution of</i>), operational and organizational problems leveraging the appropriate resources within or outside the department</li> </ul>	<ul style="list-style-type: none"> <li>Evaluates key business challenges; directs the resolution of highly complex or unusual business problems looking beyond existing methodologies applying advanced critical thinking</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>Has direct impact, on the quality of the tasks performed or services provided by the team</li> </ul>	<ul style="list-style-type: none"> <li>Guided by policies and procedures, impacts the quality, efficiency and effectiveness of own team and its contribution to the department</li> </ul>	<ul style="list-style-type: none"> <li>Guided by policies and departmental plan, impacts the team's ability to achieve service, quality and timeliness of objectives</li> </ul>	<ul style="list-style-type: none"> <li>Guided by organization functional business plans, impacts the department results by supporting and funding of projects, products, services and/or technologies</li> </ul>	<ul style="list-style-type: none"> <li>Guided by organization functional strategy (business plans), has broad impact on the functional, divisional or regional results (by supporting and allocating resources for projects, products and/or technologies in consideration of future business needs)</li> </ul>
<b>Inter-personal Skills</b>	<ul style="list-style-type: none"> <li>Requires tact and diplomacy to exchange ideas and information in a concise and logical way</li> </ul>	<ul style="list-style-type: none"> <li>Explains information, conveys performance expectations and handles sensitive issues</li> </ul>	<ul style="list-style-type: none"> <li>Guides and influences others either internally or externally to adopt a different point of view</li> </ul>	<ul style="list-style-type: none"> <li>Persuades managers and leaders to <del>take action</del> and/or negotiates with external partners, vendors, and customers</li> </ul>	<ul style="list-style-type: none"> <li>Negotiates with and influences senior leaders across the business to deliver on matters of significance to the function</li> <li>May serve as an advisor to key stakeholders by influencing internal policies/programs that impact the business</li> </ul>





# Professional Band Leveling Criteria (1/2)

Professional Band						
	P1	P2	P3	P4	P5	P6
<ul style="list-style-type: none"> <li>• Applies a theoretical knowledge-base to work to achieve goals through own work</li> <li>• Requires the application of theoretical knowledge, typically gained through formal education, or equivalent work experience that provides knowledge of and exposure to fundamental theories, principles and concepts of a defined profession</li> <li>• Roles at the most senior levels of this career band set disciplinary strategy within their areas of expertise</li> <li>• May provide leadership and guidance to others as a project/program manager using technical expertise</li> </ul>						
<b>General Profile</b>	<ul style="list-style-type: none"> <li>▪ Requires conceptual knowledge of theories, practices, and procedures within a job discipline</li> <li>▪ Performs routine assignments using existing procedures</li> <li>▪ Receives instruction, guidance and direction from more senior level roles</li> <li>▪ Entry level to a professional career progression</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requires working knowledge and experience in own job discipline and broadens capabilities</li> <li>▪ Continues to build knowledge of the company, processes and customers</li> <li>▪ Performs a range of assignments related to job discipline</li> <li>▪ Uses prescribed guidelines or policies in analysing situations</li> <li>▪ Receives a moderate level of guidance and direction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requires in-depth conceptual and practical knowledge in own job discipline and basic knowledge of related job disciplines</li> <li>▪ Solves complex problems</li> <li>▪ Works independently, receives minimal guidance</li> <li>▪ May lead projects or project steps within a broader project or may have accountability for on-going activities or objectives</li> <li>▪ Acts as a resource for colleagues with less experience</li> <li>▪ Level at which career may stabilize for many years or until retirement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requires specialized depth and/or breadth of expertise in own job discipline or field</li> <li>▪ Leads others to solve complex problems</li> <li>▪ Works independently, with guidance in only the most complex situations</li> <li>▪ May lead functional teams or projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recognized as an expert within the company and requires in-depth and/or breadth of expertise in own job discipline and broad knowledge of other job disciplines within the organization function</li> <li>▪ Solves unique problems that have a broad impact on the business</li> <li>▪ Contributes to the development of organization functional strategy</li> <li>▪ Progression to this level is typically restricted on the basis of business requirements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recognized as an external thought leader within a strategic organization function or job discipline and requires broad and comprehensive expertise in leading-edge theories, techniques and/or technologies within own field</li> <li>▪ Proactively identifies and solves problems that impact the management and direction of the business</li> <li>▪ May participate in the development of the product or business strategy</li> <li>▪ Progression to this level is typically restricted on the basis of individual capabilities and business requirements</li> </ul>
<b>Job Functional Knowledge</b>	<ul style="list-style-type: none"> <li>▪ Requires conceptual knowledge of theories, practices and procedures within a job discipline</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requires expanded conceptual knowledge in own job discipline and broadens capabilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requires in-depth conceptual and practical knowledge in own job discipline and basic knowledge of related job disciplines</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requires specialized depth and/or breadth of expertise in own job discipline or field</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regarded as the technical expert in their job discipline within the organization</li> <li>▪ Requires in-depth and/or breadth of expertise in own job discipline and broad knowledge of other job disciplines within the organization function</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recognized as "guru" or external expert in a job discipline</li> <li>▪ Requires broad and comprehensive expertise in leading-edge theories, techniques and/or technologies within own field</li> </ul>



