Global Career Framework

AUG 2021

Agenda

Background / Guiding Principles

Career Framework

Mapping Guides and Considerations

**Governance**

Communications Timeline

Background and Guiding Principles

Why a Global Career Framework?

- In the most recent Total Rewards Survey, of 16 total rewards elements, Career Opportunities was rated the second most important elements for Motional employees.

- Based on this and other feedback we have received, we wanted to build a framework that provides greater visibility, clarity, transparency, and consistency on career paths and career opportunities for our employees.
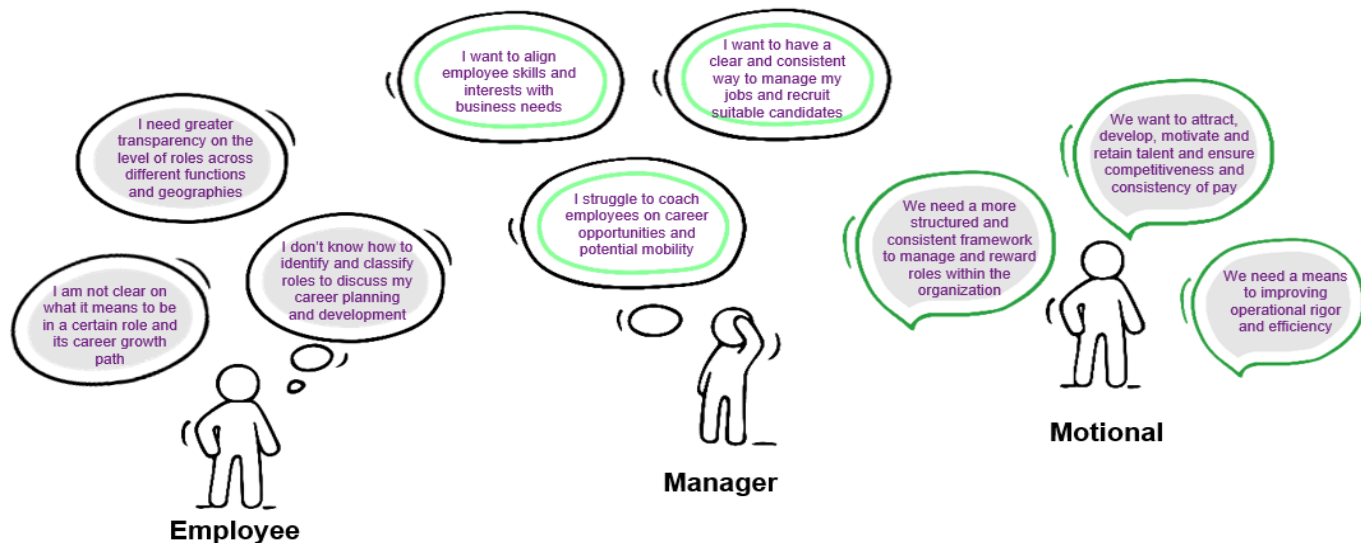
Guiding Principles

Deliver the future

Create a sustainable, scalable framework that supports organization growth

Build for everyone, be everyone

Consistent and transparent view of roles across functions and geographies

Levels and titles linked to external market

Titles applied consistently across Motional

Win together

Engage stakeholders across the company

Minimize disruption to the business

Take ownership

Support and commit to leveling decisions to ensure consistent and systematic use of the framework

What is changing and What's not?

What's changing?

- The total number of organizational levels
- New, clearly defined career bands to support career pathing
- New level descriptors and more consistent criteria for each level
- New job titling framework
- Greater transparency, consistency, and mobility

What's NOT changing?

- Total cash, benefits, HR/talent programs and performance management processes
- Reporting relationships between managers and employees
- The scope and responsibilities of current roles

Your role as Manager

Support and commit to leveling decisions to ensure consistent and systematic use of the framework **Take ownership**

As a manager, you have an important role in communicating the new Global Career Framework to employees and helping us administer it across Motional. Employees will look to you to for information on the framework and to help them understand how it impacts them personally. Therefore, your ability to explain the new Global Career Framework and how it supports their career development at Motional will be critical for its success.

Available resources in Flex:

- Career Framework Overview
- Career Level Guide
- Career Framework Talking Points
- Live Q&A webinars

Global Career Framework

Defining the Global Career Framework

A Global Career Framework is a standard, organization-wide approach to organize jobs based on scope, responsibilities, impact and contribution.

