**Radford Global Technology Survey**

**Management Job Level Chart**

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| **Job Level:** | **Level 1** | **Level 2** |
| **Typical Title:** | **Supervisor**  *-Typically Supervises Clerical/Manufacturing staff -* | **Supervisor**  *-Typically Supervises Professional/Technical staff -* |
| **Analogy:** | Escorts hikers on day trips  (Routine situations, emergency prepared) | Guides team while rock climbing  (Skills/training needed, risk-taking support systems in place) |
| **Scope** | 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. |
| **Complexity** | 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. |
| **Discretion** | Erroneous decisions or failure to achieve results may cause delays in schedules. | Erroneous decisions or failure to achieve results will cause delays in schedules. |
| **Interaction** | 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. |
| **Supervision** | 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. |

**Note:** These levels create distinctions within job families below executive management. Incumbents typically have responsibility for managing people, including performance evaluations and pay increase recommendations.

**Radford Global Technology Survey**

**Management Job Level Chart (continued)**

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| **Job Level:** | **Level 3** | **Level 4** |
| **Typical Title:** | **Manager**  *-True Manager Level-* | **Senior Manager** |
| **Analogy:** | Leads extended alpine mountain-climbing trips  (Experienced leadership required for multi-faceted environment) | Pilots expedition through unexpected snow storm  (Strong tactical decision-maker, handles unforeseen issues) |
| **Scope** | 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. |
| **Complexity** | 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 have budget responsibilities. | 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. |
| **Discretion** | 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. |
| **Interaction** | 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. |
| **Supervision** | 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. |

**Note:** These levels create distinctions within job families below executive management. Incumbents typically have responsibility for managing people, including performance evaluations and pay increase recommendations. Employees with manager titles, but without direct reports, should be matched to management job families only if they manage the function and would be the manager of people if staffing levels grew.

**Radford Global Technology Survey**

**Management Job Level Chart (continued)**

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| **Job Level:** | **Level 5** | **Level 6** |
| **Typical Title:** | **Director**  *-Typically Manages those reported to Management Level 3 -* | **Senior Director** |
| **Analogy:** | Controls search efforts to find missing hikers  (Strategic battle-tested leader, directs operational units) | Directs efforts of both air and ground search parties  (Inspires action, coordinates simultaneous initiatives) |
| **Scope** | 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. | Develops corporate and/or organizational policies and authorizes their implementation. Detailed knowledge of company allows for innovative concepts and promoting new ideas. Provides direction to senior managers in various areas, groups, and/or operations. Recognized as an influential leader. |
| **Complexity** | 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. | Consistently works with abstract ideas or situations across functional areas of the business. Through assessment of intangible variables, identifies and evaluates fundamental issues, providing strategy and direction for major functional areas. Requires in-depth knowledge of the functional area, business strategies, and the company’s goals. |
| **Discretion** | Erroneous decisions will have a serious impact on the overall success of functional, division, or company operations. | Erroneous decisions will have a long-term effect on the company's success. |
| **Interaction** | 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. | Interacts internally and externally with executive level management, requiring negotiation of extremely critical matters. Influences policymaking. |
| **Supervision** | 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. | Directs and controls the activities of one or more functional areas, divisions, product groups or service areas through senior managers who have overall responsibility for the successful operation of those assigned areas. |

**Note:** These levels create distinctions within job families below executive management. Incumbents typically have responsibility for managing people, including performance evaluations and pay increase recommendations. Employees with manager titles, but without direct reports, should be matched to management job families only if they manage the function and would be the manager of people if staffing levels grew.