# Professional Band Leveling Criteria (1/2)

Professional Band						
	P1	P2	P3	P4	P5	P6
<b>Business Expertise</b>	<ul style="list-style-type: none"> <li>Applies general knowledge of business developed through education or past experience</li> </ul>	<ul style="list-style-type: none"> <li>Understands key business drivers; uses this understanding to accomplish own work</li> </ul>	<ul style="list-style-type: none"> <li>Has knowledge of best practices and how own area integrates with others; is aware of the competition and the factors that differentiate them in the market</li> </ul>	<ul style="list-style-type: none"> <li>Interprets internal/external business challenges and recommends best practices to improve products, processes or services</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates business and regulatory issues; recommends product, process or service improvements</li> </ul>	<ul style="list-style-type: none"> <li>Influences internal/ external business and/or regulatory issues that have an impact on the business</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>Accountable for own contributions</li> </ul>	<ul style="list-style-type: none"> <li>Provides informal guidance to new team members</li> </ul>	<ul style="list-style-type: none"> <li>Acts as a resource for colleagues with less experience; may lead small projects with manageable risks and resource requirements</li> </ul>	<ul style="list-style-type: none"> <li>May lead functional teams or projects with moderate resource requirements, risk, and/or complexity</li> </ul>	<ul style="list-style-type: none"> <li>Leads projects with notable risk and complexity; develops the strategy for project execution</li> </ul>	<ul style="list-style-type: none"> <li>Leads highly visible multidisciplinary project teams or initiatives; provides thought leadership</li> </ul>
<b>Problem Solving</b>	<ul style="list-style-type: none"> <li>Uses existing procedures to solve standard problems; analyzes information and standard practices to make judgments</li> </ul>	<ul style="list-style-type: none"> <li>Solves problems in straightforward situations; analyzes possible solutions using technical experience and judgment and precedents</li> </ul>	<ul style="list-style-type: none"> <li>Solves complex problems; takes a new perspective on existing solutions; exercises judgment based on the analysis of multiple sources of information</li> </ul>	<ul style="list-style-type: none"> <li>Leads others to solve complex problems; uses sophisticated analytical thought to exercise judgement and identify innovative solutions</li> </ul>	<ul style="list-style-type: none"> <li>Solves unique problems with broad impact on the business; requires conceptual and innovative thinking to develop solutions</li> </ul>	<ul style="list-style-type: none"> <li>Proactively identifies and solves the most complex problems; uses ground-breaking methods to think beyond existing solutions</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>Has limited impact on own work team; works within standardized procedures and practices to achieve objectives and meet deadlines</li> </ul>	<ul style="list-style-type: none"> <li>Impacts quality of own work and the work of others on the team; works within guidelines and policies</li> </ul>	<ul style="list-style-type: none"> <li>Impacts a range of customer, operational, project or service activities within own team and other related teams; works within broad guidelines and policies</li> </ul>	<ul style="list-style-type: none"> <li>Impacts the achievement of customer, operational, project or service objectives; work is guided by functional policies</li> </ul>	<ul style="list-style-type: none"> <li>Impacts the direction and resource allocation for program, project or services; works within general functional policies and industry guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Impacts business direction through the development of innovative services or products</li> </ul>
<b>Inter-personal Skills</b>	<ul style="list-style-type: none"> <li>Exchanges straightforward information, asks questions and checks for understanding</li> </ul>	<ul style="list-style-type: none"> <li>Explains complex information to others in straightforward situations</li> </ul>	<ul style="list-style-type: none"> <li>Explains difficult or sensitive information; works to build consensus</li> </ul>	<ul style="list-style-type: none"> <li>Communicates difficult concepts and negotiates with others to adopt a different point of view</li> </ul>	<ul style="list-style-type: none"> <li>Communicates complex ideas, anticipates potential objections and persuades others, often at senior levels, to adopt a different point of view</li> </ul>	<ul style="list-style-type: none"> <li>Negotiates with senior management, customers, regulators or vendors to influence decisions</li> </ul>