A framework serves as a foundation for:
- Defining, describing and leveling jobs across Motional – consistently
- Creating a common language across Motional to talk about job structure and advancement opportunities
- Identifying career opportunities for employees to use their skills
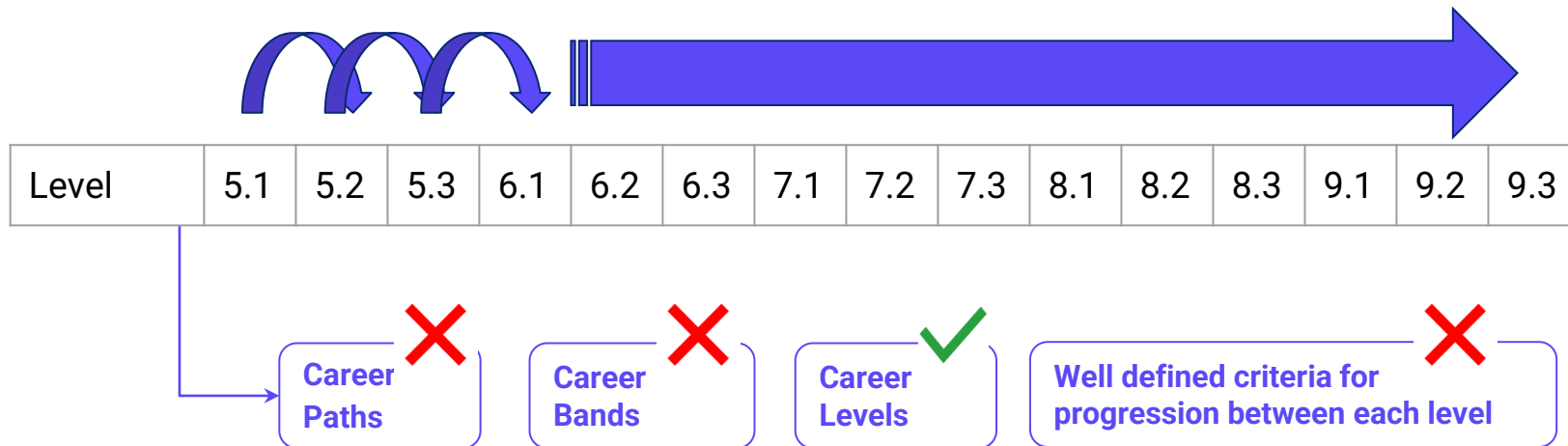- Outlining paths for career development

A consistent framework will enable us to:
- Better understand existing skills of our teams and how we can develop our employees to address workforce needs
- Anticipate the needs of your people and teams
- Increase retention
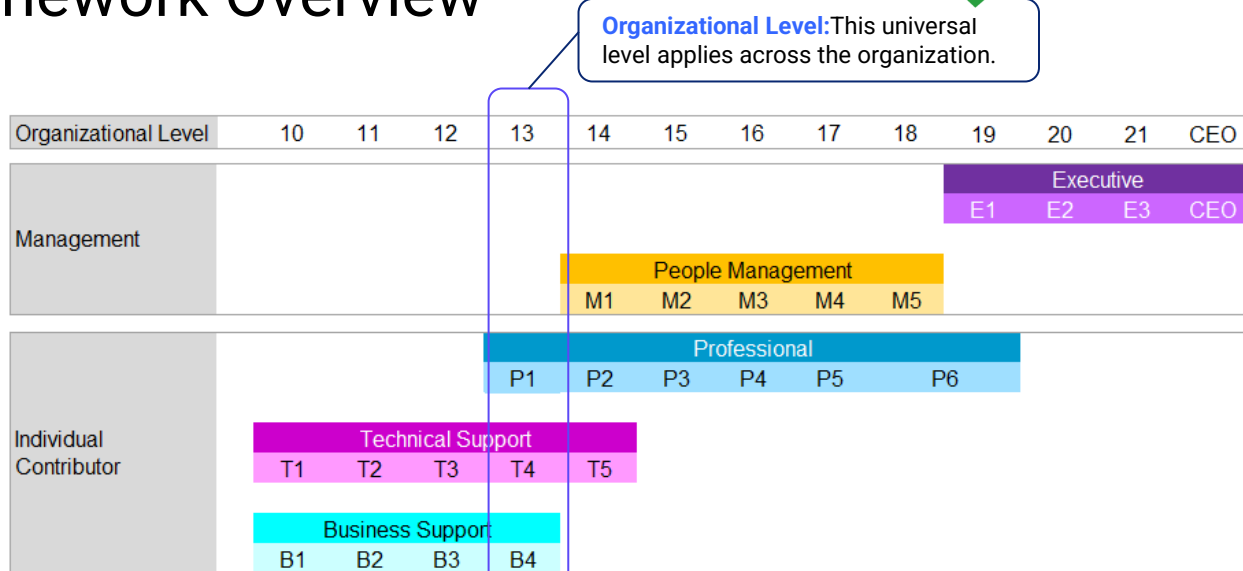- Adapt to changing business priorities

Current State

Our current infrastructure was primarily created based on what was inherited from various acquisitions. As Motional has grown and evolved, levels and titles have not been harmonized into common global career framework. This has made it challenging to understand roles across the organization and recognize career paths and opportunities for employees.