**Radford Global Technology Survey**

**Management Job Level Chart (continued)**

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| **Job Level:** | **Level 7** | **Level 8** |
| **Typical Title:** | **Vice-President**  *-Typically Manages those reported to Management Level 5 -* | **Senior Vice President**  *-Typically Manages those reported to Management Level 7 -* |
| **Analogy:** | Establishes protocols for use by search parties; Facilitates strategic “interagency cooperation” and motivates development of new tools and methods for dealing with crisis situations. | Uses visionary skills to inspire efforts to prepare for previously unidentified challenges. Instills passion for creative solutions in the face of uncertainty. |
| **Scope** | Sets vision and direction through resource allocation decisions for a significant organization or business unit. Executive responsible for multiple functions, departments, and/or geographic marketplaces. Develops and implements strategic plans and objectives for the organization in alignment with corporate strategy; oversees direction and approves tactical administrative or operational policies and resource allocation decisions to ensure achievement of objectives. | Sets vision and direction through resource allocation decisions for multiple significant organizations or business units where each is typically led by an executive. Develops corporate and/or organizational policies and authorizes their implementation. Detailed knowledge of company allows for innovative concepts and promoting new ideas. Provides vision and direction to senior managers in various areas, groups, and/or operations. Recognized as an influential leader within and outside the organization. |
| **Complexity** | Develops strategic plans to ensure successful implementation of action plans and objectives where analysis of situations or data requires an in-depth knowledge of the company, competitive environment, technology and economic or social implications of organization activities. Participates in development of corporate methods, techniques and evaluation criteria for projects, programs, and people. Approves budgets and schedules to meet corporate requirements. | Consistently works with abstract ideas or situations across functional areas of the business. Through assessment of intangible variables, identifies and evaluates core issues, providing strategy and direction for major functional areas. Requires in-depth knowledge of the function, business strategies, and the company’s goals as well as external factors affecting governance of company activities. |
| **Discretion** | Erroneous decisions will have a serious impact on the overall success of long-term company operations. | Erroneous decisions may impact the company's viability. |
| **Interaction** | Regularly interacts with executives and/or major customers. Interactions frequently involve highly visible activities such as speaking to or negotiating with customers, influencing other executives and/or academics, lobbying regulators or policy makers and representing the organization on matters of great significance to the organization. | Interacts internally and externally with executive level management, consultants and corporate leaders, requiring negotiation skills over extremely critical matters. Influences long-term vision and strategy of corporate consequence. |
| **Supervision** | Directs and controls the activities of a complete functional area through multiple levels of management within the company. Has overall control of planning, staffing, budgeting, managing expense priorities, and approving changes to methods and practices.  Manages a team of directors and/or high-level individual contributors. Manages primarily through a team of second-level managers (aka Management Level 5 Directors). Reports to functional-area senior VP, global corporate functional leader or corporate C-level executive, such as CEO or President. | Directs and controls the activities of more than one functional area, division, product group or service area through vice president level executive leaders who have overall operational responsibility for their assigned functions, geographic regions, and businesses. Generally reports to a global corporate functional area executive or C-level executive, such as CEO or President.  Note: A job match at this level typically also requires a match to a level 7 executive in the functional area. |

**Note:** A level 0 job is appropriate for executives with any VP-equivalent title who have global responsibility for a surveyed functional role within an independent corporation. Executives responsible for overseeing groups/divisions or geographies are also matched to level 0 job.

**Radford Global Technology Survey**

**Professional Individual Contributor Job Level Chart**

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| **Level:** | **Level 1** | **Level 2** | **Level 3** | **Level 4** | **Level 5** | **Level 6** |
|  | **Entry** | **Developing** | **Career** | **Advanced** | **Expert** | **Principal** |
| **Analogy:** | Learns about rope | Can tie basic knots  Shown complex knots | Calculates rope strength Knows a lot about knots | Understands rope making | Knows more about rope than you ever will | Invented nylon |
| **Knowledge** | 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. |
| **Job Complexity** | 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. |
| **Supervision** | 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. |
| **Experience** | 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. |

**Note:** These distinctions apply to Professional Individual Contributor job families. Typically, a college degree or its equivalent in education and experience is required.

**Radford Global Technology Survey**

**Support Individual Contributor Job Level Chart**

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| **Level:** | **Level 1** | **Level 2** | **Level 3** | **Level 4** | **Level 5** |
|  | **Entry** | **Intermediate** | **Senior** | **Highly Skilled** | **Specialist** |
| **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. | As a highly skilled specialist, contributes to the development of concepts and techniques. Completes complex tasks in creative 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. | Consistently works on complex assignments requiring independent action and a high degree of initiative to resolve issues. Makes recommendations for new procedures. |
| **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. | Acts independently to determine methods and procedures on new assignments. Often acts as a facilitator and 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. | Typically requires a minimum of 6+ years of related experience. |

**Note:** These levels create distinctions within Support Individual Contributor jobs. Levels of responsibility for most job families range from entry-level to highly skilled and occasionally to specialist. Support positions typically require general education, vocational training and/or on-the-job training.