

## PROFESSIONAL INDIVIDUAL CONTRIBUTOR JOB LEVELING CHART

| APPLICATION NOTE:                              | The primary purpose of this chart is to assist in the assessment of skill/responsibility requirements of professional individual contributor roles. Requirements shown on the chart reflect the <b>minimum requirements</b> expected for performing the job at a specific level. Checks with Compensation, not all functions have IC5 or IC6 level. |   |   |   |  |   |
|--|---|---|---|---|--|---|
| JOB LEVEL                                      | ENTRY (IC1)   | DEVELOPING (IC2)  | SENIOR (IC3)  | ADVANCED (IC4)  | EXPERT (IC5)*  | PRINCIPAL (IC6)*  |
| LEVEL CRITERIA                                 |   |   |   |   |  |   |
| <b>KNOWLEDGE &amp; SKILLS</b>                  | Limited use and/or application of basic principles, theories and concepts.  | Full use and application of standard principles, theories, concepts and techniques once selected.   | Capable of selecting and applying a wide range of principles, theories and concepts in major field of specialization. Has working knowledge of other related disciplines and the ability to develop nonstandard approaches to work.   | Applies extensive technical expertise/analysis. Defines general approaches as well as specific solutions to complex issues/technical problems considered state of the art.  | Applies advanced principles, theories and concepts. Contributes to the development of new principles and concepts. Utilizes this knowledge to propose projects, programs, new technologies or new business directions.   | Exhibits an exceptional degree of ingenuity, creativity and resourcefulness. Applies and/or develops leading edge ideas, technologies, products, scientific principles, theories and concepts to extend the boundaries of his/her discipline.   |
| <b>COMPLEXITY, PROBLEM SOLVING &amp; SCOPE</b> | Develops solutions to problems of limited scope. Expected to require some technical guidance and planning assistance.   | Provides solutions to a variety of problems using standard techniques. Some technical guidance expected to supplement areas of lesser experience.   | Provides solutions to a wide range of difficult problems. Solutions are imaginative, thorough and practicable.  | Develops solutions to complex problems, which require regular use of ingenuity and creativity. Problems typically require considerable broad functional understanding and/or technical insight as opposed to the complex but more routine problems encountered at Senior (IC3) level.   | Works on unusually complex problems and provides solutions which are highly innovative and ingenious. Work at this level will typically require the understanding of several functional disciplines and/or technology areas.   | Develops information, which extends the existing boundaries of knowledge in a given field requiring an understanding of knowledge spanning several diverse disciplines. Works on major projects that advance the state of the art.  |
| <b>FREEDOM TO ACT</b>                          | Work is closely guided. Follows specific, sometimes detailed instructions. Contacts are primarily with immediate manager and other professionals in his/her immediate group.  | Works under general guidance. Follows established procedures. Work is reviewed for functional/technical soundness and overall accuracy.   | Works under only general direction. Independently determines general approach and specific solutions to functional/technical problems. Demonstrates good judgement in setting schedules and taking risks. Work is reviewed upon completion for adequacy in meeting objectives. Contacts are frequently inter-organizational and/or outside customer contacts. Assignments may be self-initiated.  | Work is performed generally without direction. Exercises considerable latitude in determining functional/technical objectives of assignments. Completed work is reviewed from a relatively long-term perspective for desired results. Assignments are often self-initiated.   | Works under consultative direction toward predetermined long-range goals. Expected to develop long-range positions on programs or technologies for management consideration. Assignments are self-initiated. Determines and pursues courses of action necessary to obtain desired results. Work checked through consultation and agreement with others more than by formal review. | Directs or influences key technical resources at critical points in corporate level decision making process on long-range functional and/or technological objectives. May be used to uncover and resolve problems associated with the development and implementation of operational programs. Work is checked only to the effectiveness of results obtained typically requiring a long-term perspective. Virtually self-direct. |
| <b>IMPACT, LEADERSHIP &amp; INFLUENCE</b>      | Performs most of the assigned duties and tasks consistently and timely with quality.  | Performs any of the assigned duties and tasks consistently and timely with quality. Erroneous decisions, recommendations, or failure to get results may cause delays in program schedules and result in extra expenditure or resources. | Shares responsibility of functional/technical decisions. Makes judgements on program schedules or goals critical to the organization with other senior level professionals and managers. Represents the organization in providing solutions to difficult functional/technical problems associated with specific projects. Erroneous decisions, recommendations, or failure to get results would typically result in serious program delays and considerable additional expenditure and resources. | Interacts with senior management and/or customers on significant matters, often requiring coordination across organizational lines. Erroneous decisions, recommendations, or failure to get results would typically result in failure to achieve goals critical to the organization. Regularly contributes to key decisions and program/project/product planning. | Acts as a project/program leader and sponsor with consistent and meaningful influence. Serves as consultant and spokesperson at organization level on major projects / programs. Erroneous decisions or judgements would have a major impact on critical corporate programs.   | Widely viewed as an authority with a broad range of expertise. Serves as a consultant to top management in long-range corporate planning concerning functional areas. Erroneous decisions or judgements would have a prolonged effect on the corporation's reputation and business results.   |