Level	5.1	5.2	5.3	6.1	6.2	6.3	7.1	7.2	7.3	8.1	8.2	8.3	9.1	9.2	9.3

Career Paths ✗

Career Bands ✗

Career Levels ✓

Well defined criteria for progression between each level ✗

Global Career Framework Overview

- The Career Framework is made up of multiple components. At a high level, it's divided into two paths:
  - Management Roles
  - Individual Contributor Roles
- Within the two paths, there are five Career Bands: Business Support, Technical Support, Professional, People Management and Executive.

Organizational Level: This universal level applies across the organization.

Organizational Level	10	11	12	13	14	15	16	17	18	19	20	21	CEO
Management										Executive			
										E1	E2	E3	CEO
					People Management								
					M1	M2	M3	M4	M5				
Individual Contributor				Professional									
				P1	P2	P3	P4	P5	P6				
	Technical Support												
	T1	T2	T3	T4	T5								
	Business Support												
	B1	B2	B3	B4									

Career Paths:
The framework is divided into Management Roles and Individual Contributor roles.

Career Bands:
The Career framework is made up of a number of career bands proving 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, skills and behaviors that are expected of a job across career paths and career bands.

The Career Bands Focus on Different Types of Roles
the career bands are common across functions, businesses and geographies

Characteristics of Roles in Each Career Band				
Individual Contributors			Management Roles	
Business Support	Technical Support	Professional	People Management	Executive
• Performs clerical or administrative work • Typically uses administrative, data organization, customer service and coordination skills to complete work • Jobs often have an acquired knowledge about processes or tasks either through specialized education, vocational study and/or training (on-the-job training) • Performs duties according to established procedures	• Performs operational or technical work, often in support of professional roles • 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 • Performs tasks according to established procedures	• Applies a theoretical knowledge-base to work to achieve goals through own work • 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 • Roles at the most senior levels of this career band set disciplinary strategy within their areas of expertise • May provide leadership and guidance to others as a project/program manager using technical expertise	• 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) • Requires management skill, business knowledge, and a strong technical foundation • Accountable for business, functional or operational processes as well as for project and/or department budgets and the results of other people	• Sets or significantly influences the strategic direction of Motional in support of its mission to build the world's safest and smartest driverless vehicle software aimed at advancing the vision of making mobility more safe, green, connected, and accessible • Leads a function(s), sub-function(s), key area or body of knowledge of such impact that decisions, investments made and direction set may impact the Motional's future strategy and long-term growth • Accountable for organizational performance and achievement of engineering, manufacturing and safety goals for all, or significant portion of the business • Jobs are of such scope that individual performance objectives are closely linked to the objectives of the Motional overall

Each Career Band Uses Common Leveling Criteria
to define the expectations for each career level

- A job is assigned to a career level within the band based on language associated with the six leveling criteria below

- The leveling criteria reflect knowledge and skills that are expected of a job across career levels, and the criteria apply to all jobs regardless of Job Function or Job Family

- The leveling descriptions by level for each career band are listed in the appendix

#	Leveling Criteria	Description
1	**Impact**	The level of responsibility and the resulting impact on the business
2	**Job Functional Knowledge**	Knowledge of job functional work and activities measured through a hierarchy of work extending from "tasks" to "full theory and practice in more than one job discipline"
3	**Business Acumen/ Expertise**	Knowledge and expertise about the business and the industry(ies) in which the business functions
4	**Leadership**	Nature of leadership and guidance provided to others
5	**Problem Solving**	Level and type of critical thinking required to perform the job
6	**Interpersonal Skills**	Level and type of "people skills" that are normally required to do the job

Career Framework Title Progression

*Illustrative example of the titling structure
**Titles should align across functions*

Organizational Level	10	11	12	13	14	15	16	17	18	19
Management					**People Management**					
					M1	M2	M3	M4	M5	
				ENG	Engineer TL	Sr Engineer TL	Principal Engineer TL	Director	Sr Director	
				Non ENG	Supervisor	Manager	Sr Manager	Director	Sr Director	
Individual Contributor					**Professional**					
					P1	P2	P3	P4	P5	P6
				ENG	Associate Engineer	Engineer	Sr Engineer	Principal Engineer	Sr Principal Engineer	Fellow
				Non ENG	Associate Analyst	Analyst	Manager / Sr Analyst	Sr Manager	Director / Sr Counsel	