# Operations & Technical Support Band Leveling Criteria (1/2)

Operations and Technical Support Band					
	T1	T2	T3	T4	T5
<ul style="list-style-type: none"> <li>Performs operational or technical work, often in support of professional roles</li> <li>Typically requires specific expertise and knowledge of standards, practices and procedures acquired through specialized training and/or work experience and/or formal technical education; at the highest levels, typically requires formal certification within the area of technical specialty</li> <li>Performs tasks according to established procedures</li> </ul>					
<b>General Profile</b>	<ul style="list-style-type: none"> <li>Requires skills developed through formal training or work experience</li> <li>Works within established procedures and guidelines with limited ability to modify approach</li> <li>Completes assigned tasks with a moderate degree of supervision</li> </ul>	<ul style="list-style-type: none"> <li>Requires basic skills in an analytical or scientific method or operational process</li> <li>Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines</li> <li>Works with close supervision</li> </ul>	<ul style="list-style-type: none"> <li>Requires working knowledge and skills to perform a defined set of analytical scientific or operational processes</li> <li>Applies experience and skills to complete assigned work within own area of expertise</li> <li>Works within standard operating procedures and/or scientific methods</li> <li>Works with a moderate degree of supervision</li> </ul>	<ul style="list-style-type: none"> <li>Requires full proficiency in a range of technical processes or procedures through job-related training and considerable on-the-job experience</li> <li>Completes a variety of atypical assignments</li> <li>Works within defined technical processes and procedures or methodologies and may help determine the appropriate approach for new assignments</li> <li>Works with a limited degree of supervision, with oversight focused only on complex new assignments</li> <li>Acts as an informal resource for colleagues with less experience</li> </ul>	<ul style="list-style-type: none"> <li>Requires specialized expertise in technical processes or procedures</li> <li>Completes assignments and facilitates the work activities of others; may coordinate work beyond own area</li> <li>May act as a lead, providing subject matter guidance to team members but is not a supervisor</li> <li>Works autonomously within established procedures and practices; proposing improvements to processes and methods as needed</li> </ul>
<b>Job Functional Knowledge</b>	<ul style="list-style-type: none"> <li>Demonstrates proficiency in a range of processes or procedures</li> </ul>	<ul style="list-style-type: none"> <li>Requires basic technical skills in analytical/scientific methods or operational processes to perform routine and straightforward activities</li> </ul>	<ul style="list-style-type: none"> <li>Requires broadened technical skills in analytical/scientific methods or operational processes to perform a defined array of activities</li> </ul>	<ul style="list-style-type: none"> <li>Requires full proficiency in a range of technical processes and procedures through job-related training and considerable on-the-job experience to perform a range of work assignments</li> </ul>	<ul style="list-style-type: none"> <li>Requires specialized technical expertise within an analytical/scientific method or operational process to perform a broad range of complex work assignments</li> </ul>