## PROFESSIONAL INDIVIDUAL CONTRIBUTOR LEVELING CHART

| JOB LEVEL<br>LEVEL CRITERIA   | ENTRY (IC1)  | DEVELOPING (IC2)  | SENIOR (IC3)   | ADVANCED (IC4)   | EXPERT (IC5)*   | PRINCIPAL (IC6)*  |
|---|--|---|--|--|---|---|
| <b>PROJECT MANAGEMENT</b>   | Implement projects or procedures established by managers or senior members of the team. May plan own work.   | Leads small project(s) as part of a larger project(s). May be a project leader who guides direction of project(s).  | Makes plans as a subset of a larger plan which may last years and include several other work groups or organizations. Typically a leader of and/or responsible for project planning, makes substantial contributions to determining feasibility of goals/objectives. | Exercises a significant degree of leadership to projects and programs bearing directly on organization objectives. Makes plans which coordinate plans of others. Represents the organization as the prime contact on projects. May lead major projects consisting of multiple modules or sub-projects, which may require the use of sophisticated project planning techniques. | Demonstrated ability to determine program objectives/requirements, organizing programs and projects and developing standards and guidelines for diverse activities. Acts as an advisor to top management and/or customers on important functional/technical projects and/or programs. | Essentially the same scope of project/program as the EXPERT (IC5) level but with greater accountability for key interim decisions and final results. Generally the prime internal and external spokesperson representing major projects. Plays a key role in planning future projects/programs. |
| <b>INNOVATION &amp; CREATIVITY</b><br><i>(Job's expected internal/external contribution to publications, white papers, books and patents, etc. May not be applicable for all job functions)</i> | Example: May have contributed in a meaningful way as part of a team to the creation of a white paper or article published in a professional/trade journal. | Example: May have contributed in a meaningful way as an individual contributor to the creation of a white paper or article published in a professional/trade journal. | Example: Publishes a white paper or article and/or contributes as a team member of a project or program that is a major contribution to Cloudera.  | Example: Key contributor in a major project/program or patent; Significantly advances the understanding of a knowledge area through study or research.   | Example: Typically will have published multiple white papers and articles and/or contributed concepts, inventions, new designs, or techniques regarded as significant advances in the internal business/technical community.  | Example: Typically will have published a major treatise or book and have contributed multiple inventions, new designs, or techniques regarded as significant advances in both internal and external business/technical community. Regarded as a "thought leader".                               |
| <b>TYPICAL EDUCATION &amp; EXPERIENCE</b>   | Bachelor's degree with 0 – 2 years' experience.  | Bachelor's degree or equivalent with 2 – 5 years' experience. Master's degree with 0 – 3 years' experience.   | Bachelor's degree or equivalent with 5 – 8 years' experience. Master's degree with 3 – 6 years or a Ph.D. with 0 – 3 years' experience.  | Bachelor's degree or equivalent with 8 – 15 years' experience, or Master's degree with 6 – 12 years' experience, or Ph.D. with 3 – 6 years' experience.  | Bachelor's degree or equivalent with minimum of 10 years' experience. Master's degree with minimum of 8 years or Ph.D. with minimum of 6 years' experience.   | Education and experience are unique to this level, but should exceed the requirements of EXPERT (IC5) level. Requires mastery of discipline.  |