Technical Support

T1	T2	T3	T4	T5
		Asso Tech./ Specialist	Tech./ Specialist	Sr Tech./ Specialist
VO				

Business Support

B1	B2	B3	B4
Assistant I	Assistant II	Assistant III	Specialist

*Function specific titles:
1. Marketing Manager
2. Associate Legal Counsel*

Mapping Guides and Considerations

Mapping Process

| Analyze a job | Map to a career band | Map to a career level |

- Job analysis focuses on the job itself as opposed to the current incumbent(s)
- Look at the job holistically
- Focus on job requirements and nature of the work
- Understand what is expected of an incumbent who is fully proficient in the job

- Assign each job to a career band that reflects its nature of contribution in one of career paths (people management vs individual contribution)

Determine the appropriate career level within the career band:
- Map a job against each leveling criteria by reading across the levels for each leveling criteria, then reading down through the criteria for a given career level
- The level is assigned based on the average result

Mapping Guidelines

✓

- Focus on the job requirements and nature of the work
  - what is expected of an incumbent who is fully proficient in the job, as opposed to new hires or long-tenured associates?
- Consider the impact when the job is undertaken successfully
- Map current state
- Look at the job holistically

✗

- Do not focus on
  - Job titles
  - Skills, capabilities or performance of individual associates
  - Pay
- Do not focus on what happens when things go wrong
- Do not map potential changes that may occur in the future
- Avoid focusing on only one aspect of the job or a one-time responsibility (i.e., filling in for a more senior colleague while on vacation)

People Management or Individual Contributor?

Is managing people a focus?

Objective of this question: Separate positions that focus on managing people from positions that focus on technical expertise and individual contribution

YES	NO
▪ Work is primarily achieved through others, with direct accountability for setting direction, deploying resources ▪ Manages people (with hiring/firing authority) and accountable for the results of the people managed ▪ Provides leadership (both through direct reports and indirect reports) ▪ Requires significant management skill, broad technical expertise, business knowledge and, process and people leadership	▪ Work is primarily achieved by an individual ▪ Requires the application of expertise in professional or technical area(s) to achieve results (rather than people management) ▪ Majority of time is spent on: 　▪ Performing technically based activities (early in career) 　▪ Contributing to and leading projects (mid-career) 　▪ Providing advice/direction in primary areas of expertise (later in career)
People Management Career Band	**Individual Contributor Career Band**

People Management or Individual Contributor?
Situational Examples

Situation	Principle	Appropriate Career Band
Job "manages" projects through teams of individuals who do not report to them	Project management is a body of skills and expertise; project managers achieve work objectives by applying these skills and expertise to guide a team.	Professional Career Band
Job "manages" a body of work within the organization that is large enough to constitute an organizational department/family/area	Jobs that focus on "managing" a body of work or a process are applying individual expertise, rather than people management.	Professional Career Band
Job "manages" long-term vendors and/or contractors	A job is achieving results through others if: ▪ Work/role of the vendor/contractor is enduring ▪ Similar roles elsewhere within the organization accomplish similar work through internally-employed individuals ▪ Work includes monitoring the performance and directing the work of individual contributors who are not managed by a person on the vendor/contract side ▪ Work includes coaching and developing others for task completion, performance or career growth	People Management Career Band
	A job is achieving results through application of individual expertise if: ▪ Work is focused on managing the parameters (e.g., service levels, compliance, policy interpretation) of the contract/vendor relationship (i.e., work is not focused on managing the vendor's coworkers) ▪ The vendor/contract management role/work is short-term in nature, intended to fill a temporary staffing gap, peak volume period or conduct work on a specific short-term project	Professional Career Band

Professional or Business/Technical Support?

Is there independence in applying professional expertise?

Objective of this question: Separate the roles that contribute by applying professional expertise from those that contribute within a well-defined framework

YES

- Role requires independence in applying professional expertise
- Role is typically filled by a qualified professional who is expected to use his/her judgment to apply expertise
- Role is expected to work independently
- Role requires mastery of a specialized field of expertise
- Expertise is generally related to a professional qualification and typically required a university education at the undergraduate level

NO

- Role does not require independence in applying professional expertise
- Work is primarily conducted within clearly defined procedures and tasks
- Role has defined guidelines to aid in decision making
- Role may require a specialized field of knowledge

Professional Career Band

Roles in this band apply the knowledge in area of expertise to analyze information; design and develop new approaches, methodologies and processes; and, provide professional advice and guidance to others in accordance with professional quality standards; includes specialists, experts and technical 'gurus', who are required to be fully conversant with procedures, policies, practices, systems and underlying principles of a particular field

Business/Technical Support Career Band

Business or Technical Support?