# Operations & Technical Support Band Leveling Criteria (2/2)

Operations and Technical Support Band					
	T1	T2	T3	T4	T5
<b>Business Expertise</b>	<ul style="list-style-type: none"> <li>Understands how assigned duties relate to others in the team</li> </ul>	<ul style="list-style-type: none"> <li>Understands how the assigned duties relate to others in the team and how the team integrates with others</li> </ul>	<ul style="list-style-type: none"> <li>Understands how the team integrates with others to accomplish the team objectives</li> </ul>	<ul style="list-style-type: none"> <li>Understands how own and related teams coordinate their efforts and resources to achieve objectives</li> </ul>	<ul style="list-style-type: none"> <li>Understands how own and related teams efforts impact broader organizational objectives</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>Has no supervisory responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Has no supervisory responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Has no supervisory responsibilities; manages own workload</li> </ul>	<ul style="list-style-type: none"> <li>May act as an informal resource for team members with less experience</li> </ul>	<ul style="list-style-type: none"> <li>May act as a team lead, providing subject matter guidance to more junior team members – but is not a supervisor</li> </ul>
<b>Problem Solving</b>	<ul style="list-style-type: none"> <li>Recognizes and solves typical problems that can occur in own work area without supervisory approval; evaluates and selects solutions from established options</li> </ul>	<ul style="list-style-type: none"> <li>Addresses defined and straightforward problems using existing standard operating procedures or analytical/scientific methods</li> </ul>	<ul style="list-style-type: none"> <li>Recognizes and solves typical problems that can occur in own work area by evaluating and selecting solutions from established operating procedures and/or analytical/scientific methods</li> </ul>	<ul style="list-style-type: none"> <li>Provides solutions to problems in situations that are atypical or occur infrequently based on existing precedents or procedures</li> </ul>	<ul style="list-style-type: none"> <li>Gathers and analyzes data to identify and solve complex problems that arise with little or no precedent</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>Impacts the efficiency and accuracy of own work</li> </ul>	<ul style="list-style-type: none"> <li>Impacts the quality of own work</li> </ul>	<ul style="list-style-type: none"> <li>Impacts the quality of own work and team</li> </ul>	<ul style="list-style-type: none"> <li>Impacts the team's results through the quality and effectiveness of own work</li> </ul>	<ul style="list-style-type: none"> <li>Impacts the effectiveness of own team and closely related teams</li> </ul>
<b>Interpersonal Skills</b>	<ul style="list-style-type: none"> <li>Exchanges straightforward information in routine situations</li> </ul>	<ul style="list-style-type: none"> <li>Communicates basic technical information with team members</li> </ul>	<ul style="list-style-type: none"> <li>Communicates moderately complex technical information within the team</li> </ul>	<ul style="list-style-type: none"> <li>Explains complex technical information including interdependencies within the team and others</li> </ul>	<ul style="list-style-type: none"> <li>Exchanges advanced technical information and ideas effectively; uses tact and diplomacy when dealing with own and other teams</li> </ul>