Does this job require vocational or specialized technical training or certification?

Objective of this question: *Separate the roles that contribute through their technical support expertise or through the completion of administrative tasks*

YES

- Requires knowledge of processes, methods and standards essential to complete technical or operational tasks that require specialized technical/vocational training, apprenticeships, other certification (such as technical support, appraisers, etc.), or the equivalent experience to achieve results
- Performs operational or technical work, often in support of professional roles; performs duties according to established procedures

Technical Support Career Band

Roles in this band contribute to the business processes to achieve results by providing support of a technical nature to others who use the resulting information, materials, and/or analysis. Roles earlier in the career band may perform operational or manual tasks according to established procedures and typically require vocational training, apprenticeships or the equivalent experience

NO

- Performs administrative work; performs duties according to established procedures
- Uses administrative, data organizing and coordination skills to complete work
- May require vocational training and/or other educational experience

Business Support Career Band

Roles in this band contribute to the business processes to achieve results by providing administrative support to others who use the resulting information, materials, and/or analysis.

Mapping to a Career Level Guides

- Reading across the levels for a given leveling criteria (e.g., Leadership) provides a sense of the "build" in competence and skill level needed to advance within a job role

- Reading down through the criteria for a given career level (e.g., P1) provides an understanding of the profile of the career level

- Each job will be "mapped" against each leveling criteria

- The level is assigned based on the average result

- In the example to the right, while some of the leveling selections are at a P3, the majority of selections fall into a P2, ultimately mapping to a P2 for the job evaluated

Governance

Governance for newly created roles

Level	10 - 16 (Below Director)	17 - 18 (Director and Above)	19+ (Executive)
Proposal	Direct manager align with HRBP and business	Direct manager align with HRBP and business **and** reviewed by Compensation	
Final Approver	Next level manager	Functional Leaders	CHRO & CEO

*Compensation is available for consultation on all new roles if needed

Communication Plan

Communication Plan

Date	To	Purpose	Channel
8/5	People Managers / HRBPs	Focus group sessions to review training materials and get input from managers.	In person / Zoom
8/6	People Managers	Manager brief: new career framework coming soon, changes, timelines, training dates, resources for reference.	Email
8/9	People Managers	Motional Global Career Framework training assigned in Flex. All managers are required to complete this training course within 15 days of assignment.	Flex
8/20	People Managers	Managers receive individual letters for each of their direct reports.	Email
8/23	People Managers	Manager Q&A Sessions 2x; answer any questions on training and other materials prior to employee conversations	Live / Zoom
8/26	All Employees	Total Rewards team announces the new Global Career Framework and next steps at the August Global Call.	Global Call
8/27 - 9/15	All Employees	Managers schedule 1:1s with each employee to communicate individual career bands and levels.	In person/ Zoom

Appendix

People Management Band Leveling Criteria (1/2)

People Management Band					
	M1	**M2**	**M3**	**M4**	**M5**
• 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) • Requires management skill, business knowledge, and a strong technical foundation • Accountable for business, functional or operational processes as well as for project and/or department budgets and the results of other people • Typically directs a team of 3+ people					
General Profile	- Working team leader; spends a portion of time performing the work supervised - Analyzes information to solve on-going problems and implements procedures and approaches to complete work - Responsible for results of the team - Provides direction to team using extensive knowledge of established precedents and practices	- Supervises the daily activities of team members - Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors - Problem solving is guided by policies and procedures; receives guidance and oversight from manager	- Manages professional employees and/or Team Leads - Has accountability for the performance and results of a team within own area of specialty - Adapts departmental plans and priorities to address resource and operational challenges - Decisions and problem solving are guided by policies, procedures and department plan; receives guidance from manager - Provides technical guidance to employees, colleagues and/or customers	- Provides leadership to managers and or multiple teams of professionals - Is accountable for the performance and results of multiple related teams - Develops departmental plans, including business, production and/or organizational priorities - Decisions are guided by resource availability and organizational objectives	- Provides leadership and direction through Directors, and Team Leads - Is accountable for the performance and results of a large department major part of a function and/or multiple domains - Develops and executes business plans/strategy to achieve key business objectives and contributes to the development of functional strategy - Decisions are guided by functional or major operational segment strategy and priorities
Business Acumen	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 *(direct team activity)*	- 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

People Management Band Leveling Criteria (2/2)

People Management Band				
M1	**M2**	**M3**	**M4**	**M5**
Leadership				
- Provides day-to-day supervision to a team including coaching on performance, coordinating activities, checking on quality and work progress	- Has formal supervisory responsibilities; coordinates resources and sets daily priorities to meet operational objectives	- Manages *and coaches* one or more generally homogeneous teams; adapts department plans and priorities to meet short-term service and/or operational objectives	- Manages *and coaches* multiple related teams, sets departmental priorities and allocates resources to align with business objectives and annual plan	- 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
Problem Solving				
- Resolves problems, identifies the most appropriate solution and may establish new techniques to ensure the team is able to meet its objectives	- Uses judgment to identify, troubleshoot and resolve day-to-day technical and operational problems	- Identifies and solves technical and operational problems; understands and recognizes broader impact across the department	- Identifies and solves complex *(leads the resolution of)*, operational and organizational problems leveraging the appropriate resources within or outside the department	- Evaluates key business challenges; directs the resolution of highly complex or unusual business problems looking beyond existing methodologies applying advanced critical thinking
Impact				
- Has direct impact, on the quality of the tasks performed or services provided by the team	- Guided by policies and procedures, impacts the quality, efficiency and effectiveness of own team and its contribution to the department	- Guided by policies and departmental plan, impacts the team's ability to achieve service, quality and timeliness of objectives	- Guided by organization functional business plans, impacts the department results by supporting and funding of projects, products, services and/or technologies	- 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)
Inter-personal Skills				
- Requires tact and diplomacy to exchange ideas and information in a concise and logical way	- Explains information, conveys performance expectations and handles sensitive issues	- Guides and influences others either internally or externally to adopt a different point of view	- Persuades managers and leaders to take action and/or negotiates with external partners, vendors, and customers	- Negotiates with and influences senior leaders across the business to deliver on matters of significance to the function - May serve as an advisor to key stakeholders by influencing internal policies/programs that impact the business

Professional Band Leveling Criteria (1/2)

Professional Band						
	P1	**P2**	**P3**	**P4**	**P5**	**P6**
• Applies a theoretical knowledge-base to work to achieve goals through own work • 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 • Roles at the most senior levels of this career band set disciplinary strategy within their areas of expertise • May provide leadership and guidance to others as a project/program manager using technical expertise						
General Profile	▪ Requires conceptual knowledge of theories, practices, and procedures within a job discipline ▪ Performs routine assignments using existing procedures ▪ Receives instruction, guidance and direction from more senior level roles ▪ Entry level to a professional career progression	▪ Requires working knowledge and experience in own job discipline and broadens capabilities ▪ Continues to build knowledge of the company, processes and customers ▪ Performs a range of assignments related to job discipline ▪ Uses prescribed guidelines or policies in analysing situations ▪ Receives a moderate level of guidance and direction	▪ Requires in-depth conceptual and practical knowledge in own job discipline and basic knowledge of related job disciplines ▪ Solves complex problems ▪ Works independently, receives minimal guidance ▪ May lead projects or project steps within a broader project or may have accountability for on-going activities or objectives ▪ Acts as a resource for colleagues with less experience ▪ Level at which career may stabilize for many years or until retirement	▪ Requires specialized depth and/or breadth of expertise in own job discipline or field ▪ Leads others to solve complex problems ▪ Works independently, with guidance in only the most complex situations ▪ May lead functional teams or projects	▪ 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 ▪ Solves unique problems that have a broad impact on the business ▪ Contributes to the development of organization functional strategy ▪ Progression to this level is typically restricted on the basis of business requirements	▪ 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 ▪ Proactively identifies and solves problems that impact the management and direction of the business ▪ May participate in the development of the product or business strategy ▪ Progression to this level is typically restricted on the basis of individual capabilities and business requirements
Job Functional Knowledge	▪ Requires conceptual knowledge of theories, practices and procedures within a job discipline	▪ Requires expanded conceptual knowledge in own job discipline and broadens capabilities	▪ Requires in-depth conceptual and practical knowledge in own job discipline and basic knowledge of related job disciplines	▪ Requires specialized depth and/or breadth of expertise in own job discipline or field	▪ Regarded as the technical expert in their job discipline within the organization ▪ Requires in-depth and/or breadth of expertise in own job discipline and broad knowledge of other job disciplines within the organization function	▪ Recognized as "guru" or external expert in a job discipline ▪ Requires broad and comprehensive expertise in leading-edge theories, techniques and/or technologies within own field