# Business Support Band Leveling Criteria (1/2)

Business Support Band				
	U1: Entry	U2: Intermed	U3: Senior	U4: Lead
<ul style="list-style-type: none"> <li>Performs clerical or administrative work</li> <li>Typically uses administrative, data organization, customer service and coordination skills to complete work</li> <li>Jobs often have an acquired knowledge about processes or tasks either through specialized education, vocational study and/or training (on-the-job training)</li> <li>Performs duties according to established procedures</li> </ul>				
<b>General Profile</b>	<ul style="list-style-type: none"> <li>Acquires basic skills to perform routine tasks</li> <li>Work is prescribed and completed with little autonomy</li> <li>Works with either close supervision or under clearly defined procedures</li> <li>Entry level to a business support career progression</li> </ul>	<ul style="list-style-type: none"> <li>Requires working knowledge and skills developed through formal training or work experience</li> <li>Identifies the problems and all relevant issues in straightforward situations, assesses each using standard procedures, and makes sound decisions</li> <li>Works within established procedures with a moderate degree of supervision</li> </ul>	<ul style="list-style-type: none"> <li>Requires full proficiency gained through job-related training and considerable on-the-job experience to perform a range of tasks</li> <li>Takes a broad perspective to problems and spots new, less obvious solutions</li> <li>Identifies key issues and patterns from partial/conflicting data</li> <li>Completes work with a limited degree of supervision</li> <li>Likely to act as an informal resource for colleague with less experience</li> </ul>	<ul style="list-style-type: none"> <li>Requires advanced skills and expertise in a variety of work processes or activities</li> <li>Generates new <b>and innovative</b> solutions to complex problems</li> <li>May act as a team lead, coordinating the work of others, but not a supervisor</li> <li>Works autonomously within established procedures and practices</li> <li>Anticipates patterns and links; looks beyond the immediate problem to the wider implications</li> </ul>
<b>Job Functional Knowledge</b>	<ul style="list-style-type: none"> <li>Develops skills to perform basic activities in own job</li> </ul>	<ul style="list-style-type: none"> <li>Requires established skills to perform a range of routine activities</li> </ul>	<ul style="list-style-type: none"> <li>Requires a broad understanding of the job and applies skills and knowledge in a range of processes, procedures and systems or requires deep skills in a single area</li> </ul>	<ul style="list-style-type: none"> <li>Requires advanced skills and expertise in a range of processes, procedures and systems</li> </ul>
<b>Business Expertise</b>	<ul style="list-style-type: none"> <li>Understands how the assigned duties integrate with others in the team</li> </ul>	<ul style="list-style-type: none"> <li>Understands how the assigned duties relate to others in the team and how the team integrates with other related teams</li> </ul>	<ul style="list-style-type: none"> <li>Understands how the team integrates with others to accomplish team objectives</li> </ul>	<ul style="list-style-type: none"> <li>Understands how related teams coordinate their efforts and resources to achieve objectives</li> </ul>



# Business Support Band Leveling Criteria (2/2)

Business Support Band				
	U1: Entry	U2: Intermed	U3: Senior	U4: Lead
<b>Leadership</b>	<ul style="list-style-type: none"> <li>Has no supervisory responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Has no supervisory responsibilities; manages own workload</li> </ul>	<ul style="list-style-type: none"> <li>May act as an informal resource for team members with less experience</li> </ul>	<ul style="list-style-type: none"> <li>As a specialist or lead for the team, may provide subject matter guidance to team members with less experience</li> </ul>
<b>Problem Solving</b>	<ul style="list-style-type: none"> <li>Uses existing procedures to solve straightforward problems; has limited opportunity to exercise discretion</li> </ul>	<ul style="list-style-type: none"> <li>Recognizes and solves typical problems that can occur in own work area without supervisory approval; evaluates and selects solutions from established options</li> </ul>	<ul style="list-style-type: none"> <li>Provides solutions to problems in situations that are atypical or infrequently occurring based on practice and existing precedents or procedures</li> </ul>	<ul style="list-style-type: none"> <li>Gathers and analyzes data to identify and solve complex problems that arise with little or no precedent</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>Impacts the accuracy of own work; receives close supervision; duties are clearly defined, and methods and tasks are described in detail</li> </ul>	<ul style="list-style-type: none"> <li>Impacts own team through the quality of the services or information provided; follows standardized procedures and practices and receives regular but moderate supervision and guidance</li> </ul>	<ul style="list-style-type: none"> <li>Impacts the quality, timeliness and effectiveness of the team; uses discretion to modify work practices and processes to achieve results or improve efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Impacts own team and other teams whose work activities are closely related; suggests improvements to existing processes and solutions to improve the efficiency of the team</li> </ul>
<b>Inter-personal Skills</b>	<ul style="list-style-type: none"> <li>Uses communication skills and common courtesy <i>(to exchange basic process information and provide services)</i></li> </ul>	<ul style="list-style-type: none"> <li>Uses communication skills to exchange straightforward information</li> </ul>	<ul style="list-style-type: none"> <li>Explains detailed and/or complicated information within the team</li> </ul>	<ul style="list-style-type: none"> <li>Evaluates and communicates unusual and/or complex content in a clear manner</li> </ul>