Professional Band Leveling Criteria (1/2)

	Professional Band					
	P1	**P2**	**P3**	**P4**	**P5**	**P6**
Business Expertise	• Applies general knowledge of business developed through education or past experience	• Understands key business drivers; uses this understanding to accomplish own work	• 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	• Interprets internal/external business challenges and recommends best practices to improve products, processes or services	• Anticipates business and regulatory issues; recommends product, process or service improvements	• Influences internal/ external business and/or regulatory issues that have an impact on the business
Leadership	• Accountable for own contributions	• Provides informal guidance to new team members	• Acts as a resource for colleagues with less experience; may lead small projects with manageable risks and resource requirements	• May lead functional teams or projects with moderate resource requirements, risk, and/or complexity	• Leads projects with notable risk and complexity; develops the strategy for project execution	• Leads highly visible multidisciplinary project teams or initiatives; provides thought leadership
Problem Solving	• Uses existing procedures to solve standard problems; analyzes information and standard practices to make judgments	• Solves problems in straightforward situations; analyzes possible solutions using technical experience and judgment and precedents	• Solves complex problems; takes a new perspective on existing solutions; exercises judgment based on the analysis of multiple sources of information	• Leads others to solve complex problems; uses sophisticated analytical thought to exercise judgement and identify innovative solutions	• Solves unique problems with broad impact on the business; requires conceptual and innovative thinking to develop solutions	• Proactively identifies and solves the most complex problems; uses ground-breaking methods to think beyond existing solutions
Impact	• Has limited impact on own work team; works within standardized procedures and practices to achieve objectives and meet deadlines	• Impacts quality of own work and the work of others on the team; works within guidelines and policies	• Impacts a range of customer, operational, project or service activities within own team and other related teams; works within broad guidelines and policies	• Impacts the achievement of customer, operational, project or service objectives; work is guided by functional policies	• Impacts the direction and resource allocation for program, project or services; works within general functional policies and industry guidelines	• Impacts business direction through the development of innovative services or products
Inter-personal Skills	• Exchanges straightforward information, asks questions and checks for understanding	• Explains complex information to others in straightforward situations	• Explains difficult or sensitive information; works to build consensus	• Communicates difficult concepts and negotiates with others to adopt a different point of view	• Communicates complex ideas, anticipates potential objections and persuades others, often at senior levels, to adopt a different point of view	• Negotiates with senior management, customers, regulators or vendors to influence decisions

Technical Support Band Leveling Criteria (1/2)

Technical Support Band					
	T1	**T2**	**T3**	**T4**	**T5**
• Performs operational or technical work, often in support of professional roles • 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 • Performs tasks according to established procedures					
General Profile	▪ Requires skills developed through formal training or work experience ▪ Works within established procedures and guidelines with limited ability to modify approach ▪ Completes assigned tasks with a moderate degree of supervision	▪ Requires basic skills in an analytical or scientific method or operational process ▪ Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines ▪ Works with close supervision	▪ Requires working knowledge and skills to perform a defined set of analytical scientific or operational processes ▪ Applies experience and skills to complete assigned work within own area of expertise ▪ Works within standard operating procedures and/or scientific methods ▪ Works with a moderate degree of supervision	▪ Requires full proficiency in a range of technical processes or procedures through job-related training and considerable on-the-job experience ▪ Completes a variety of atypical assignments ▪ Works within defined technical processes and procedures or methodologies and may help determine the appropriate approach for new assignments ▪ Works with a limited degree of supervision, with oversight focused only on complex new assignments ▪ Acts as an informal resource for colleagues with less experience	▪ Requires specialized expertise in technical processes or procedures ▪ Completes assignments and facilitates the work activities of others; may coordinate work beyond own area ▪ May act as a lead, providing subject matter guidance to team members but is not a supervisor ▪ Works autonomously within established procedures and practices; proposing improvements to processes and methods as needed
Job Functional Knowledge	▪ Demonstrates proficiency in a range of processes or procedures	▪ Requires basic technical skills in analytical/scientific methods or operational processes to perform routine and straightforward activities	▪ Requires broadened technical skills in analytical/scientific methods or operational processes to perform a defined array of activities	▪ 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	▪ Requires specialized technical expertise within an analytical/scientific method or operational process to perform a broad range of complex work assignments

Technical Support Band Leveling Criteria (2/2)

	T1	T2	T3	T4	T5
Technical Support Band					
Business Expertise	▪ Understands how assigned duties relate to others in the team	▪ Understands how the assigned duties relate to others in the team and how the team integrates with others	▪ Understands how the team integrates with others to accomplish the team objectives	▪ Understands how own and related teams coordinate their efforts and resources to achieve objectives	▪ Understands how own and related teams efforts impact broader organizational objectives
Leadership	▪ Has no supervisory responsibilities	▪ Has no supervisory responsibilities	▪ Has no supervisory responsibilities; manages own workload	▪ May act as an informal resource for team members with less experience	▪ May act as a team lead, providing subject matter guidance to more junior team members – but is not a supervisor
Problem Solving	▪ Recognizes and solves typical problems that can occur in own work area without supervisory approval; evaluates and selects solutions from established options	▪ Addresses defined and straightforward problems using existing standard operating procedures or analytical/scientific methods	▪ 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	▪ Provides solutions to problems in situations that are atypical or occur infrequently based on existing precedents or procedures	▪ Gathers and analyzes data to identify and solve complex problems that arise with little or no precedent
Impact	▪ Impacts the efficiency and accuracy of own work	▪ Impacts the quality of own work	▪ Impacts the quality of own work and team	▪ Impacts the team's results through the quality and effectiveness of own work	▪ Impacts the effectiveness of own team and closely related teams
Interpersonal Skills	▪ Exchanges straightforward information in routine situations	▪ Communicates basic technical information with team members	▪ Communicates moderately complex technical information within the team	▪ Explains complex technical information including interdependencies within the team and others	▪ Exchanges advanced technical information and ideas effectively; uses tact and diplomacy when dealing with own and other teams

Business Support Band Leveling Criteria (1/2)

Business Support Band				
	U1: Entry	**U2: Intermed**	**U3: Senior**	**U4: Lead**
- Performs clerical or administrative work - Typically uses administrative, data organization, customer service and coordination skills to complete work - Jobs often have an acquired knowledge about processes or tasks either through specialized education, vocational study and/or training (on-the-job training) - Performs duties according to established procedures				
General Profile	- Acquires basic skills to perform routine tasks - Work is prescribed and completed with little autonomy - Works with either close supervision or under clearly defined procedures - Entry level to a business support career progression	- Requires working knowledge and skills developed through formal training or work experience - Identifies the problems and all relevant issues in straightforward situations, assesses each using standard procedures, and makes sound decisions - Works within established procedures with a moderate degree of supervision	- Requires full proficiency gained through job-related training and considerable on-the-job experience to perform a range of tasks - Takes a broad perspective to problems and spots new, less obvious solutions - Identifies key issues and patterns from partial/conflicting data - Completes work with a limited degree of supervision - Likely to act as an informal resource for colleague with less experience	- Requires advanced skills and expertise in a variety of work processes or activities - Generates new and innovative solutions to complex problems - May act as a team lead, coordinating the work of others, but not a supervisor - Works autonomously within established procedures and practices - Anticipates patterns and links; looks beyond the immediate problem to the wider implications
Job Functional Knowledge	Develops skills to perform basic activities in own job	Requires established skills to perform a range of routine activities	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	Requires advanced skills and expertise in a range of processes, procedures and systems
Business Expertise	Understands how the assigned duties integrate with others in the team	Understands how the assigned duties relate to others in the team and how the team integrates with other related teams	Understands how the team integrates with others to accomplish team objectives	Understands how related teams coordinate their efforts and resources to achieve objectives

Business Support Band Leveling Criteria (2/2)

Business Support Band			
U1: Entry	**U2: Intermed**	**U3: Senior**	**U4: Lead**
Leadership			
· Has no supervisory responsibilities	· Has no supervisory responsibilities; manages own workload	· May act as an informal resource for team members with less experience	· As a specialist or lead for the team, may provide subject matter guidance to team members with less experience
Problem Solving			
· Uses existing procedures to solve straightforward problems; has limited opportunity to exercise discretion	· Recognizes and solves typical problems that can occur in own work area without supervisory approval; evaluates and selects solutions from established options	· Provides solutions to problems in situations that are atypical or infrequently occurring based on practice and existing precedents or procedures	· Gathers and analyzes data to identify and solve complex problems that arise with little or no precedent
Impact			
· Impacts the accuracy of own work; receives close supervision; duties are clearly defined, and methods and tasks are described in detail	· 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	· Impacts the quality, timeliness and effectiveness of the team; uses discretion to modify work practices and processes to achieve results or improve efficiency	· 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
Inter-personal Skills			
· Uses communication skills and common courtesy *(to exchange basic process information and provide services)*	· Uses communication skills to exchange straightforward information	· Explains detailed and/or complicated information within the team	· Evaluates and communicates unusual and/or complex content in a clear manner